

# **POLICY AND RESOURCES COMMITTEE**

## **VIRTUAL MEETING NOTICE AND AGENDA**

For a virtual/remote meeting to be held on Monday, 8 March 2021 at 7.30 pm

Members of the Policy and Resources Committee:-

Councillors:

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

Matthew Bedford (Vice-Chair)  
Roger Seabourne  
Phil Williams  
Steve Drury  
Alison Wall

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*Joanne Wagstaffe, Chief Executive  
Monday, 1 March 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](mailto: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=15ca51e2-2a12-40d2-968d-12a8d21c9864&presID=190135e1f7dd43349e063ca4b6bace431d>

The Committee virtual meeting protocol can be viewed below:

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

**1. APOLOGIES FOR ABSENCE**

**2. MINUTES**

(Pages 7  
- 16)

To confirm as a correct record the Minutes of the Policy and Resources Committee meeting held on 25 January 2021.

**3. NOTICE OF OTHER BUSINESS**

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

**4. DECLARATIONS OF INTEREST**

To receive any declarations of interest.

**Policy**

**5. ADOPTION OF LOCAL GOVERNMENT ASSOCIATION MODEL COUNCILLOR CODE OF CONDUCT 2020**

(Pages  
17 - 36)

The Local Government Association (LGA) has developed a Model Councillor Code of Conduct 2020, in association with key partners and after extensive consultation with the sector. This is part of its work on supporting all tiers of local government to continue to aspire to high standards of leadership and performance. It is a template for Councils to adopt in whole and/or with local amendments. All Councils are required to have a local Councillor Code of Conduct. It is not mandatory for all Councils to have the same code.

**6. NATIONAL PLANNING POLICY FRAMEWORK AND NATIONAL MODEL DESIGN CODE - DRAFT RESPONSE TO CONSULTATION PROPOSALS** (Pages 37 - 52)

The Government is undertaking a [consultation](#) on proposed changes to the National Planning Policy Framework (NPPF) and the National Model Design Guide. This is a technical consultation seeking views on:

- Proposed changes to the NPPF based on the recommendations of the Building Better Building Beautiful Commission
- Proposed changes to the NPPF to strengthen environmental policies, including those arising from the government's review of flood risk with Defra
- Proposed minor changes to the NPPF to clarify policy in order to address legal issues
- Proposed changes to remove or amend out of date material
- A proposed update to reflect a recent change made in a Written Ministerial Statement about retaining and explaining statuses
- Clarification on the use of Article 4 Directions
- The new National Model Design Code

This report provides a summary of the proposed changes and seeks Members' views on the draft response set out in Appendix 1.

**7. CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY 2021-2026** (Pages 53 - 166)

Three Rivers District Council heard the climate change motion on Tuesday 21 May 2019 at Council, which was put forward by the Leader, Cllr Sara Bedford and Councillors: Stephen Giles-Medhurst, Chris Lloyd, Alex Michaels, Sarah Nelmes, Andrew Scarth and Dominic Sokalski.

The motion asked for the details of the strategy to be brought for consideration by the Council. It requested the Council to work with partners in the public and private sectors and engage with residents and businesses to gain their input and support when developing the strategy.

The motion commits the Council to use all practical means to reduce the impact of council services on the environment and use planning regulations and the Local Plan to cut carbon emissions. It also calls for help from the Government to provide the support and resources needed to progress the action plan.

A draft Climate Change Strategy was presented to the LEC Committee on 7th October 2020 which was recommended by the Committee for public consultation. The Consultation was formally completed on 30 November 2020.

This report presents the revised Climate Emergency and Sustainability Strategy, (attached at Appendix A) which includes new ambitions in relation to climate change and sustainability, our achievements so far, and how we can lead, enable and engage individuals and businesses to adopt pro-environmental behaviours to reduce their environmental impacts. The

associated action plan will be developed and used by officers to deliver the strategy once agreed.

- 8. GREATER LONDON BOUNDARY CHARGE** (Pages 167 - 170)
- This report is presented to Members providing details on the possible implementation of a Greater London Boundary Charge, based on the current information being reported.
- 9. CORPORATE FRAMEWORK AND FINAL SERVICE PLANS 2021-2024** (Pages 171 - 348)
- To receive the Corporate Framework and the following final service plans for recommendation to Council:
- Legal
  - Committee
  - Elections
  - Finance
  - Corporate Services
  - Customer Service Centre
  - Revenue and Benefits
  - Property Services
  - Economic Development and Sustainability (only with regard to the Local Plan)

## Resources

- 10. BUDGET MONITORING - MONTH 10 (JANUARY)** (Pages 349 - 392)
- Budget monitoring report is a key tool in scrutinising the Council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.
- This report seeks approval to a change in the Committee's 2020 - 2024 medium-term revenue financial plan. The report shows the Council's overall consolidated medium term financial plan for both revenue and capital.
- 11. WORK PROGRAMME** (Pages 393 - 398)
- To receive the Committee's work programme.
- 12. OTHER BUSINESS - if approved under item 3 above**
- 13. 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.)

**14. IT SERVICES CONTRACT AWARD**

To receive a report.

**15. LOCAL PLAN SUB COMMITTEE RECOMMENDATIONS**

To receive a report

**1. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE**

**To receive any declarations of interest.**

**General Enquiries: Please contact the Committee Team at [committeeteam@threeivers.gov.uk](mailto:committeeteam@threeivers.gov.uk)**

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**POLICY AND RESOURCES COMMITTEE****MINUTES**

Of a virtual/remote meeting held on 25 January 2021 at 7.30pm to 8.36pm.

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)  
Paula Hiscocks

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

No other Councillors were in attendance

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Officers Present: Joanne Wagstaffe, Chief Executive  
Geof Muggerridge, Director of Community and Environmental Services  
(DCES)  
Alison Scott, Interim Director of Finance  
Claire May, Head of Planning Policy and Projects  
Ray Figg, Head of Community Services  
Josh Sills, Watersmeet Venue Manager  
Rebecca Young, Acting Head of Community Partnerships  
Phil King, Emergency Planning and Risk Manager  
Sarah Haythorpe, Principal Committee Manager

**PR78/20 APOLOGIES FOR ABSENCE**

No apologies for absence were received. Councillor Steve Drury was slightly late joining the meeting

**PR79/20 MINUTES**

The Minutes of the Policy and Resources Committee meeting held on 7 December 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 one amendment at the top of Page 8.

Minute PR77/20 - The Chair of the meeting agreed to forward to the Committee a copy of the letter that had been sent to the Secretary of State for Housing.

**PR80/20 NOTICE OF OTHER BUSINESS**

The Chair ruled that the following items had not been available 5 clear working days before the meeting but were of sufficient urgency to take at the meeting:

Item 14a – an e-petition had not been included on the Agenda when published but was of sufficient urgency to be taken so that the petition can be received by the Council. The Chair of the meeting had agreed to take the item of business of item 4.

Item 8 - Appendix 1 had not been available although the report had been published. The reason for urgency was to ensure that the risk register could be agreed.

**PR81/20 DECLARATION OF INTERESTS**

None received.

**PR82/20 RECEIPT OF AN E-PETITION ON RICKMANSWORTH BOWLS CLUB**

The Committee received a petition from Rickmansworth Bowls Club signed by 113 residents which stated:

*'That the Council continues to provide financial support to Rickmansworth Bowls Club*

*We the undersigned, support Rickmansworth Bowls Club at Basing Gardens in providing a service for young and old in the community, as it has done for over 100 years, where all have benefitted from physical exercise and enjoyment of fresh air and social interaction. Bowls is a healthy form of outdoor exercise and especially suited for older residents and those who are relatively less mobile.*

*The Council's Three Rivers Local Strategic Partnership Community Strategy 2018-2023 has the key priority of ensuring that "residents have opportunities to be physically and mentally healthy." The Council is therefore committed to "working in partnership to promote access to physical activity opportunities."*

*The Council has for many years helped the Club by subsidising the cost of using the facilities. However, the Council is now withdrawing all financial support for the Club, which is likely to force the Club to close. This is therefore directly contrary to the Council's stated aim and will be especially disadvantageous to the older residents of the area.*

*We therefore urge the Council to reconsider and support the Club by providing some ongoing financial support, enabling the Club to exist and thrive and be a source of enjoyment for the whole community for many years to come.'*

In accordance with Rule 18(5) of the Council's Constitution, the Lead Petitioner presented the petition to the Committee.

The Vice Chair thanked the Lead Petitioner and the Bowls Club for presenting the petition and added that the Council did recognise the value of the club and were committed to helping the club to transition to the new arrangements. The Council were not looking to withdraw all financial support. The lease that had been offered was for a longer term lease which should benefit the club and would provide significantly below market rent. In addition the club had been offered the use of some equipment and additional grant funding to help with the transition to the new arrangements. The Council would welcome the clubs involvement in the process.

The Chair thanked the Lead Petitioner and advised the Council would be in contact to seek a mutually agreed plan for going forward.

RESOLVED:



Noted receipt of the petition and that a letter would be sent to the Lead Petitioner confirming receipt.

**PR83/20 TO RECEIVE THE RECOMMENDATION FROM THE LOCAL PLAN SUB-COMMITTEE MEETING HELD ON 18 JANUARY 2021**

The report set out changes to the Statement of Community Involvement which provided 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.

The proposed amendments in the addendum would be temporary and would apply up until such 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.

Members raised the following issues:

Q: How far reaching does a consultation have to be as far as an end user is concerned?

A: The Council consult District wide and further afield outside the District. It was noted that there are a number of businesses in the District. Anyone with an interest in the District could be consulted.

Q: Where it states written and email communication would continue did that include posted communication?

A: Initially it would be email. There was a consultation database specifically for the Local Plan. Anyone who wanted to could register on the consultation database, details were provided on the website. The Council would write to statutory consultees where they did not have email addresses, e.g. electricity companies, the Water Board, Environment Agency.

Q: Paragraph 3.4 in Appendix 2 stated 'the circulation of information in hard copy format should be avoided by developers undertaking community consultation'. Who was determining this?

A: These were rules under the current legislation and looked to try to prevent flyers or hard copy documents being posted to lessen contact with members of the public and to lessen the transmission of Covid 19.

Q Paragraph 2.6 of the report stated that the Regulations had been extended to apply until 31 December 2021. Specific dates were required as to when these would be reviewed.

A: Legislation stated that the changes would remain in place until 31 December 2021. The Council could not review this until the Government changes the legislations. Officers would keep a check on any changes and report back to the Local Plan sub-committee and Policy and Resources Committee accordingly. The Member asked for this point to be included for clarity.

Q: Could instructions on how to look at the Local Plan consultation details online be put on all the notice boards across the District and not just in Rickmansworth?

A: The Chair agreed that this was reasonable request.

Q: Paragraph 2.13 of the report stated that the applicant would be responsible for displaying notices on behalf of the Council for planning applications. Why would Officers not do this and who would checks be made to ensure the notices were put up in the correct location.

A: This procedure was changed in March 2020 as part of the Covid 19 restrictions. The notices were posted to the applicant who was responsible for put them up in the correct location. The applicant had to take a photograph to confirm they had posted the notice in the right place. The Director of Community and Environmental Services advised that most Planning Officers were working from home so it would involve a visit to the office and then out to the site to undertake this. The new system was quicker and had been working well for the last year. Applicants were made aware that the notices had to be put up and had to stay in place for a required period. The Director would feedback to the Development Management team for Ward Councillors to be made aware so they could check the notices were in place.

Q: A Member advised that they were already advised of Planning Application details weekly so did not see the need for an additional arrangement.

Paragraph 2.13 made reference to the Statutory Local Plan Consultation, the Member said details should be displayed on all District noticeboards.

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

RECOMMEND:

Agreed to recommend the adoption of the Addendum to the Statement of Community Involvement as set out in Appendix 2 to the report.

#### **PR84/20 DECISIONS OF THE COVID 19 RESPONSE SUB-COMMITTEE**

The Committee received the decisions from the Covid 19 Response sub-committee meeting held on 16 November 2020 as set out in the minutes (details below).

1. CRSC 25/20 - SERVICE RESTORATION GENERAL UPDATE REPORT
2. CRSC 26/20 - WATERSMEET REOPENING REPORT

On being put to the Committee the recommendations in the Minutes were declared CARRIED by the Chair of the meeting the voting being by general assent.

RESOLVED:

1. Agreed the General Update report for adoption.
2. Agreed the Watersmeet Reopening report for adoption.

#### **PR85/20 COVID-19 RESTRICTIONS IMPACT ON SERVICES UPDATE REPORT**

The Watersmeet Venue Manager gave the following report to the Committee:

The Covid-19 Impact on services report follows on from the Service Restoration General Update report presented to the Covid-19 Response Sub-committee on 16 November 2020, and provided an update on the current situation regarding the Council's services and Covid-19 response.

The report set out the impact on services and highlighted the additional work and measures put in place to support residents and the Covid-19 response. Appendix 1 itemised each of the Council's services and the impact each Tier and the current National Lockdown has had. Where it stated BAU (business as usual) the

delivery of the service continued, however it was important to highlight that the majority of staff that would normally be based at Three Rivers House continued to work from home. Naturally, due to the ever changing situation there have been further developments since this report was published and these were highlighted to the Committee.

Since the last update in November, Three Rivers has come out of the second national lockdown on 3 December and entered into Tier 2. The District was then moved to Tier 3 on 16 December and to Tier 4 on 20 December and then on the 5 January 2021 the country entered a third National Lockdown.

Moving through the Tier system had generated significant workload for Officers as aspects of services had started and stopped in response to the restrictions and the required support for residents had changed.

In response to the second National Lockdown in November a Covid-19 Action Group was established consisting of Officers from Community Partnerships, Leisure, Watersmeet, Regulatory Services Communications and the Customer Services Centre to coordinate tasks across different services utilising the skillset of specific staff.

Four Covid Marshals, funded from Central Government Resources, have been employed to engage with the public and encourage general compliance of Covid restrictions focusing on our parks, open spaces and supermarkets. Funding had also been provided for Covid Response officers to support enhanced contract tracing across the county. The recruitment process mentioned for the 3 Officers for Three Rivers had progressed and offers have been made and verbally accepted.

Work with Herts County Council, Herts Help and Watford and Three Rivers Trust had continued throughout the tier system and during the National Lockdown for people who are isolating and who are clinically and extremely vulnerable, helping them with getting access to food deliveries, prescriptions and providing wellbeing support.

There had been significant disruption to some services and the current status of services was as follows:

#### **Leisure/Watersmeet**

- In Leisure, currently parks, open spaces, play areas, car parks and the public toilets within our parks remained open.
- Skate parks, tennis courts, multi-use games areas and outdoor gyms are all closed as per the Government guidance.
- Since the report was published, Parkguard have been engaged temporarily to patrol Croxley skate-park in response to Police and Covid Marshal feedback on the continued use of the skate park despite it being closed. 3 hand sanitiser stations have been ordered to be installed at the three of the busiest play areas (Ebury, Leavesden Country Park and Barton Way).
- Arts on Prescription, a support group, would continue with the next programme starting in March.
- Volunteering programmes and 'friends of' working groups are currently suspended.
- Leisure centres and Rickmansworth Golf Course are currently closed and we intend to reopen these when restrictions allow. The Council continues to work closely with SLM the Leisure operator.
- Watersmeet is currently closed following a brief reopening during Tier 2 in December. Today we submitted an application for £87,500 of support from the Culture Recovery Fund for Watersmeet to be used from April-June 2021. This

was our second funding application. Successful applicants would be informed by the end of March.

### **Environmental Protection**

- Environmental Protection waste collections had continued and had provided a full service with the exception of a short delay in trade waste collection that was caught up within a few days.
- Due to staff self-isolation and Covid 19 cases within the workforce, depot sorting of litter bins had been suspended and an operative had been moved to waste loading. A street cleanser driver had been transferred to drive for the waste collection team. The number of agency waste loaders had also been increased from 4 to 6.
- The report set out a stepped approach and provided a contingency plan should further staff shortages occur if the number of Covid 19 cases increase. The 3 main potential issues were, number of HGV drivers available, the number of loaders available and the number of fitters available for vehicle maintenance – which was provided by the maintenance contractor Plantec.

### **Community Partnerships**

- Community Partnerships Anti-social behaviour doorstep visits continued to take place as required during Tiers 2-4 but are currently on hold since the start of the National Lockdown on 5 January.
- Since the report was published a number of Family Intervention doorstep visits had taken place to ensure support continued for families.
- Throughout Tiers 2-4 the Community Support Service and Domestic Abuse Support was provided online where appropriate and face to face if necessary. Since the 5 January all indoor visits in centres and homes had stopped with essential face to face contact taking place outside. Since this report was published Herts Mind Network had stated they do not intend to recommence home visits until staff have been vaccinated.

### **Regulatory Services**

- The majority of the services had continued as business as usual with the exception of non-essential site visits which are currently on hold. Since the start of the National Lockdown on 5 January only urgent and essential site visits (including priority enforcement visits) were taking place.
- Knowledge tests for new taxi drivers continue to be on hold with an ongoing review of the online provision.
- Parking enforcement is currently suspended during the National Lockdown.
- Environmental Health Officers provided by Watford Borough Council on behalf of Three Rivers continue to engage with businesses across the District with current focus on supermarkets. These are being assisted by the Covid Marshals mentioned earlier.

### **Other Services**

- Housing services had mainly continued business as usual including rough sleeper visits. Home visits had currently stopped with doorstep visit taking place only when essential.
- The majority of Electoral Services continued as business as usual and at present the 6 May elections are due to take place, although it was currently unknown what impact the National Lockdown would have on logistics.
- Revenue & Benefits was experiencing considerable additional work with the processing of grants, although the rest of the service continued as business as usual.
- Legal and Democratic Services had needed to interpret increased legislation and the courts continue to remain open.

- The majority of the Finance Service had continued business as usual throughout, with the exception of the Fraud team who were unable to conduct face to face interviews impacting on the recovery of fraudulent payments.
- A number of tenants had sought rent payment holidays which were being monitored by Property Services.
- The Customer Services Centre, Economic & Sustainable Development, Corporate Services, Human Resources, Facilities and ICT had continued business as usual with their service delivery.
- Three Rivers House remains closed for staff with the exception of essential visits. The building remains open for use by the Police, Enforcement officers and Covid Marshals.
- CAB staff continue to access the building and are carrying out remote support, but are currently not providing any face to face services to the public.
- Basing House remains open for Rivertech, however the Museum is closed.
- Staff resources are being monitored regularly with several secondments and redeployments in place to support priority services, as well as specific tasks being allocated via the Covid-19 Action group mentioned earlier. The NHS have approached the Council asking for up to 10 staff to provide support for the vaccination programme. A number of staff have volunteered and the NHS are particularly interested in one person who had offered to help at the Lister Hospital.

Tier restrictions and the latest National Lockdown are likely to have adverse effects on the local community including those suffering with mental health issues, domestic abuse and those on low incomes. The Covid-19 Action Group, and designated safeguarding leads will continue to work with partners to support those in most need.

Finally the Council's website and social media channels would continue to provide updates and messaging to the local community to help support the Covid-19 response.

The following points were raised by Members:

Q: Taxi driver tests were on hold, did this mean they were not driving?

A: This referred to the testing of new drivers. Currently demand was low so this was not having any impact. The Director of Community and Environmental Services advised they were only aware of two tests on hold. The taxi drivers would not be driving in the District without having taken the test.

Q: Many emails had been received complaining about people from outside the District driving to and parking in the Aquadrome Car Park.

A: Car parks were being monitored but they remained open to stop visitors parking in the surrounding streets. The Director of Community and Environmental Services confirmed that when the car parks were closed people parked immediately outside and inconvenienced local residents. There were extra patrols of Covid Marshals but they were unable to monitor where every vehicle had come from. There was more social media messaging and signage being put in place to request that people exercise locally.

Q: What testing protocol is in place within the Council?

A: The Council do not undertake repeat tests. All office based staff are homeworking and only allowed into the office by exception. There are procedures in place to protect the working environment. Depot staff are subject

to the Government guidelines. Staff showing symptoms have access to the rapid testing. Potentially this may be considered for all staff going forwards but was not a requirement at present. Government guidelines are being followed for testing, isolating and returning to work.

Q: Would the Council manage to spend the grant received to Watersmeet of £175,000 before the end of March?

A: The Council were on track to have spent the first round of the Culture Recovery Fund by end March.

Q: The accounts state the years' income for Watersmeet was £190,000 so to get £175,000 was very good?

A: Turnover/total income pre-Covid 19 was just over £937,000, so was significantly down even with the grant.

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

RESOLVED:

Agreed the approach set out in the Covid-19 Restrictions Impact on Services Update Report for adoption.

#### **PR86/20 REVIEW OF STRATEGIC RISKS**

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

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

RESOLVED:

Noted the updated Strategic Risk Register.

#### **PR87/20 FINANCIAL PLANNING 2021-2024**

This report was an introduction to the three agenda items that followed.

The Lead Member for Resources and Shared Services moved agenda items 9, 10, 11 and 12 and advised that on item 12, they would be moving option 9.2 that the Administration would 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.

RESOLVED:

The Committee noted the report.

#### **PR88/20 FINANCIAL PLANNING – REVENUE SERVICES**

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

Members raised the following questions:

Q: Paragraph 2.7 - Herts County Council commenced the removal of £1.5m from a total distributional pot. Why was the pot being reduced?

A: The County provide some money to improve recycling rates amongst the Districts. They decided to reduce the model in a phased approach over a

number of years. The Council had also experienced a loss due to the way the money was calculated.

Q: How much have the Council lost in total?

A: There was an expected loss of £279,000 next year.

RESOLVED:

The Committee noted the report.

**PR89/20 FINANCIAL PLANNING – CAPITAL STRATEGY AND THE TREASURY MANAGEMENT POLICY**

The purpose of this report was 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)

Members raised the following questions:

Q: Paragraph 3.14 the increase in borrowing from £26m to £29m, what was the reason for this?

A: The estimate for 2021/22 was set out in Paragraph 3.13 and showed the operational boundary which was £26m for both 2020/21 and 2021/22. The authorised limit was the maximum for borrowing without going back to Council. For this year and the next financial year it was £29m.

RESOLVED:

The Committee noted the report.

**PR90/20 FINANCIAL PLANNING – RECOMMENDATIONS**

This report enabled 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

The Vice-Chair moved the recommendation at Paragraph 9.2 in the report.

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

RECOMMENDED:

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.

**PR91/20 WORK PROGRAMME**

To receive the Committee's work programme.

A Member asked for the Emergency Climate Change Strategy to be added to the work programme. This was confirmed by the Acting Head of Community Partnerships

A Member asked for dates to be added for when the Trees and Landscape Strategy (item 13) would be presented to the Committee. The Chair would discuss suitable dates with the Principal Committee Manager.

RESOLVED:

Noted the work programme.

The Chair thanked Officers for the work they were doing in very trying times.

**CHAIR**



## POLICY AND RESOURCES COMMITTEE – 8 MARCH 2021

### COUNCIL – 18 MAY 2021

#### NOT DELEGATED

#### PART 1

## **5. ADOPTION OF LOCAL GOVERNMENT ASSOCIATION MODEL COUNCILLOR CODE OF CONDUCT 2020 (CED)**

### **1 Summary**

- 1.1 The Local Government Association (LGA) has developed a Model Councillor Code of Conduct 2020, in association with key partners and after extensive consultation with the sector. This is part of its work on supporting all tiers of local government to continue to aspire to high standards of leadership and performance. It is a template for Councils to adopt in whole and/or with local amendments. All Councils are required to have a local Councillor Code of Conduct. It is not mandatory for all Councils to have the same code.

### **2 Details**

- 2.1 The current Councillor Code of Conduct was adopted by the Council in 2011 and was based on the then LGA recommended code for Members. The current code is principles rather than a rules based code.
- 2.2 Following extensive consultation the LGA has now produced an updated Model Code attached at Appendix 1. A copy of the consultation is at Appendix 2 and is worth reading. The LGA states that the purpose of the Code of Conduct is to assist Councillors, in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against them. It is also to protect Councillors, the public, fellow Councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all Councillors and their specific obligations in relation to standards of conduct. The LGA encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of Councillor and local government
- 2.3 There are certain new obligations such as an obligation to attend training, more text on the use of confidential information and on equalities issues. Reference to social media is now included in the Model Code.
- 2.4 Members are asked to consider whether the current limit of £25 for registering gifts and hospitality is maintained or whether it should be increased to £50 as is recommended in the revised LGA model code. The Committee for Standards in Public Life has recommended that Councils publish on the website details of the Register of Gifts and Hospitality. This Register was always open to the public. Officers have arranged for the website to be updated to include this.
- 2.5 It is recommended that the Council adopts this new code as drafted to replace the existing code attached at Appendix 3 subject to setting a limit on the value of gifts and hospitality

- 2.6 Training on the new Model code for all Members, Parish (Community) Councillors and Officers has been arranged over 3 dates in March 2021. Training in March will mean that Members will have a knowledge and understanding of the code before adoption. The training is being provided by the firm who were appointed by the LGA to draft the code Paul Hoey Associates. The training will be paid for out of the member training budget with some contributions from the various Parish Councils
- 2.7 The LGA will review the code annually to ensure it is up to date and will offer support training and mediation
- 2.8 Guidance on the code will be produced The LGA are currently procuring the following written guidance on the application of the code to assist members

*(1) To support councillors in understanding and meeting the LGA's Model Councillor Code of Conduct 2020.*

And to assist Monitoring Officers

*(2) To develop guidance to support Monitoring Officers in managing and undertaking investigations into potential breach of the Council's Member Code of Conduct. This is to help Monitoring Officers apply a consistent best practice approach which is proportional, fair, impartial, timely, transparent and confidential in investigating complaints resulting in findings of fact to determine whether a **breach** of the Code has occurred*

The code aims to be relatively short and simple and have accompanying guidance rather than a very detailed code running to many pages and covering all possible scenarios. It has been accepted that some provisions need some interpretation around them.

### **3 Options and Reasons for Recommendations**

- 3.1 The Council can choose to adopt the new LGA Model Councillor Code of Conduct 2020 or retain its existing code.
- 3.2 If the Council adopts the LGA Model councillor Code it can choose to set the limit for registration of gifts and hospitality at £50 as recommended in the LGA model Code or retain the current £25 threshold limit for registration.

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

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

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

- 5.1 None specific.

### **6 Legal Implications**

- 6.1. Under the Localism Act 2011 the Council is under a duty to promote and maintain high standards of conduct and to adopt a Code of Conduct for its elected Councillors based on the principles of standards in public life.
- 6.2 It is not mandatory for all Councils to have the same code.

## **7 Communications and Website Implications**

- 7.1 If adopted the revised code will be published on the website with the updated Register of member's interests. The Register of Gifts and hospitality is now published on the website

## **8 Parish Council implications**

- 8.1 All Parish and Community Councils in the District are aware of the new Model LGA Code. All have indicated an intention to adopt the same. All Clerks have received an invitation for their members to attend the training being run by this Council. The Hertfordshire Association of Local Councils (HALC) is also advising and assisting Clerks and Parish Councillors in this respect.

## **9 Recommendation**

- 9.1 That Policy and Resources Committee recommends to Council that the Council adopts the Local Government Association Model Councillor Code of Conduct 2020 with effect from the Annual meeting in May 2021.
- 9.2 That Policy and Resources Committee recommends to Council to agree that the limit for registering gifts and hospitality be increased from the current £25 to £50 as set out in the Local Government Association Model Councillor Code of Conduct.
- 9.3 That all Members attend one of the 3 training sessions on the model LGA Councillor Code which Officers are proposing is essential training for all Members prior to adoption of the code.
- 9.4 That additional training be arranged after the 2021 elections on the model Councillor Code for any new Councillors and that they be required to attend.

Report prepared by: Anne Morgan Solicitor to the Council and Monitoring Officer

### **Data Quality**

Data sources: LGA

Data checked by: Sarah Haythorpe

Data rating:

<b>1</b>	<b>Poor</b>	
<b>2</b>	<b>Sufficient</b>	
<b>3</b>	<b>High</b>	<b>x</b>

Background Papers

Localism Act 2011

### **APPENDICES / ATTACHMENTS**

Appendix 1 LGA Model Councillor Code of Conduct 2020

Appendix 2 LGA consultation exercise on the Model Councillor Code of Conduct 2020

Appendix 3 Current Code of Conduct for Three Rivers District Councillors

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[Home](#) > [Parliament](#) > [Briefings and responses](#)

# LGA's response to the findings of the consultation on the draft Model Member Code of Conduct

In June 2020 the Local Government Association (LGA) conducted a consultation to gather views on its draft Model Member Code of Conduct as part of its work on supporting the sector to continue to aspire to high standards of leadership and performance. Responses to the consultation were gathered through an online questionnaire as well as by email via a dedicated inbox.

03 Nov 2020

**Jump to section**



## Introduction

1. The LGA would like to thank all those who took the time to respond to the consultation and who took part in the webinars. We received around 1600 individual responses to the consultation and around 800 people participated in the webinars. We would particularly like to thank those who discussed and debated the draft code and the consultation with their councils.
2. The LGA is a politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems. We, as the LGA, have developed this code for and on behalf of councils.
3. The LGA undertook the review of the Code as a means to help councillors effectively fulfil their role. We want to emphasise that making a complaint using the Code should be seen as a last resort rather than a first port of call. We support having a positive and early discussion about the Code as part of initial training for councillors,

helping councillors understand how it can be used, what happens should a complaint be made, and where they can go for help. We would encourage councillors to speak to their Monitoring Officer should there be any queries related to the Code and for a positive relationship to be fostered. The LGA has offers on leadership training and support, as well as Peer support and councillor development, and we deliver specific events on many issues, including social media and civility in public life. We also have many useful guides including handling intimidation, top tips on social media, etc. We also advocate the use of mediation in addressing concerns and can support you in this as well.

## Summary of the key issues from the consultation

4. The predominant issues that arose from the consultation on the draft code of conduct are:

- Ensuring the presentation is clear and that we use plain English. We also need to be clear what is within the current legislative framework and what has been proposed by the Committee on Standards in Public Life.
- Civility is not word universally used and could give rise to confusion. The recommendation is to use the word respect instead.
- When a councillor is acting as a councillor and when they are acting in a private capacity. This has led to much debate, with a general conclusion that a councillor is acting as a councillor if they introduce the fact that they are a councillor into a discussion or dispute. We will be exploring this further in the accompanying guidance for councillors.
- That the code should reflect the importance of the Equalities agenda.
- The importance of social media and that we need more emphasis in the code. This is particularly important because of the move to online meetings and online communication as the main tool of engagement with residents and officers during the COVID-19 pandemic.
- A strong request for supporting guidance.
- A strong discussion on the use of the first person (I) and the third person (councillors should). There are concerns that the use of the first person will make implementing the code more difficult and that the code would be less accessible to the general public. However, LGA leadership is keen to keep the first person, to emphasise that the code is for councillors to use to support them in their role.
- Reflections on gifts and hospitalities. There was a case made that it should not be an assumption that the role of councillor involves accepting gifts, as this could threaten the reputation of local government. It was emphasised that a distinction between gifts and expenses paid in kind as part of a councillor's role should be made. In order to protect the reputation of the local authority, the case was made to

assume a presumption against the general acceptance of gifts, but that where gifts are accepted, gifts of above £50 should be declared.

- That there should be a specific obligation to cooperate with an investigation or process.

## Review of the responses

5. We had an excellent response from Town and Parish councils, and we want to thank NALC for promoting the consultation to their members. We took on board that some of the language used in the draft Code could cause confusion to Town and Parish councils or alienate them because it was not clear that the Code would also apply to them. As such, we are consistently using the word 'councillor' and have set out a definition for this, which includes co-opted Town and Parish Councillors. We have also changed the title of the Code so that it is "Model Councillor Code of Conduct" rather than "Model Member Code of Conduct". This is to ensure we are including Town and Parish Councillors and to make it more understandable to the general public, where the term 'member' may have multiple meanings. We are also referring to 'local authorities' to ensure we include bodies such as the National Parks. In the accompanying guidance we are developing to support the Code, we want to ensure we include issues relevant to Town and Parish councils.

### Question 1 – Application of the Code

6. Whilst there was overwhelming support for the draft code's definition of when the code applies, we are aware that this issue has caused considerable debate. Given both the support from the consultation and feedback from the LGA's Leaders, Executive Advisory Board and Councillors' Forum, the LGA will be retaining the proposed text. We have sought to make it clearer through the use of bullet points.

7. Part of the discussion on this point is the use of social media. The LGA understands that social media is an important medium for candidates and councillors to reach their local residents and set out their position on key issues. We know it is also used in a personal capacity as part of a private life. Based on feedback and good practice, the rule of thumb is that in a private account no reference should be made to any knowledge you may have as a councillor or reference the fact you are a councillor. At the same time, you are encouraged, as everyone is, to regard yourself as a digital citizen when making comments online, and to consider the wider ramifications of any comments made on an internationally public medium. More information on managing social media is available in the LGA's top tips on social media and the LGA's guide for councillors on handling intimidation (which includes keeping yourself safe online). In response to very strong feedback in the

consultation for additional guidance on social media, the LGA will be developing a specific guide for councillors on social media and digital citizenship. The LGA's digital inclusivity programme and remote meetings hub also provides support and information on managing a councillor's online presence.

## **Q2 – Clarity in the Code**

8. It was clear from the consultation responses that we hadn't made it clear enough in the code which parts of the code were legal requirements, obligations and guidance. In reflecting on this question, we also want to make the case that all the obligations are equally important, and that because one obligation may be in statute, that it does not outweigh the other obligations. But we have referenced the statute where it is relevant, particularly in terms of the register and declaration of interests. We have also changed the layout of the code to make it clearer which are overarching principles of conduct, and where a complaint can be made against you under the code.

## **Q3 – Wording of the Code**

9. The issue of whether the Code should be telling councillors what their behaviour should be – “councillors should” – or whether the Code should be what a councillor personally takes on board and agrees to as their behaviour – “I will” – was clearly splitting opinion. A fundamental principle of the LGA taking the decision to revise the code of conduct was that it should be about supporting councillors to adopt positive behaviours, rather than creating a tool to be used by others. The LGA also thinks this is important in improving the reputation of the Code of Conduct amongst councillors and improving trust in how it is used. As such, the LGA has decided to continue to use the personal tense “I”. We have removed “will” and instead ‘personalised’ each of the obligations. This is to be clear that the behaviours are not something to be adopted in the future, but to be adopted as soon as a councillor is elected or co-opted.

## **Q4 – The obligations**

10. The consultation demonstrated the significant general support the LGA has for the proposed obligations, which we hope reflects the work we have undertaken with the sector to develop them. We did take into account comments regarding clarification of elements of the obligations, which we have sought to improve.

## **Q5 – Additional or alternative obligations**

11. With regards to the obligation on gifts and hospitality, the LGA received strong representation on the impact that the acceptance of gifts and hospitality can have on the perception of the role of councillor, particularly by the general public. At the same time, it is important that councillors are able to carry out their role, which may include



working with the local business community. It is also inevitable that councillors will participate of some hospitality as part of their role in being a councillor, and that they will incur expenses. As such, we have extended this obligation to state that there should be an assumption that gifts and hospitality should not be accepted, unless it would be considered rude not to or if they are part of legitimate councillor expenses. Where gifts are accepted, then those over £50 should be declared. However, all gifts of a significant value and refused should be registered with the Monitoring Officer. This is primarily to help protect the reputation of the councillor, and by extension all councillors.

12. We took on board the comments regarding the terminology around civility and respect, and we have used the term 'respect' in obligation 1.

13. We have specifically included reference to employees of the local authority in obligation 3.

14. We have reworded obligation 5 to be clear that disrepute refers to the behaviour of the councillor and how by extension it could bring the role of councillor and the local authority into disrepute. We have clarified that it does not prevent a councillor from holding the local authority to account, and that councillors can constructively challenge decisions and processes and raise concerns.

15. We have provided more detailed text with regards to confidential information.

16. We have added a new obligation to undertake training.

17. We have added an obligation for councillors to promote equality. The LGA is firmly committed to promoting equality and tackling inequalities.

18. We have added an obligation to comply with an investigation. Alongside this, we have added an obligation on accepting the determined sanctions. In order to support councillors in this area, we will be setting out in the guidance what councillors should expect in terms of the process of having a complaint made against them and how a decision is taken. This includes the role of the Monitoring Officer and the Independent Person.

19. We have taken the decision not to include an obligation on vexatious complaints. We were concerned that this may lead to a cycle of complaints should an original complaint not be upheld. However, we will be including the making of complaints in the guidance and will look at this issue again in our annual review.

## **Q6 – List or guidance**

20. The results of the consultation demonstrated a preference for the style of having the obligation followed by a brief explanation, and as such the LGA will be retaining this style of presentation.

### **Q7 - Civility**

21. Whilst there was a great deal of support for the term 'civility', the LGA has considered the use of plain English and has taken on board the comments highlighting that civility is not commonly used these days and by extension could create ambiguity. As such, we have decided to use the term 'respect' as proposed by the responses to the consultation.

### **Q8 – Disrepute**

22. Whilst there was significant support for this obligation, the concept of 'disrepute' has also been an area of keen discussion. As such, we have modified the short guidance on this obligation to clarify that this is in relation to the councillor's behaviour, and not for raising concerns about decisions, procedures or processes of the local authority. It is important for a councillor to be able to raise concerns about decisions, etc, in order to hold that local authority to account.

23. The list of possible behaviours that could bring the local authority into disrepute is not exhaustive, as another call was for the main code to be as succinct as possible. We will be setting out more information in the subsequent guidance on the code.

### **Question 9 – Bullying and harassment**

24. The LGA has adopted the ACAS definition of bullying as the most widely recognised definition. We have reviewed the wording to be clear that bullying does not just apply to the protected characteristics under the Equalities Act. We do think it is useful to point out in the guidance that there are such things as protected characteristics, and abuse, discrimination or harassment under these categories are currently against the law.

### **Question 10 – Social media**

25. Concerns about social media have been a strong and recurrent theme throughout the consultation. The current COVID-19 pandemic has meant councillors are using social media more than ever before, with remote meetings taking place with chat functions and communication with residents being made via social media.

26. We have increased reference to social media within the code, particularly acknowledging councillors use of remote meetings software, etc. We will not be producing a separate code for social media use, as the code itself applies to conduct whilst on social media. We will be producing further guidance to help councillors use and navigate social media, looking at digital citizenship and the application of the code to the online environment.

### **Q11 - 13 – Registration and declaration of interests**

27. The proposals to extend the requirements around declaration were developed with a view to helping councillors protect their reputation and avoid challenge that undermines public trust in local decision-making. The response to the consultation broadly supported extending the requirements, but asked for additional guidance and support, and that it should also be reasonable. This will be a key area covered in more detail in the forthcoming code guidance, and we are appreciative of the suggested areas for guidance which we will be considering further and in detail.

28. The obligation to declare is within the main body of the code, with a short explanation. The further detail is within appendix B to the code to allow for a greater level of detail.

### **Q14-15 – Gifts and hospitality**

29. As set out above, this obligation created some discussion. This is another area we will be exploring more in the guidance. Councillors are always encouraged to consult their Monitoring Officer if they are unsure whether to declare or not, and to ascertain whether a gift would be considered 'significant'.

### **Q16 – Guidance**

30. The response to the consultation was very clear that additional guidance would be welcomed. The LGA will produce a guide on the Code which will include explanations, scenarios, case studies, etc. It will also set out, based on good practice, what a councillor should expect in terms of model procedures and processes if they either make a complaint using the code or have a complaint made against them. We will also look how the guide can be most effective, including whether we create e-learning modules and/or training. We will be consulting with NALC and SLCC to ensure the guidance supports Town and Parish councils.

### **Q17 – Other areas**

31. The most frequent issues that were raised were the role of the Monitoring Officer, processes when a complaint is made, appeals and sanctions.

32. We have included in the Code greater reference to the Monitoring Officer and an encouragement to consult them. The guidance on the Code will set out more information for councillors on the role of the Monitoring Officer.

33. We had several questions and comments regarding the processes and procedures Monitoring Officers undertake when they are assessing and acting on a complaint under the Code of Conduct. We will seek to work with the sector to set out for councillors what they should expect if they make a complaint or a complaint is made against them under the Code. We hope this will help councillors understand and navigate the process. We think, given that the LGA has developed this Code, that it is important to help councillors understand how it will be implemented.

34. There is currently no formal process for appealing a decision made under the Code of Conduct, and equally there is no formal set of sanctions that can be applied. The Committee on Standards in Public Life recommended that the Local Government Ombudsman be formally given the role of managing appeals under the Code of Conduct, and that sanctions be introduced which include the option to suspend a councillor for up to 6 months. As the LGA, we determined to press ahead in our review of the Model Code of Conduct rather than wait for Government to formally respond to the recommendations and for legislation to change. Government has not as yet responded to the Commission. We will be writing to Government upon sign-off of the LGA's Model Councillor Code of Conduct to encourage a response to the Committee's recommendations and to take into account the LGA's consultation on the Code. The LGA will also be reflecting on the comments made in the consultation on these important issues as we continue our work in this area.

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## THREE RIVERS DISTRICT COUNCIL

### MEMBERS' CODE OF CONDUCT

Adopted 10 July 2012

As a member or co-opted member of Three Rivers District Council, I have a responsibility to represent the community and work constructively with our staff and partner organisations to secure better social, economic and environmental outcomes for all.

In accordance with the Localism Act provisions, when acting in this capacity I am committed to behaving in a manner that is consistent with the following principles to achieve best value for our residents and maintain public confidence in this authority.

The principles of public life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

**SELFLESSNESS:** Holders of public office should act solely in terms of the public interest.

**INTEGRITY:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or make decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**OBJECTIVITY:** Holders of public office must act and make decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**ACCOUNTABILITY:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**OPENNESS:** Holders of public office should act and make decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**HONESTY:** Holders of public office should be truthful.

**LEADERSHIP:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

As a Member of Three Rivers District Council my conduct will in particular address the statutory principles of the code of conduct by:

- Championing the needs of residents – the whole community and in a special way my constituents, including those who did not vote for me - and putting their interests first.
- Dealing with representations or enquiries from residents, members of our communities and visitors fairly, appropriately and impartially.

## Appendices to Part 5 – Codes and Protocols

z - appendices (2020 06 04) v5 APPENDICES/77

- Not allowing other pressures, including the financial interests of myself or others connected to me, to deter me from pursuing constituents' casework, the interests of the authority's area or the good governance of the authority in a proper manner.
- Exercising independent judgement and not compromising my position by placing myself under obligations to outside individuals or organisations who might seek to influence the way I perform my duties as a member/co-opted member of this authority.
- Listening to the interests of all parties, including relevant advice from statutory and other professional officers, taking all relevant information into consideration, remaining objective and making decisions on merit.
- Being accountable for my decisions and co-operating when scrutinised internally and externally, including by local residents.
- Contributing to making this authority's decision-making processes as open and transparent as possible to enable residents to understand the reasoning behind those decisions and to be informed when holding me and other members to account but restricting access to information when the wider public interest or the law requires it
- Behaving in accordance with all our legal obligations, alongside any requirements contained within this authority's policies, protocols and procedures, including on the use of the Authority's resources.
- Valuing my colleagues and staff and engaging with them in an appropriate manner and one that underpins the mutual respect between us that is essential to good local government.
- Always treating people with respect, including the organisations and public I engage with and those I work alongside.
- Providing leadership through behaving in accordance with these principles when championing the interests of the community with other organisations as well as within this authority.

The Act further provides for registration and disclosure of interests and in Three Rivers District Council I will comply with the following requirements

### **1. Disclosable Pecuniary Interests**

I must within twenty-eight days of (a) this Code being adopted by this authority or (b) my election or appointment to office (where this is later) –

- 1.1 comply with the statutory requirements to register, disclose and withdraw from participating in respect of any matter in which I have a disclosable pecuniary interest or other pecuniary interest
- 1.2 ensure that my register of interests is kept up to date and notify the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of my disclosable pecuniary interests
- 1.3 make verbal declaration of the existence and nature of any disclosable pecuniary interest or other pecuniary interest at any meeting at which I am present at which an



## **Appendices to Part 5 – Codes and Protocols**

z - appendices (2020 06 04) v5 APPENDICES/78

item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent

1.4 “Meeting” means any meeting organised by or on behalf of the authority, including –

1.4.1 any meeting of the Council, or a Committee or Sub-Committee of Council

1.4.2 in taking a decision as a Ward Councillor

1.4.3 at any briefing by officers; and

1.4.4 at any site visit to do with business of the authority

### **2. Other Interests**

2.1 In addition to the requirements of Paragraph 1.3, if I attend a meeting at which any item of business is to be considered and I am aware that I have a registrable non-pecuniary interest, or an interest under 2.2 below, in that item, I must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent.

2.2 I have a non-registrable interest in an item of business of my authority where –

2.2.1 a decision in relation to that business might reasonably be regarded as affecting my well-being or financial standing, or the well-being or financial standing of a member of my family, or a person with whom I have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area, for which I have been elected or otherwise of the authority's administrative area.

### **3. Gifts and Hospitality**

3.1 I must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £25 which I have accepted as a member from any person or body other than the authority.

3.2 The Monitoring Officer will place my notification on a public register of gifts and hospitality.

3.3 This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the authority for this purpose.

## Appendices to Part 5 – Codes and Protocols

z - appendices (2020 06 04) v5 APPENDICES/79

### Appendix

#### Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<i>Interest</i>	<i>Prescribed description</i>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority – (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge) – (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where – (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either –  (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose –

“the Act” means the Localism Act 2011;

“body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

“director” includes a member of the committee of management of an industrial and provident society;

“land” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

“M” means a member of a relevant authority;

“member” includes a co-opted member;

“relevant authority” means the authority of which M is a member;

“relevant period” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) or 31(7), as the case may be, of the Act;

“relevant person” means M or any other person referred to in section 30(3)(b) of the Act;

“securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

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## POLICY AND RESOURCES COMMITTEE - 8 MARCH 2021

### PART I - DELEGATED

#### 6. NATIONAL PLANNING POLICY FRAMEWORK AND NATIONAL MODEL DESIGN CODE – DRAFT RESPONSE TO CONSULTATION PROPOSALS (DCES)

##### 1 Summary

1.1 The Government is undertaking a [consultation](#) on proposed changes to the National Planning Policy Framework (NPPF) and the National Model Design Guide. This is a technical consultation seeking views on:

- Proposed changes to the NPPF based on the recommendations of the Building Better Building Beautiful Commission<sup>1</sup>
- Proposed changes to the NPPF to strengthen environmental policies, including those arising from the government's review of flood risk with Defra
- Proposed minor changes to the NPPF to clarify policy in order to address legal issues
- Proposed changes to remove or amend out of date material
- A proposed update to reflect a recent change made in a Written Ministerial Statement about retaining and explaining statuses
- Clarification on the use of Article 4 Directions
- The new National Model Design Code

1.2 This report provides a summary of the proposed changes and seeks Members' views on the draft response set out in Appendix 1.

##### 2 Details

###### 2.1 Building Better, Building Beautiful Commission

2.1.1 The Government set up the Building Better, Building Beautiful Commission with the aim of championing beauty in the built environment.

2.1.2 The commission were asked to develop a range of measures that will help ensure new housing developments meet the needs and expectations of communities, making them more likely to be welcomed, rather than resisted.

2.1.3 The Government have accepted the Commission's recommendation for a stronger focus on beauty in national policy, to ensure the system helps deliver more attractive buildings and places.

2.1.4 Notable amendments in response to the Building Better, Building Beautiful Commission recommendations include:

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<sup>1</sup> As detailed in the Planning for the future White Paper which was subject to a report to the LPSC on 23 September 2020 and P&R on the 30 September 2020

- A requirement for strategic policies to set out an overall strategy for the pattern, scale and design quality of places;
- Amendments to ensure that larger scale developments are supported by necessary infrastructure and facilities including a genuine choice of transport modes and requiring LPAs to set out clear expectations of the quality of places to be created, ensuring that masterplans and codes are used;
- Setting out expectations for attractive pedestrian and cycle routes in developments to provide walkable neighbourhoods;
- Amendments to support the Commission’s recommendations on encouraging walking and cycling;
- To stop local planning authorities relying on outdated highway guidance there are amendments to reflect the National Design Guide and Model Design Code;
- In relation to achieving well-designed places, there are amendments to include the word ‘beautiful’ and to allow for a model community engagement process on design standards, with the National Design Guide and Model Design Code being used to guide decisions on applications in the absence of local codes;
- The Government’s ambition for new streets to be tree lined is set out;
- Making it clear that development that is not well designed should be refused and that significant weight should be given to development which reflects local design policies and government guidance.

## **2.2 Other proposed changes to the NPPF**

2.2.1 In addition to the response to the recommendations from the Building Better, Building Beautiful Commission, other proposed changes to the NPPF include:

- Where authorities are looking at new settlements and urban extensions, they are advised of the need to look over a 30-year time frame;
- Amendments dealing with soundness to refer to enabling sustainable development in accordance with the Framework and other statements of national policy – to allow Ministerial Statements to be taken into account;
- Clarifications in relation to Article 4 directions to restrict directions to the smallest area possible to encourage their appropriate and proportionate use;
- Amendment to make clear that the requirement for 10% affordable home ownership means 10% of the total number of homes proposed on a site;
- Clarification through an amendment to make it clear that Neighbourhood Plans can allocate sites of varying sizes, not just small/medium sites;
- In relation to new dwellings in the countryside, the removal of the word ‘innovative’ as a basis for judgement of proposals;

- Amendments to stress the importance of access to a network of high quality open spaces for health and well-being;
- For flood risk and climate change, amendments to clarify that the policy applies to all flood risk sources and to move the flood vulnerability classifications from planning guidance to national policy. There is also clarification that plans should manage residual flood risk by using opportunities from new development to reduce the causes and impacts of flooding;
- On the natural environment, amendments to clarify that the scale and extent of development in the setting of National Parks and AONBs should be sensitively located and designed to avoid adverse impacts on these designated landscapes;
- Development whose primary objective is to conserve or enhance biodiversity should be supported and that opportunities to improve biodiversity in and around other developments should be pursued as an integral part of their designs if measurable net gains can be secured;
- On the historic environment, changes to reflect the recent Ministerial Statement on statues.<sup>2</sup>

## 2.3 National Model Design Code

2.3.1 The [National Model Design Code](#) (NMDC) is a comprehensive step by step toolkit and provides detailed guidance to local authorities to assist them on the production of local design guides, codes and policies to promote good design and beautiful places.

2.3.2 The NMDC has a checklist based on the 10 characteristics (see below) of the National Design Guide (October 2019). Overall there can be 64 total criteria under 10 headings where Local codes will set out requirements or guidance of how beautiful and sustainable design principles can be achieved around those criteria in their local context. New developments will need to adhere to most or all of these 64 criteria and demonstrate how a beautiful place could be created.

2.3.3 The 10 characteristics from the National Design Guide are as follows:

- Context – enhances surroundings
- Identity – attractive and distinctive
- Built form – a coherent pattern of development
- Movement – accessible and easy to move around
- Nature – enhanced and optimised
- Public spaces – safe, social and inclusive

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<sup>2</sup> Planning and Heritage Update Statement 18 January 2021 <https://questions-statements.parliament.uk/written-statements/detail/2021-01-18/hcws713>

- Uses – mixed and integrated
- Homes and buildings – functional, healthy sustainable
- Resources – efficient and resilient
- Lifespan – made to last

2.3.4 The NMDC sets a baseline standard of quality and practice, which local planning authorities are expected to take into account when determining applications. It suggests the place-making balance has now firmly shifted to appearance becoming one of the key factors in delivering well-designed places.

2.3.5 Communities are expected to be involved at each stage of the design code preparation process in order to gain measurable community support, with communities deciding what good design means locally. Neighbourhood planning groups can produce their own design codes as part of the neighbourhood plan process.

2.3.6 The NMDC emphasises both the importance of identifying the relevant area types and how the local authority and community expect the area to develop in the future. This gives much greater weight to the analysis, interpretation and visioning for areas.

2.4 The draft consultation response for Members' consideration can be found at Appendix 1.

### **3 Options and Reasons for Recommendations**

3.1 Responding to the consultation provides the opportunity for the Council to input into proposed changes to national planning policy.

3.2 An alternative option would be for the Council to choose not to respond to the consultation.

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

4.1 None specific.

### **5 Financial, Legal, Equal Opportunities, Community Safety, Public Health, Customer Services Centre, Communications & Website Implications**

5.1 The requirement for local authorities to produce local design codes will have an impact on budgets and resourcing.

### **6 Staffing Implications**

6.1 The consultation response has been prepared by the Economic and Sustainable Development Team.

### **7 Risk and Health & Safety Implications**

7.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety



legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

7.2 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>
Changes in National Policy & regulations	May require alterations to emerging Local Plan	Keep informed on Government's changes	Tolerate	2

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

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

**Impact Score**

4 (Catastrophic)

3 (Critical)

2 (Significant)

**Likelihood Score**

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote (≤5%))

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

## **8 Recommendation**

8.1 That the Policy & Resources Committee:

- Note the contents of this report and the Government's consultation;
- Provide comments where appropriate, and agree final response; and
- That delegated authority be granted to the Head of Planning Policy & Projects and the Director of Communities and Environmental Services in consultation with the Lead Member for the Local Plan to update the final response to the consultation.

Report prepared by: Marko Kalik Senior Planning Officer

### **Background Papers**

[National Model Design Code](#)

[National Planning Policy Framework: draft text for consultation](#)

Local Plan Sub Committee 23 September 2020

Policy & Resources Committee 30 September 2020

[Planning for the future White Paper](#) (MHCLG)

### **APPENDICES / ATTACHMENTS**

Appendix 1 Draft Consultation Response

## Appendix 1

### National Planning Policy Framework and National Model Design Code: Draft Consultation Response

#### Chapter 2: Achieving sustainable development

The revised text reflects the government's response to the Building Better Building Beautiful Commission, and makes a small number of other minor changes:

The wording in paragraph 7 has been amended to incorporate the 17 Global Goals for Sustainable Development which are a widely-recognised statement of sustainable development objectives, to which the UK has subscribed.

Paragraph 8(b) has been amended in response to the Building Better Building Beautiful Commission recommendations to emphasise the importance of well-designed, beautiful and safe places in achieving social objectives of sustainable development.

The wording in paragraph 8(c) has been strengthened to emphasise the role of planning in protecting and enhancing our natural, built and historic environment.

The wording of the presumption in favour of sustainable development (paragraph 11(a)) has been amended to broaden the high-level objective for plans to make express reference to the importance of both infrastructure and climate change.

The final sentence in footnote 8 (referred to in paragraph 11(d)) has been removed as the transitional arrangements for the Housing Delivery Test no longer apply.

Q1. Do you agree with the changes proposed in Chapter 2?

Three Rivers District Council supports the focus on sustainability and the addition of the 17 Global Goals for Sustainable Development.

The Council also supports the emphasis on good design, however there are concerns that the term 'beautiful' is very subjective.

Strengthening the protection of our natural, built and historic environment is also supported as it is important in maintaining the character of the District and helping in the fight against climate change.

Delivery of infrastructure is considered a key issue in the District and the Council has declared a climate emergency. As such, the Council supports the onus on the importance of infrastructure and climate change.

#### Chapter 3: Plan-making

The revised text reflects the government's response to the Building Better Building Beautiful Commission, and recent legal cases:

In response to the Building Better Building Beautiful Commission recommendations, paragraph 20 has been amended to require strategic policies to set out an overall strategy for the pattern, scale and design quality of places.

Paragraph 22 has also been amended in response to the Building Better Building Beautiful Commission recommendations to clarify that councils who wish to plan for new settlements and major urban extensions will need to look over a longer time frame, of at least 30 years, to take into account the likely timescale for delivery.

Paragraph 35(d) has been amended to highlight that local plans and spatial development strategies are 'sound' if they are consistent with national policy – enabling the delivery of sustainable development in accordance with the policies in the Framework, and other statements of national planning policy where relevant. This ensures that the most up to date national policies (for example, Written Ministerial Statements) can be taken into account.

Q2. Do you agree with the changes proposed in Chapter 3?

The quality of design is important in delivering the right sort of development to create places where people want to live and are in keeping with the character of the District.

Considering a longer time frame is necessary as it reflects the reality of large scale development. This needs to take into account the size of the development and a realistic housing delivery trajectory for each major site as some urban extensions may require substantially less time. Clarification is needed on whether longer term development would contribute to the housing numbers for the plan period or beyond.

There is concern that the use of Written Ministerial Statements to update national policies would lead to ad hoc changes in policy which will be difficult for the Council to adapt to. The plan making process takes time and this time could be increased if policies change too regularly and local plans need to take them into account. Would these potential policy changes be consulted on and if there were significant changes would there be transitional arrangements?

## Chapter 4: Decision making

**The revised text aims to clarify the policy intention for Article 4 directions:**

In order to ensure Article 4 directions can only be used to remove national permitted development rights allowing changes of use to residential where they are targeted and fully justified, we propose amending Paragraph 53, and ask for views on two different options.

*The two options are amended in the text as follows:*

*The use of Article 4 directions to remove national permitted development rights should*

- 1. Where they relate to change of use to residential, be limited to situations where this is essential to avoid wholly unacceptable adverse impacts*
- 2. **Or as an alternative to 1. above** – where they relate to change of use to residential, be limited to situations where this is necessary in order to protect an interest of national significance.*

We also propose clarifying our policy that Article 4 directions should be restricted to the smallest geographical area possible. Together these amendments would encourage the appropriate and proportionate use of Article 4 directions.

Q3. Do you agree with the changes proposed in Chapter 4? Which option relating to change of use to residential do you prefer and why?

No! The Council considers that in some cases permitted development rights may lead to the loss of employment space, businesses and services that are important to the local economy. The Council has no control over this development even if it goes against the evidence in the Local Plan. There are also still concerns about the quality of the potential residential development, which goes against the proposed focus in this consultation on well-designed and 'beautiful' places. As such, it is necessary for local planning authorities to be able to use Article 4 directions to ensure the best planning outcomes where justified by evidence. The wording of the first option regarding Article 4 directions is too strong and does not allow for flexibility. The second option is wholly unacceptable as the local planning authority needs to be able to consider important issues at a local level.

## **Chapter 5: Delivering a wide choice of high quality homes**

**The revised text aims to clarify the existing policy and reflects the government's response to the Building Better Building Beautiful Commission and recent legal cases:**

Paragraph 65 has been amended to clarify that, where major development involving the provision of housing is proposed, planning policies and decisions should expect at least 10% of the total number of homes to be available for affordable home ownership. This is to address confusion as to whether the 10% requirement applies to all units or the affordable housing contribution.

Paragraph 70 has been amended to remove any suggestion that neighbourhood plans can only allocate small or medium sites. This was not the policy intention, so the wording has therefore been amended to clarify that neighbourhood planning groups should also give particular consideration to the opportunities for allocating small and medium-sized sites (of a size consistent with new paragraph 69a) suitable for housing in their area.

Paragraph 73 has been amended to reflect Chapter 9: "Promoting sustainable transport" in ensuring that larger scale developments are supported by the necessary infrastructure and facilities including a genuine choice of transport modes. Paragraph 73(c) has also been amended in response to the Building Better Building Beautiful Commission's recommendations to clarify that when planning for larger scale development, strategic policy making authorities should set clear expectations for the quality of the places to be created and how this can be maintained (such as by following Garden City principles) and ensure that masterplans and codes are used to secure a variety of well-designed and beautiful homes to meet the needs of different groups in the community.

Footnote 40 (referred to in new paragraph 74(c)) has been updated to reflect that the Housing Delivery Test has now come into effect.

New paragraph 80 (d) has been amended in response to legal cases in order to clarify that the curtilage does not fall within the scope of this policy.

New paragraph 80 (e) has been amended in response to the Building Better, Building Beautiful Commission's policy proposition 1 e) that it opens a loophole for designs that are not outstanding,

but that are in some way innovative, and that the words 'or innovative' should be removed. This change is not proposed to rule out innovative homes, rather that it will ensure that outstanding quality can always be demanded, even if an innovative approach is taken.

Q4. Do you agree with the changes proposed in Chapter 5?

The neighbourhood plans in the District have not included site allocations, and none of the emerging neighbourhood plans are proposing site allocations either. If a neighbourhood plan were to allocate sites within the Green Belt it would not be able to remove the Green Belt designation, this has to be done through the review of a Local Plan. It is considered that site allocation work is best done by the local planning authority as they have the resources and expertise required.

The Council supports the inclusion of a genuine choice of transport modes as there is a need for a modal shift away from car usage.

Masterplans are being produced by developers through consultation with the Council as part of the existing site allocation process. The addition of design codes would help guide development and add more certainty in terms of design quality. However, additional resources would be required for authorities to be able to produce local design codes. If local authorities are expected to produce their own masterplans and/or design codes then further resources would be required.

## **Chapter 8: Promoting healthy and safe communities**

**The revised text seeks to clarify existing policy:**

New paragraph 92 (b) includes minor changes to help to clarify Government's expectations for attractive pedestrian and cycle routes. This supports the Building Better Building Beautiful Commission's recommendations on supporting walkable neighbourhoods.

New paragraph 97 has been amended to emphasise that access to a network of high quality open spaces and opportunities for sport and physical activity is important for the health and well-being of communities, and can deliver wider benefits for nature and efforts to address climate change.

Q5. Do you agree with the changes proposed in Chapter 8?

Walkable neighbourhoods are supported as they discourage car use and promote a healthy lifestyle.

The Covid-19 crisis has emphasised the need for access to high quality open space. Benefits for nature and efforts to address climate change are equally important and being considered together deliver holistic benefits both at a social and environmental level.

## **Chapter 9: Promoting sustainable transport**

**The revised text reflects the government's response to the Building Better Building Beautiful Commission:**

New paragraph 105 (d) has been amended to support the Building Better, Building Beautiful Commission's recommendations on encouraging walking and cycling.

New paragraph 109 (c) and supporting footnote 45 has been amended to prevent continuing reliance by some authorities on outdated highways guidance. Our amended wording states that in assessing sites that may be allocated for development in plans, or specific applications for development, it should be ensured that the design of schemes and standards applied reflects current national guidance, including the National Design Guide and National Model Design Code.

Q6. Do you agree with the changes proposed in Chapter 9?

The most up to date design guidance should be used.

## Chapter 11: Making effective use of land

**The revised text reflects the government's response to the Building Better Building Beautiful Commission:**

New paragraph 124 has been amended to include an emphasis on the role that area-based character assessments, codes and masterplans can play in helping to ensure that land is used efficiently while also creating beautiful and sustainable places.

Q7. Do you agree with the changes proposed in Chapter 11?

The use of area-based character assessments, codes and masterplans is supported especially where local authorities are required to substantially increase housing densities. Local planning authorities do not currently have the resources to produce these. Further consideration needs to be given to helping planning departments have the tools and expertise required to produce these. Additional funding would also be required. If it's the Government's intention that Local Plans are to be produced in 30 months then substantial resources will be required to meet these requirements.

## Chapter 12: Achieving well-designed places

**The revised text reflects the government's response to the Building Better Building Beautiful Commission:**

New paragraphs 125 and 127 have been amended to include the term "beautiful" in response to the Building Better Building Beautiful Commission's findings. This supports the Building Better Building Beautiful Commission's recommendation for an overt focus on beauty in planning policy to ensure the planning system can both encourage beautiful buildings and places and help to prevent ugliness when preparing local plans and taking decisions on planning applications

Paragraph 126 has been amended to clarify the role that neighbourhood planning groups can have in relation to design policies.

Paragraph 127 has been amended to emphasise that all local planning authorities should prepare design guides or codes consistent with the principles set out in the National Design Guide and National Model Design Code and which reflect local character and design preferences.

A new paragraph 128 has been added in response to the Building Better Building Beautiful Commission's recommendations and our manifesto commitment to give communities greater say in the design standards set for their area. This reflects the Government's proposals for a National Model Design Code, which will include a model community engagement process, and will create a framework for local authorities and communities to develop a more consistent approach which reflects the character of each place and local design preferences. It also clarifies that the National Design Guide and the National Model Design Code should also be used to guide decisions on planning applications in the absence of locally produced guides or codes.

A new paragraph 130 has been added to reflect the findings of the Building Better Building Beautiful Commission and the Government's ambition to ensure that all new streets are tree-lined, and that existing trees are retained wherever possible.

New paragraph 132 and footnote 50 have been updated to refer to Building for a Healthy Life.

New paragraph 133 responds to the Building Better Building Beautiful Commission's recommendations to make clear that development that is not well designed should be refused, especially where it fails to reflect local design policies and government guidance on design. In addition, it clarifies that significant weight should be given to development which reflects local design policies and government guidance on design.

Q8. Do you agree with the changes proposed in Chapter 12?

There is concern that the term 'beautiful' is overly subjective. How can the beauty of a development be measured?

Neighbourhood planning groups tend to have a wealth of local knowledge that can be used in identifying the special qualities of an area. Character assessments in neighbourhood plans provide excellent guidance for local planning authorities. The level of neighbourhood planning groups' engagement in the production of design policy, guidance and codes by local planning authorities needs to be clarified. Is this in the form of consultation or is a higher level of engagement expected?

The preparation of design guides or codes by the local planning authority is supported in principle, however the knowledge and resources to produce these guides may not be in place.

Community engagement in producing local design guides or codes is supported, however how to ensure a wide range of the community are involved and not just the vocal few needs to be addressed.

The requirement for new streets to be tree lined and for trees to be retained where possible is supported.

The expectation that development that is not well designed be refused is welcomed. Housing should not be delivered at any cost and should contribute positively to the local area.



## Chapter 13: Protecting the Green Belt

The revised text seeks to clarify existing policy:

New paragraph 149(f) has been amended slightly to set out that development, including buildings, brought forward under a Community Right to Build Order or Neighbourhood Development Order, is not inappropriate in the Green Belt provided it preserves its openness and does not conflict with the purposes of including land within it.

Q9. Do you agree with the changes proposed in Chapter 13?

No comment

## Chapter 14: Meeting the challenge of climate change, flooding and coastal change

The revised text seeks to strengthen environmental policies, including clarifying some aspects of policy concerning planning and flood risk:

The changes proposed are in part, an initial response to the emergent findings of our joint review with the Department for Environment, Food and Rural Affairs (Defra) of planning policy for flood risk. The government's [Policy Statement on flood and coastal erosion risk management](#) sets out a number of actions to maintain and enhance the existing safeguards concerning flood risk in the planning system. Informed by this, we will consider what further measures may be required in the longer term to strengthen planning policy and guidance for proposed development in areas at risk of flooding from all sources when our review concludes.

On planning and flood risk, new paragraphs 160 and 161 have been amended to clarify that the policy applies to all sources of flood risk.

New paragraph 160(c) has been amended to clarify that plans should manage any residual flood risk by using opportunities provided by new development and improvements in green and other infrastructure to reduce the causes and impacts of flooding (making as much use as possible of natural flood management techniques as part of an integrated approach to flood risk management).

The Flood Risk Vulnerability Classification has been moved from planning guidance into national planning policy (set out in Annex 3 and referred to in paragraph 162). It is considered that this classification is a key tool and should be contained in national policy.

New paragraph 163 has been amended to clarify the criteria that need to be demonstrated to pass the exception test.

New paragraph 166(b) has been expanded to define what is meant by "resilient".

Q10. Do you agree with the changes proposed in Chapter 14?

The reference to all sources of flood risk is supported and makes clear that the sequential approach should not only be taken in the context of fluvial flood risk.

Opportunities provided by new development to manage flood risk and the importance of green infrastructure in helping do so are recognised by the Council and this is considered a useful addition to the framework. Natural flood risk management techniques are also recognised as having multi-

functional benefits both for managing flooding and for providing wider environmental benefits (for example in the restoration of habitats), so this amendment is supported.

The inclusion of the Flood Risk Vulnerability Classification in policy is also welcomed.

The clarification of the term 'resilient' is helpful.

## **Chapter 15: Conserving and enhancing the natural environment**

**The revised text seeks to clarify existing policy and reflects the government's response to the Building Better Building Beautiful Commission:**

New paragraph 175 has been amended in response to the [Glover Review of protected landscapes](#), to clarify that the scale and extent of development within the settings of National Parks and Areas of Outstanding Natural Beauty should be sensitively located and designed so as to avoid adverse impacts on the designated landscapes.

New paragraph 176 has been separated from the preceding paragraph to clarify that this policy applies at the development management stage only.

New paragraph 179(d) has been amended to clarify that development whose primary objective is to conserve or enhance biodiversity should be supported; while opportunities to improve biodiversity in and around other developments should be pursued as an integral part of their design, especially where this can secure measurable net gains for biodiversity and enhance public access to nature.

Q11. Do you agree with the changes proposed in Chapter 15?

The additional clarification on development within AONBs is supported.

The encouragement of the enhancement of development around other developments is welcomed, as is the enhancement of public access to nature. Public access to nature has become very important to residents during the Covid-19 crisis and the Council supports potential improvements in this area.

## **Chapter 16: Conserving and enhancing the historic environment**

**The revised text seeks to reflect a change made to national planning policy by a Written Ministerial Statement on protecting our nation's heritage dated 18 January 2021:**

New paragraph 197 has been added to clarify that authorities should have regard to the need to retain historic statues, plaques or memorials, with a focus on explaining their historic and social context rather than removal, where appropriate.

Q12. Do you agree with the changes proposed in Chapter 16?

No comment

## **Chapter 17: Facilitating the sustainable use of minerals**

**Minor changes have been made to clarify existing policy:**

New paragraph 209(c) has been amended to refer to Mineral Consultation Areas in order to clarify that this is an important mechanism to safeguard minerals particularly in two tier areas, and to reflect better in policy what is already defined in Planning Practice Guidance.

New paragraph 210(f) has been amended to reflect that some stone extraction sites will be large and serve distant markets.

Q13. Do you agree with the changes proposed in Chapter 17?

No comment

## Annex 1: Implementation

Minor changes have been made to update the position on transitional arrangements, and on the Housing Delivery Test.

## Annex 2: Glossary

The definition of “green infrastructure” has been updated to better reflect practice, as already set out in Planning Practice Guidance, published evidence reviews and the new national framework of green infrastructure standards.

The definition of the “Housing Delivery Test” has been amended to reflect the rulebook. This clarifies that the test measures homes delivered in a local authority area against the homes required, using national statistics and local authority data.

The definition of “minerals resources of local and national importance” has been amended to include coal derived fly ash in single use deposits.

Definitions of “mineral consultation area”, “recycled aggregates” and “secondary aggregates” have been added to reflect the changes in chapter 17.

Q14. Do you have any comments on the changes to the glossary?

No comment

## National Model Design Code

Q15. We would be grateful for your views on the National Model Design Code, in terms of

- a) the content of the guidance
- b) the application and use of the guidance
- c) the approach to community engagement

a) Overall the content is good and aided well by illustrations. There is concern about the length of the code and it being overly descriptive which may impact the practicality of it being used both by

developers and planning applicants. The focus on good design and appearance in place making is supported.

Local authorities should provide an overarching code for the District while more detailed design guidance should be produced through neighbourhood plans.

b) The application of the guidance will be difficult without further resources and funding for local planning authorities. There potentially needs to be some sort of trial carried out before this is brought into force to judge the efficacy of the code.

c) The approach to community engagement is supported, it should be recognised that the preparation and adoption of codes will take a considerable amount of time (anything up to a year). There needs to be engagement with a cross section of the local community and not just the vocal few.

### **Public Sector Equality Duty**

Q16. We would be grateful for your comments on any potential impacts under the Public Sector Equality Duty.

No comment

## POLICY AND RESOURCES COMMITTEE - 8 MARCH 2021

### LEISURE, ENVIRONMENT AND COMMUNITY COMMITTEE – 10 MARCH 2021

#### COUNCIL – 18 MAY 2021

#### PART I – NOT DELEGATED

### 7. CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY 2021-2026

#### 1 Summary

- 1.1 Three Rivers District Council heard the climate change motion on Tuesday 21 May 2019 at Full Council. The motion asked for the details of a strategy to be brought for consideration by the Council. It requested the Council to work with partners in the public and private sectors and engage with residents and businesses to gain their input and support when developing the strategy.
- 1.2 The motion commits the Council to use all practical means to reduce the impact of council services on the environment and use planning regulations and the Local Plan to cut carbon emissions. It also calls for help from the Government to provide the support and resources needed to progress the action plan.
- 1.3 A draft Climate Change Strategy was presented to the LEC Committee on 7<sup>th</sup> October 2020 which was recommended by the Committee for public consultation. The Consultation was formally completed on 30<sup>th</sup> November 2020.
- 1.4 This report presents the revised Climate Emergency and Sustainability Strategy, (attached at Appendix A) which includes new ambitions in relation to climate change and sustainability, our achievements so far, and how we can lead, enable and engage individuals and businesses to adopt pro-environmental behaviours to reduce their environmental impacts. The associated action plan will be developed and used by officers to deliver the strategy once agreed.

#### 2 Details

- 2.1 Local Authorities play an important role in delivering national and international climate mitigation targets and climate adaptation measures. They can drive and influence emissions reductions and improve resilience in their areas through: the services they deliver, their role as community leaders and major employers, and their regulatory and strategic functions. For district councils this can include more energy efficient buildings and assets; changes to vehicle fleet and travel arrangements; changes to procurement and contract management; embracing reduce/reuse/recycling; improved flood protection; planning; regeneration; community development and educating and enabling our communities to be enhance public awareness.
- 2.2 Three Rivers District Council has been delivering a number of projects which contribute to tackling climate change and biodiversity decline. A review of our achievements were highlighted in the Full Council report in February 2020, with the highlights and new achievements also identified in the strategy, Appendix A.
- 2.3 The new Climate Emergency and Sustainability Strategy 2021-2026, attached at Appendix A, has been produced following public consultation and officer reviews in response to the consultation. The strategy is a live document which will be reviewed

regularly to ensure it reflects any policy changes across the themes over the next 5 years across.

### **3 The Consultation**

- 3.1 The Council wished to ensure that public, voluntary and business stakeholders had a say in the content of the Three Rivers Climate Change Strategy and the findings reported back to the Leisure and Environment Committee and the Policy and Resources Committee. The full online consultation results are in Appendix C.
- 3.2 The online survey attracted 356 respondents, and although the number of respondents was not especially high, this consultation was unique in the depth and detail of the comments stakeholders contributed, making the survey highly constructive.
- 3.3 The demographic of respondents was predominantly people of white British ethnicity (representing 80% of respondents) who identify as female (representing 54% of respondents).
- 3.4 Those aged between 45-64 years old comprised the majority - 54% of respondents.
- 3.5 Residents of Chorleywood, Croxley Green and Rickmansworth were most represented in the survey.
- 3.6 Council Officers from a range of departments, including those from planning, property, procurement, transport, waste, landscapes and biodiversity, were invited to review and respond to the survey comments relevant to their area of expertise, and consequently strongly influenced the objectives concerning their policy areas.
- 3.7 In addition to the survey, work and consultation with the, Local Strategic Partnership, Environmental Forum, Local Area Forums and a number of local groups took place from September to December 2020.
- 3.8 Numerous valuable suggestions generated by the Consultation have informed the revised version of the strategy and the action plan that will follow.

### **4 Key Findings:**

- 4.1 The aims and objectives of the strategy were consistently endorsed and encouraged, with a widely-shared sense of urgency regarding the Climate Crisis, Biodiversity Loss and the ubiquitous problem of environmental degradation; namely water pollution and littering.
- 4.2 Given this collective sense of urgency, a notable theme in the feedback was the passionate appeal for District-wide decarbonisation to be achieved well before 2050.
- 4.3 Respondents were enthusiastic about involving the community in realising the goal of net-zero, and recognised the importance of collaborative action by the Council with a range of stakeholders.
- 4.4 Despite this extensive support, there were some concerns over the cost of implementing the measures laid out in the strategy, and some people expressed doubt over the Council's capacity to implement measures that were viewed as ambitious in relatively short timescales.

- 4.5 While many emphasised the necessity of strong action, some participants were worried that enacting certain measures like promoting sustainable transport would negatively impact themselves, financially or in terms of convenience.
- 4.6 Numerous people felt that these strategy proposals had to be supported by more stringent regulations and policies, for example, by incorporating strict sustainable development standards into the Local Plan.
- 4.7 Respondents felt that there was a shared responsibility for action among local government, business and industry as well as local residents, and therefore widely suggested both urging local businesses to enhance the sustainability of their practices, alongside engaging the public in educational campaigns to encourage the adoption of pro-environmental behaviours.

## **5 Changes to the Strategy resulting from the Consultation**

- 5.1 To reflect the collective sense of urgency among residents who passionately appealed for district-wide decarbonisation to be achieved *well* before 2050, the strategy has been amended to adopt the more ambitious target of achieving net-zero for the District's emissions by 2045 at the latest, in order to increase our chances of limiting global warming to the crucial 1.5°C threshold outlined in the 2015 Paris Agreement.
- 5.2 The consultation responses highlighted that the original strategy did not sufficiently address the issue of climate adaptation. We have therefore revised the strategy to include an additional section dedicated to 'Adaptation and Resilience' and information on the likely impacts of climate change in Three Rivers.
- 5.3 In addition, the consultation revealed a popular interest in food production and consumption and its relationship to climate change and wider ecological issues such as biodiversity loss, in acknowledgement of this, a new section has been added to the strategy titled 'Food and Agriculture'.
- 5.4 In response to the recurring criticism that some of the language and terminology used in the strategy was not accessible, the strategy's Supplementary Document now includes a 'Glossary of Key Terms' where specialist terms such as 'decentralised energy' and 'circular economy' are fully-defined.

## **6 Summary of Key Themes**

- 6.1 The new strategy aims to define the action the Council can take to:
- Achieve net-zero carbon emissions for its own emissions by 2030 and for the entire district by no later than 2045.
  - Influence others both directly and indirectly to mitigate the negative impacts their lifestyles and choices have on the environment.
  - Ensure all new developments achieve the highest possible standards of sustainable design and construction and are resilient to the unavoidable impacts of climate change.
  - Improve energy efficiency in the District's existing buildings.
  - Enable and encourage greater use of sustainable transport modes in the District.

- Further incorporate the principles of sustainability and circular economy into its operations.
- Protect and enhance local biodiversity.
- Reduce water consumption, prevent water pollution, and mitigate and provide resilience to the increasing risk of flooding due to climate change.
- Create communities, services, infrastructure and ecosystems that are resilient to the unavoidable impacts of the climate and ecological crises.
- Encourage sustainable food production and consumption in the District.

6.2 Through this Strategy, Three Rivers District Council are committing to transform how we tackle the climate and ecological crises facing us, with the following themes embedded in the Strategy:

- Enable And Engage
- Energy
- Sustainable Design And Construction
- Efficiency of Existing Buildings
- Sustainable Travel And Air Quality
- Waste And A Circular Economy
- Biodiversity
- Water And Flooding
- Adaptation and Resilience
- Food and Agriculture

6.3 The Council is also a member of the Hertfordshire Climate Change and Sustainability Partnership which is working together to deliver joint initiatives across the county in line with local strategies and working towards the government's carbon-zero target.

6.4 Carbon neutrality is a term used to describe the action organisations, businesses and individuals take to remove as much carbon dioxide from the atmosphere as each put in to it. The overall goal of carbon neutrality is to achieve a net-zero carbon footprint.

6.5 Three Rivers' (the Council and the District), emissions are currently being investigated through a technical assessment in order to create a baseline and set target milestones which will be included in the Action Plan to support the overarching Strategy. The Action Plan will be reviewed annually to reflect the advancement in technology and to keep them in line with the national targets and policies.

## **7 Reasons for Recommendations**

7.1 At the time of declaring a Climate Emergency, the Council committed to achieving net-zero carbon emissions by 2030. This is clarified as being for its own emissions, which is a similar pledge made by neighbouring councils such as Dacorum, Watford, St Albans, and Welwyn and Hatfield. This Strategy will:

- Enable the Council to reduce its own operational emissions down to net-zero emissions by 2030 and assist the District to achieve net-zero by 2045, with key milestones along the way.
- Further the implementation of sustainability, moving from a take-make-waste economy to a circular one in Council operations and through encouragement across the District.



- Enable the Council to influence the land use and operational impact of residents, businesses and organisations to reduce and offset their own emissions;
- Help build resilience against the unavoidable impacts of climate change on Council services;
- Promote net-zero carbon and sustainable development of the Council and the District as part of a green recovery from COVID-19; and
- Improve the health, well-being and life quality of Three Rivers' residents.

7.2 As a consequence of the Environmental Bill five environmental principles may be placed into law for the first time. The Government is creating the Office for Environment Protection (OEP), a new environmental watchdog which will ensure environmental law is enforced and be able to hold the Government to account on achieving targets set. Residents will be able to complain to the OEP if they think their council is not adhering to environmental protection regulations.

7.3 Central Government has committed to achieving net-zero carbon emissions no later than 2045. A delay in acting on reducing emissions will require more radical interventions in the future, at a greater cost and with more severe impacts on the residents of Three Rivers and society at large.

7.4 Public attitudes will have a significant impact on the success of the Strategy in terms of the behavioural change required to realise fundamental lifestyle changes. The Council can play a major role in enabling and facilitating this across the district through promotional campaigns and working with communities and businesses.

## 8 Policy/Budget Reference and Implications

8.1 The new Corporate Framework 2020-2023 outlines “Sustainable Environment” as a key theme with the following priorities:

- 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

8.2 The recommendations in this report relate to the achievement of the following current performance indicators, which are being reviewed in line with the new Corporate Framework.

<b>ESD10</b>	Home Energy Conservation Authority Report Actions	Community Partnerships
<b>ESD11</b>	Greenhouse gas emissions reported as CO2 equivalent	Community Partnerships
<b>EH01</b>	Pollution Service Requests	Environmental Health
<b>EP01</b>	Percentage household waste recycled	Environmental Protection
<b>EP03</b>	The kg of household waste collected per head per annum	Environmental Protection

<b>EP04</b>	The Percentage change in Kg per head from the previous year	Environmental Protection
<b>EP06</b>	Tonnes of residual waste	Environmental Protection
<b>EP08</b>	Cost of Waste collection per household	Environmental Protection
<b>EP09</b>	Residual household waste per household	Environmental Protection
<b>EP10</b>	Percentage of household waste sent for reuse, recycling and composting	Environmental Protection
<b>CP02</b>	Satisfaction with parks and open spaces	Community Partnerships
<b>CP03</b>	Satisfaction with refuse collection	Community Partnerships
<b>CP04</b>	Satisfaction with doorstep recycling	Community Partnerships
<b>CP17</b>	Reduce fly tipping across the District	Community Partnerships
<b>LL32</b>	To manage TRDC woodland estate to an assured standard (Year 1 to achieve UKFS Management Plans for woodland estate)	Leisure and Landscape
<b>LL34</b>	To maintain accreditation for Green Flag (annual)	Leisure and Landscape
<b>LL35</b>	To ensure all of our key open spaces have a current management plan in place	Leisure and Landscape

8.3 The impact of the recommendations on this/these performance indicator(s) is:

Some performance indicators may change as a result of the new Strategy. We will also look at introducing new performance indicators to ensure the Strategy and Action Plan are monitored accordingly.

## **9 Community Safety Implications**

9.1 None specific.

## **10 Financial Implications**

10.1 Additional budget will be required over the medium and long term to enable the Council to achieve the targets that it has committed too. This will need to be approved in the usual way, either through Policy and Resources or through the Strategic, Service and Financial Planning process.

10.2 Officers will actively seek grant funding and have already been successful in securing the Green Homes Grant which will support the delivery of the strategy. A number of initiatives will also be delivered in partnership to realise efficiencies. For example the Biodiversity Baseline study will be funded 50% by Hertfordshire County Council and the remainder split between all ten Local Authorities in Hertfordshire.

10.3 Areas of the Council which emit carbon will require an action plan and subsequent business case (growth PIDs) to consider the cost of removing carbon emissions. These business cases should consider green funding options, the suitability of low or zero carbon technology, the savings over lifetime and the carbon offsetting required if no action is taken. The carbon pricing review taking place in Government is likely to lead to additional carbon taxes in the future, which would have financial implications on the Council.

## 11 Legal Implications

11.1 The Council is required to display the DEC (Display Energy Certificates) ratings of its building in a visible prominent place.

11.2 All elements of the strategy will need to be considered alongside the Council's legal duties and powers.

## 12 Equal Opportunities Implications

12.1 Relevance Test

Has a relevance test been completed for Equality Impact? An ERT has been completed for the strategy.	Yes
Did the relevance test conclude a full impact assessment was required? Full impact assessments will be completed for projects where necessary.	No

## 13 Staffing Implications

13.1 None specific.

## 14 Environmental Implications

14.1 The development of this Strategy sets out to improve the environment. This includes the Council's direct impact through our operations, indirect impact through our powers to influence local activity or by using our influence to encourage local residents and businesses to reduce their impact on the environment.

## 15 Public Health implications

15.1 The strategy will contribute to a prevention of deterioration of health and well-being issues arising from the consequences of climate change such as overheating, skin cancers, decline in productivity, and air respiratory illnesses. It considers priorities to promote improvements in Home Energy Efficiency and the Herts Warmer Homes project which promote positive health and wellbeing as well as energy reduction outcomes.

## 16 Customer Services Centre Implications

16.1 None specific.

## 17 Communications and Website Implications

17.1 The delivery of the Strategy will involve promotion and consultation including use of the website as well as for individual projects in the future.

## 18 Risk Management and Health & Safety Implications

18.1 The Council has agreed its risk management strategy which can be found on the website at Three Rivers District Council Risk Management Strategy. 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.

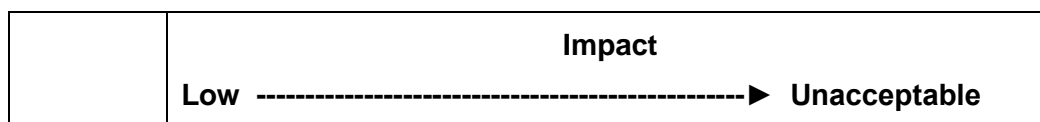
18.2 The subject of this report is covered by the Community Partnerships, Environmental Protection, Regulatory Services, Property Services, Economic and Sustainable Development, and Leisure service plans. Any risks resulting from this report will be included in the risk register and, if necessary, managed within these plans.

<b>Nature of Risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> <i>(tolerate, treat, terminate, transfer)</i>	<b>Risk Rating</b> <i>(combination of likelihood and impact)</i>
The Council fails to develop the Strategy on climate change and sustainability.	The Council will fail to deliver improvements to address climate change within the District.	For the Committee to approve the Final Strategy.	Tolerate	4
The Council fails to act to reduce its' emissions	The Council 2030 pledge is unlikely to be met, unless a co-ordinated programme of activity is implemented.  The Council will not be addressing the Climate Emergency and thus will contribute further to the increase in global warming and its' consequences. (For details of risk see Climate	For the Committee to approve the Final Strategy.	Treat	6

	Change Strategy Supplementary document)			
Possible increase in construction costs for developers	Affordable Housing targets may not be met.	All councils are facing the same issues due to forthcoming Environment Bill and Future Homes Standards. Need to work with stakeholders to encourage wider knowledge and adoption of new technologies such as off-site manufacture.	Tolerate	6

18.3 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.

<b>Very Likely</b> Remote ↓ <b>Likelihood</b>	<b>Low</b> 4	<b>High</b> 8	<b>Very High</b> 12	<b>Very High</b> 16
	<b>Low</b> 3	<b>Medium</b> 6	<b>High</b> 9	<b>Very High</b> 12
	<b>Low</b> 2	<b>Low</b> 4	<b>Medium</b> 6	<b>High</b> 8
	<b>Low</b> 1	<b>Low</b> 2	<b>Low</b> 3	<b>Low</b> 4



<b>Impact Score</b>	<b>Likelihood Score</b>
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

18.4 In the officers' opinion, the new risk above, were it to come about, would seriously prejudice the achievement of the Strategic Plan and is therefore a strategic risk. The management of strategic risks are reviewed by the Policy and Resources Committee.

Description of the risk	Service Plan
The Council fails to develop the Strategy on climate change and sustainability.	Community Partnerships, Environmental Protection, Regulatory Services, Property Services, Economic and Sustainable Development, Leisure and Landscapes

Progress against the treatment plans for strategic risks is reported to the Policy and Resources Committee quarterly. The effectiveness of all treatment plans are reviewed by the Audit Committee annually.

## 19 Recommendations

19.1 For the Policy and Resources Committee to:

Recommend the proposed Climate Emergency and Sustainability Strategy to Council for adoption subject to any comments made by the Leisure, Environment and Community Committee.

Report prepared by: Rebecca Young, Acting Head of Community Partnerships  
Joanna Hewitson, Climate Change Strategy Officer

### Data Quality

Data sources:

Service and Officer Updates

Consultation Results

Strategies and action plans by other authorities.

Data checked by: Elen Roberts, Climate Change, Recycling and Sustainability Officer

Data rating:

<b>1</b>	<b>Poor</b>	
<b>2</b>	<b>Sufficient</b>	✓
<b>3</b>	<b>High</b>	

**Background Papers - none**

**APPENDICES / ATTACHMENTS**

Appendix A Climate Emergency and Sustainability Strategy 2021 - 2026

Appendix B The Climate Emergency and Sustainability Strategy Supplementary Document

Appendix C Consultation Results

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Three Rivers District Council  
**Climate Emergency &  
Sustainability Strategy**



**WORKING TOGETHER  
FOR A BETTER FUTURE**

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## Three Rivers District Council Climate Emergency and Sustainability Strategy

Enable And Engage  
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Sustainable Design And Construction  
Efficiency of Existing Buildings  
Sustainable Travel And Air Quality  
Waste And A Circular Economy  
Biodiversity  
Water And Flooding  
Adaptation and Resilience  
Food and Agriculture

**N.B.: further information, data, graphs and glossaries of key terms and acronyms can be found in the Supplementary Document.**

## **Executive Summary**

In 2019, Three Rivers District Council declared a Climate Emergency; committing to achieving carbon neutrality by 2030 for its own emissions and assisting the District to achieve net-zero carbon by 2045 at the latest.

The scientific evidence that climate change is happening is irrefutable. The average temperature at the surface of the Earth has now risen by about 1°C since the pre-industrial period, ocean temperatures are increasing, ice-caps are melting, sea-levels are rising, and extreme weather events are increasing in frequency and intensity worldwide. Limiting global temperature rise to 1.5°C to avoid the worst social, economic and environmental impacts of climate change and safeguard the planet for future generations will require radical action at all levels of government and society, and in every economic sector across the world. A post-pandemic Green Recovery presents a once-in-a-generation opportunity to redesign our economies and societies to be more resilient, sustainable and inclusive.

Following extensive public consultation, this Climate Emergency and Sustainability Strategy outlines how the Council aims to deliver and facilitate the changes needed to tackle the twin crises of climate change and biodiversity decline in the District while enabling greener, healthier lifestyles and a thriving local economy, in collaboration with local residents, businesses, community groups, voluntary organisations and partners.

The Strategy will embed the climate and ecological emergencies into the culture and decision making of the Council, reduce carbon emissions through regular measurement, minimise energy consumption and promote a transition to renewable energy. It will also enable and encourage sustainable modes of travel to reduce reliance on carbon-fuelled transport and improve local air quality. The new Local Plan will insist on the highest standards of design and construction and the Council will work with stakeholders to drive down emissions from existing buildings.

The Strategy seeks to protect and enhance Three Rivers' rich biodiversity by sensitively managing council-owned land while supporting landowners and residents to enhance and connect their green spaces for wildlife. To address the devastating impacts of overconsumption, the Strategy promotes the development of a circular economy; increasing reuse and recycling in the District to minimise waste entering landfill. Furthermore, the Strategy encourages sustainable food production and consumption, and the re-distribution of excess food through local food-sharing networks.

Water consumption in Hertfordshire is the highest in the country and this precious resource is extracted from the rarest of global habitats – chalk streams. Alongside over-abstraction, these unique habitats are further threatened by sewage and plastic pollution. This Strategy seeks to work with stakeholders to reduce water consumption, prevent water pollution, and reduce flood risks exacerbated by a changing climate.

Finally, and significantly, the Strategy aims to create communities, services, infrastructure and ecosystems that are resilient to the unavoidable impacts of climate change by increasing awareness of these impacts among residents and businesses, future-proofing council services and assets, adapting the natural and built environment, and fostering local food, energy and water self-sufficiency.

**Phil Williams,**  
**Lead Member for Environmental Services and Sustainability.**

## Introduction

In 2019, Three Rivers District Council declared a Climate Emergency and committed to achieving carbon neutrality by 2030 for its own emissions and assisting the District in reaching the legally-binding Government target of net-zero carbon by 2050 (at the latest).

The greenhouse gas emissions causing climate change are a product of our 'take-make-waste' extractive economy, which relies on polluting fossil fuels and fails to manage natural resources sustainably. Through this Strategy, Three Rivers District Council is committing to transform how it tackles the climate and ecological crises facing us.

This document provides a strategic framework for our subsequent Action Plan which will detail quantifiable, short-, medium- and long-term actions needed to meet our aims and objectives, and will share responsibility for the implementation to relevant Council departments and partners. The Action Plan will be dynamic and responsive to legislative, scientific and technical developments, and progress on delivering the action points will be regularly reviewed and reported on.

## The Strategy Consultation:

The Council was eager to ensure that residents, voluntary and business stakeholders in the local community were empowered to contribute to the Climate Change Strategy, and therefore undertook a month-long public consultation on the Strategy document in October 2020.

An online survey was circulated on the Council's website and social media, among local schools and Councillors, and by email to partner agencies. Additionally, Officers virtually attended Local Area Forums, the Environmental Forum, and school classes to discuss the strategy.

Encouragingly, the aims and objectives of the Strategy were widely endorsed, with a shared sense of urgency regarding the climate crisis, biodiversity loss and environmental degradation, giving the Council a clear mandate for immediate and decisive action.

## How the Consultation Influenced the Final Strategy:

- To reflect the collective sense of urgency among residents who passionately appealed for district-wide decarbonisation to be achieved *well* before 2050, the Strategy has been amended to adopt the more ambitious target of achieving net-zero for the District's emissions by 2045 *at the latest*, in order to increase our chances of limiting global warming to the crucial 1.5°C threshold outlined in the 2015 Paris Agreement.
- The consultation responses highlighted that the original Strategy document did not sufficiently address the issue of climate adaptation. We have therefore revised the Strategy to include an additional section dedicated to 'Adaptation and Resilience' and information on the likely impacts of climate change in Three Rivers.
- Our consultation revealed a popular interest in food production and consumption and its relationship to climate change and wider ecological issues such as biodiversity loss, in

acknowledgement of this, we have added in a new section to the Strategy titled 'Food and Agriculture'.

- In response to the recurring criticism that some of the language and terminology used in the Strategy was not accessible, the Strategy was edited to include a 'Glossary of Key Terms' where specialist terms such as 'decentralised energy' and 'circular economy' are fully-defined.

## **Chapter 2: Background - Why We Need This Strategy**

The scientific evidence that climate change is happening is irrefutable. The average temperature at the surface of the Earth has now risen by about 1°C since the pre-industrial period, ocean temperatures are increasing, polar ice-caps and glaciers are melting, sea-levels are rising, and extreme weather events are increasing in frequency and intensity worldwide.

2020 was declared the hottest year ever recorded by NASA. The world's seven hottest years on record have all occurred since 2014, and global temperatures have been above the 20th-century average for 44 consecutive years<sup>1</sup>, evidencing the striking long-term effect of global heating resulting from human activity.

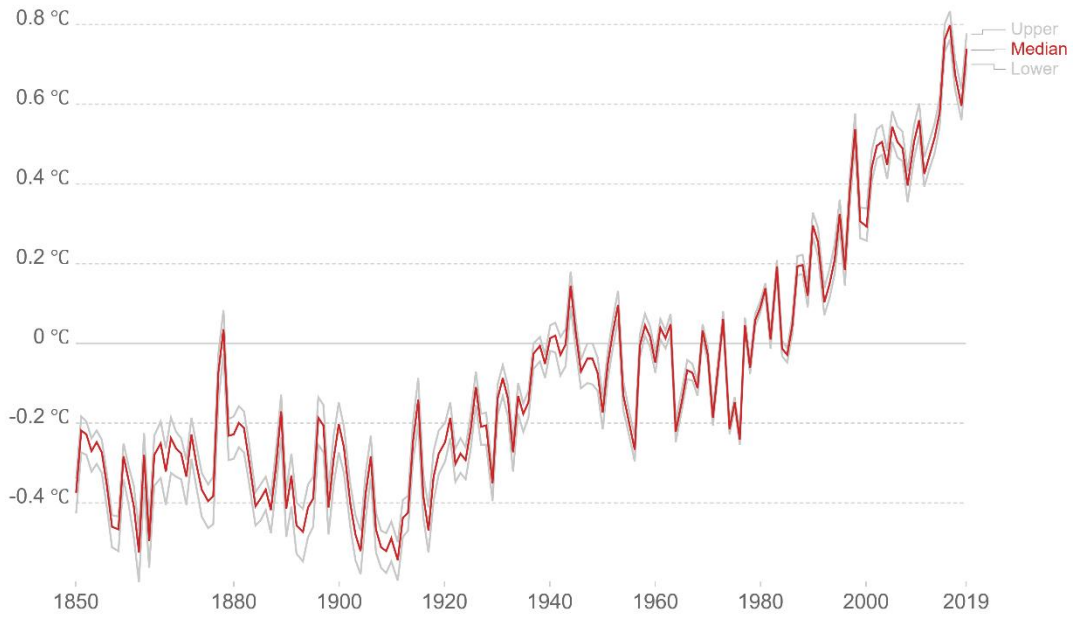
Meanwhile, in September 2016, atmospheric CO<sub>2</sub> concentrations surpassed 400 parts-per-million (ppm) - the last time the atmosphere was this rich in CO<sub>2</sub> was more than 3 million years ago, when the Earth was 2°– 3°C hotter and sea levels were 15–25 meters higher than today<sup>2</sup>. The concentration of carbon-dioxide in the atmosphere continues to climb ever-higher, and today stands at 414ppm<sup>3</sup>.

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<sup>1</sup> <https://www.nasa.gov/press-release/2020-tied-for-warmest-year-on-record-nasa-analysis-shows>

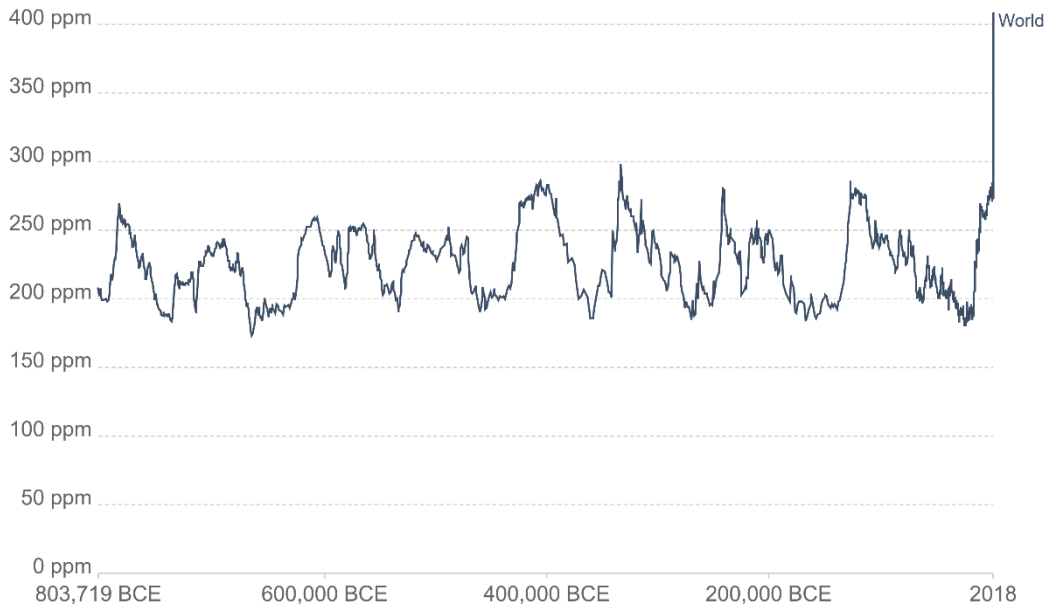
<sup>2</sup> <https://www.climate.gov/news-features/understanding-climate/climate-change-atmospheric-carbon-dioxide>

<sup>3</sup> <https://www.co2.earth/daily-co2>



Source: Hadley Centre (HadCRUT4) OurWorldInData.org/co2-and-other-greenhouse-gas-emissions • CC BY  
 Note: The red line represents the median average temperature change, and grey lines represent the upper and lower 95% confidence intervals.

**Figure 1: Global average land-sea temperature anomaly relative to the 1961-1990 average temperature. Since the 1980s, average temperatures have exceeded the last century's average every year.**



Source: EPICA Dome C CO<sub>2</sub> record (2015) & NOAA (2018) OurWorldInData.org/co2-and-other-greenhouse-gas-emissions • CC BY

**Figure 2: Global average long-term atmospheric concentration of carbon dioxide (CO<sub>2</sub>), measured in parts per million (ppm). For millennia, atmospheric CO<sub>2</sub> never passed 300ppm but since the Industrial Revolution, CO<sub>2</sub> concentrations have rapidly increased, and now sit at over 400ppm.**

It is likely the UK will experience at least another half a degree temperature increase by 2050, and can expect 3cm to 27cm of sea-level rise varying regionally across the UK, a 10% increase in heavy rainfall, and a 50% chance of each summer being hotter than that of 2018.

<sup>4</sup> If global greenhouse gas emissions are brought rapidly to net-zero in the second half of this century, UK temperatures (and rainfall) could be kept close to their level in 2050. However, sea levels in the UK would continue to rise, as oceans respond more slowly to changes in global temperature.

If we take action to radically reduce greenhouse gas emissions now, we may be able to limit the increase in global surface temperature to 2°C above pre-industrial levels. Doing so will limit the burden we place on future generations, those in more vulnerable countries, protect our economies, and provide wider benefits to health, energy security and biodiversity.

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<sup>4</sup> <https://www.theccc.org.uk/2020/04/21/how-much-more-climate-change-is-inevitable-for-the-uk/>

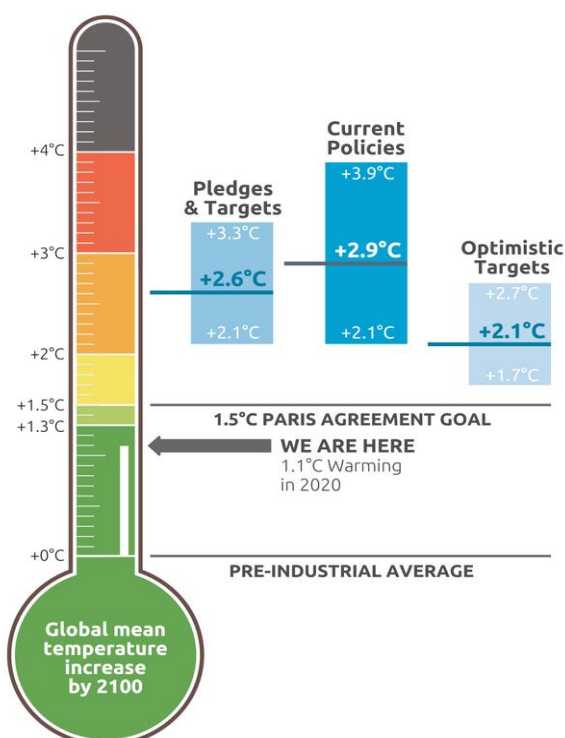
## The Policy Context:

The UK is a signatory to the 2015 Paris Agreement, a landmark piece of global climate change legislation which commits the international community to substantially reduce global greenhouse gas emissions in an effort to limit global temperature rise this century to below 2°C above pre-industrial levels. Furthermore, the Agreement emphasises pursuing efforts to limit the temperature increase to 1.5°C in order to avoid dangerous climate change.<sup>5</sup>

### The Significance of Limiting Warming to 1.5°C:

Put simply, climate-related risks to natural and human systems are higher with global warming of 2°C than with warming of 1.5°C.<sup>6</sup>

Impacts at 1.5 Degrees Warming	Impacts at 2 Degrees Warming
A sea-ice-free Arctic summer is expected every 100 years.	At least one sea-ice-free Arctic summer is expected every 10 years.
About 14% of the world population will be exposed to severe heat waves at least once every five years.	About 37% of the world population will be exposed to severe heat waves at least once every five years.
An additional 350 million people living in urban areas will be exposed to severe drought.	An additional 411 million people living in urban areas will be exposed to severe drought.
Coral reef cover will decline between 70%-90% by 2050.	Total loss of coral reefs.
6% of insects, 8% of plants and 4% of vertebrates will lose more than half their habitat range.	18% of insects, 16% of plants and 8% of vertebrates will lose more than half their habitat range.



Despite the Paris Agreement goal of limiting global warming to well below 2°C, under current policies we are more likely to be facing a 3°C to 4°C increase by the end of the century if we do not undertake rapid and significant emissions reductions.<sup>7</sup>

<sup>5</sup>[https://ec.europa.eu/clima/policies/international/negotiations/paris\\_en](https://ec.europa.eu/clima/policies/international/negotiations/paris_en)

<sup>6</sup> <https://www.ipcc.ch/sr15/>

<sup>7</sup> <https://climateactiontracker.org/publications/global-update-paris-agreement-turning-point/>



Nationally, the UK is committed under the Climate Change Act 2008 to achieve net-zero greenhouse gas emissions by 2050. Net-zero means reducing greenhouse gas emissions as close to zero as possible and offsetting any remaining emissions through schemes such as reforestation or carbon capture and storage.

#### **Other Relevant National Policies:**

- **The Carbon Plan 2011** identifies the emission reductions needed in five key areas of the economy; buildings; transport; industry; electricity; and agriculture to meet targets.
- **The Clean Growth Strategy 2017** outlines the plan to decarbonise all sectors of the economy by 2050.
- **The 25 Year Environment Plan 2018** sets comprehensive goals and targets to improve the UK's air and water quality, and protect threatened plants, trees and wildlife.
- **The Resource and Waste Strategy 2018** outlines the actions the UK will take to minimise waste, promote resource efficiency and move towards a circular economy.
- **The Clean Air Strategy 2019** focuses on reducing industrial, agricultural and transport emissions and aims to reduce particulate matter emissions from solid fuel used in homes.
- **The Environment Bill 2020** aims to fill the environmental governance gap created by Brexit. It sets out new legal frameworks for air pollution, water quality, biodiversity conservation, waste and resource management, and the use of chemicals.

## **A Green Recovery from Covid-19:**

The health and economic impact of Covid-19 has starkly demonstrated the future that awaits us if we do not act immediately to halt the destruction of the natural world on which we depend.

Since its emergence, the coronavirus pandemic has had devastating consequences for lives and livelihoods globally, while also forcing a dramatic decline in greenhouse gas emissions as economic activity slowed considerably. According to the Global Carbon Project, 2020 saw carbon dioxide emissions decline by 2.4 billion tonnes - the biggest annual fall in CO<sub>2</sub> emissions since World War Two. The UK's own emissions fell by 13% in 2020<sup>8</sup> while our economy suffered the worst contraction in three centuries as GDP plummeted by 11.3%.<sup>9</sup>

Nevertheless, the trend of emissions reductions is only temporary, with emissions expected to rebound in 2021 and beyond as nations eagerly pursue economic recovery. Simply reviving the existing carbon-intensive, extractive economy will exacerbate the climate crisis, biodiversity loss and the consequent risk of recurring pandemics. Post-crisis recovery programmes thus present a once-in-a-generation opportunity to redesign our economies and societies to be more resilient, sustainable and inclusive.

Scientific opinion strongly connects the increasing prevalence of infectious disease outbreaks to environmental destruction and biodiversity loss. As wildlife habitats are destroyed and fragmented, wild animals are forced to live in closer proximity to humans and livestock, increasing the risks of transmission from animals to humans. Three quarters of all emerging infectious diseases originate from wild animals<sup>10</sup>. Meanwhile, climate change threatens to compound these risks by forcing species to migrate in pursuit of tolerable climatic conditions, which can introduce diseases to geographies they were previously not present in, making northerly, temperate regions more susceptible to tropical diseases such as Zika virus and Dengue fever<sup>11</sup>.

To avoid such risks, a sustainability-centred "Green Recovery" must be a priority. A Green Recovery presents an opportunity to invest in the creation of new jobs and low-carbon infrastructure; support innovation, re-skilling and retraining to expand the sustainable goods and services sector; and drive a shift in social norms and behavioural change.

Economic prosperity and environmental protection need not be conflicting aims. Investment in green jobs can support a thriving economy in the long-term; nearly 700,000 direct jobs could be created in England's low-carbon and renewable energy industry by 2030, rising to more than 1.18 million by 2050<sup>12</sup>.

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<sup>8</sup> <https://essd.copernicus.org/articles/12/3269/2020/#section1>

<sup>9</sup> <https://www.gov.uk/government/speeches/spending-review-2020-speech>

<sup>10</sup> <https://www.cdc.gov/onehealth/basics/zoonotic-diseases.html>

<sup>11</sup> <https://www.who.int/globalchange/summary/en/index5.html>

<sup>12</sup> <https://local.gov.uk/about/campaigns/re-thinking-local/re-thinking-local-skills-and-green-economy>

We can no longer ignore our interdependence with the environment and blindly return to destructive business-as-usual practices which contribute to the emergence of infectious diseases like Covid-19. The coronavirus pandemic has caused immense suffering globally but it has also enabled us to reimagine our world, and presents us with a unique opportunity to rebuild our economies and societies stronger, cleaner and more resilient.

The Council is committed to supporting a Green Recovery in Three Rivers and will ensure that the actions we implement as part of our response to the climate and ecological crises will simultaneously deliver sustainable development. In addition, we will undertake evidence studies to review the long-term impacts of Covid-19 in our District, and determine if policy changes are required to reflect the evidence found.



*“Humanity is waging war on nature. This is suicidal.*

*Nature always strikes back -- and it is already doing so with growing force and fury. Biodiversity is collapsing. One million species are at risk of extinction. Ecosystems are disappearing before our eyes.*

*Deserts are spreading.*

*Wetlands are being lost.*

*Every year, we lose 10 million hectares of forests.*

*Oceans are overfished -- and choking with plastic waste. The carbon dioxide they absorb is acidifying the seas.*

*Coral reefs are bleached and dying.*

*Air and water pollution are killing 9 million people annually – more than six times the current toll of the pandemic...*

*2020 is on track to be one of the three warmest years on record globally – even with the cooling effect of this year’s La Nina.*

*The past decade was the hottest in human history. Ocean heat is at record levels.*

*... Emissions are 62% higher now than when international climate negotiations began in 1990...*

*Today, we are at 1.2°C of warming and already witnessing unprecedented climate extremes and volatility in every region and on every continent.*

*We are headed for a thundering temperature rise of 3-5°C this century.*

*... Let’s be clear: human activities are at the root of our descent towards chaos.*

*But that means human action can help solve it.*

*Making peace with nature is the defining task of the 21st century. It must be the top, top priority for everyone, everywhere.”*

*- Antonio Guterres, UN Secretary General, State of the Planet Speech.*



# Our Key Achievements:

The extension of South Oxhey Leisure Centre achieved a "very good" BREEAM rating in recognition of its sustainable design.

We have secured Green Homes Grant funding to alleviate fuel poverty in 125 dwellings across the District.

Leavesden Country Park was awarded a national Bees' Needs Champion Award by DEFRA in 2020 for creating pollinator-friendly environments which attract and nurture local bee populations.

Three Rivers District has the highest number of publicly-accessible electric vehicle charging points in Hertfordshire, supporting the shift from carbonised travel.



We have installed: a cycle hub at Leavesden Country Park which offers a range of facilities including bike servicing and repairs, bike hire and cycling tuition; new high-density bike parks at local train stations; and cycle parking at every local retail centre.



Developed a comprehensive county-wide Water Action Plan in collaboration with all key water-related stakeholders to ensure sustainable water management.



Three Rivers has achieved 4 prestigious Green Flag awards which recognise well-managed, high quality green spaces which are safe, clean, sustainable and community-oriented.

Recycling rates in Three Rivers are the highest in Hertfordshire at 64.1% (2019/20).



Our flagship buildings have solar arrays and LED lighting, and Three Rivers House uses a ground-source heat pump for heating and comfort cooling.



### **Chapter 3: Our Progress to Date**

The Council has been working towards the aims and objectives of the Green Expectations Strategy 2015 - 2019, working to address economic development, partnerships, inclusion, education and promotion and health. There has been significant progress across Three Rivers:

- Purchased and restored the Withey Beds – one of few remaining wetland habitats in Hertfordshire.
- Single-use plastics have been significantly reduced across Council operations.
- As active members of the Hertfordshire Refill Scheme, we have over 20 Refill stations around the district to make it easier to refill on the go.
- As an active member of WasteAware (the campaign branch of the Hertfordshire Waste Partnership), we run public awareness campaigns throughout the year, work to make waste collection across the district more consistent, and lobby waste producers and policymakers.
- We separate all waste from our public litter bins for recycling.
- We convert the District's food waste into electricity and fertiliser at a local Anaerobic Digestion plant.
- We process garden waste products in to compost and have an annual compost giveaway for residents.
- The local walking and cycling strategy has helped develop and create safe, efficient and accessible transport networks in the District to encourage sustainable transport.
- The Better Buses Programme provides essential local bus services which up to 2020 had replaced nearly 80,000 car journeys annually (saving an estimated 40% of carbon emissions with the same journeys made by a small car).

#### **Since 2020 we have:**

- Secured Green Homes Grant funding to alleviate fuel poverty by improving energy efficiency in 125 dwellings across the District.
- Helped residents recycle 64.1% of their waste – the highest in Hertfordshire (2019/20).
- Developed a comprehensive county-wide Water Sustainability Action Plan in collaboration with all key water-related stakeholders to ensure sustainable water management.
- Worked to enhance natural habitats across the District; Leavesden Country Park was awarded a national Bees' Needs Champion Award by DEFRA for creating pollinator-friendly environments which attract and nurture local bee populations.
- Facilitated the development of local climate and environmental action groups to advance community-led sustainability initiatives, in collaboration with Friends of the Earth Watford and Three Rivers Groups.
- Appointed two dedicated officers responsible for the development and implementation of the Strategy and Action Plan for the Council's own operations and the District.

## Local Impacts:

It is important to understand that there is a delay between emissions being added to the atmosphere and the resultant change in global temperature.

We know that even if we stop emitting all greenhouse gases immediately, the emissions produced over the last century commit us to a certain degree of global warming in the long-term due to the inertia of the climate system and tipping points.

There is already mounting evidence of a changing climate in the UK with life-cycle events occurring prematurely (e.g. when flowers bloom or pollinators emerge), rising sea-levels encroaching on coastlines, floods devastating local communities, and unprecedented heat waves harming people's health and well-being. Climate projections suggest such events will become more severe and widespread as climate change progresses, with profound implications for our way of life. Therefore, it is vital that we adapt to the impacts of climate change that are now unavoidable while simultaneously acting to mitigate further climate change by reducing greenhouse gas emissions.<sup>13</sup>

Adaptation involves anticipating the adverse effects of climate change and taking appropriate action to prevent or minimise the damage they can cause, while taking advantage of any opportunities that may arise.

The UK Climate Change Projections suggest that over the next few decades, Three Rivers may experience:

- A 2°C increase in average annual temperatures.
- Temperatures on the warmest day in summer could increase by up to 5°C.
- Hotter, drier summers with up to 25% less rainfall.
- Warmer, wetter winters with up to 22% more rainfall.
- Higher frequency and intensity of extreme weather events, such as heatwaves and severe flooding episodes.

At a county level, Hertfordshire is vulnerable to the impacts of climate change due to its location within the driest region of the UK, its high population density, pressures from housing and economic development, and its physical characteristics, such as the mix between urban settlements and rural landscapes, and the predominance of clay soil. Together, these impacts represent risks to the built environment, natural environment, human health and the economy<sup>14</sup>.

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<sup>13</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/758983/Climate\\_change\\_impacts\\_and\\_adaptation.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/758983/Climate_change_impacts_and_adaptation.pdf)

<sup>14</sup> <https://www.hertfordshire.gov.uk/microsites/building-futures/a-sustainable-design-toolkit/technical-modules/climate-change-adaptation/basic-principles.aspx>

# How the Climate Could Change In Three Rivers With 2°C and 4°C of Warming:

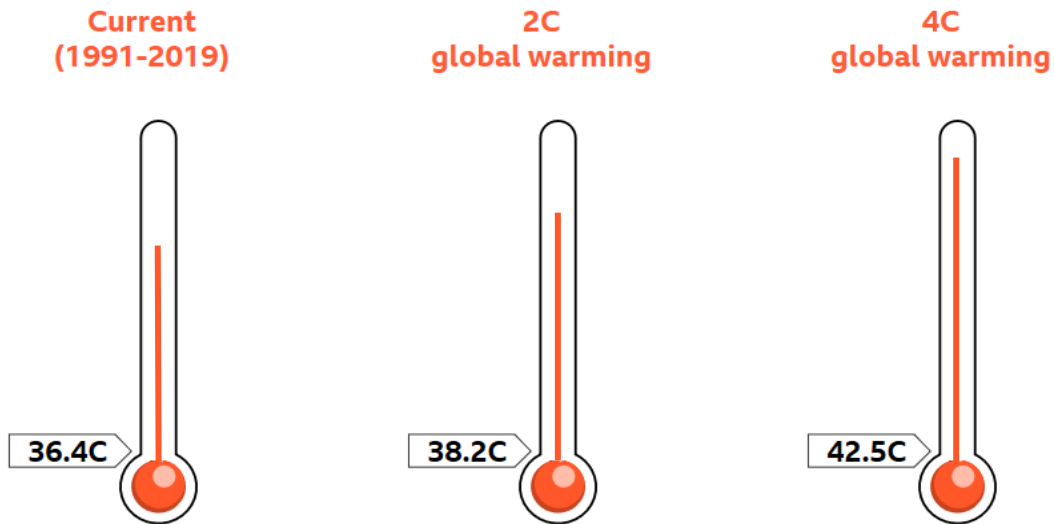
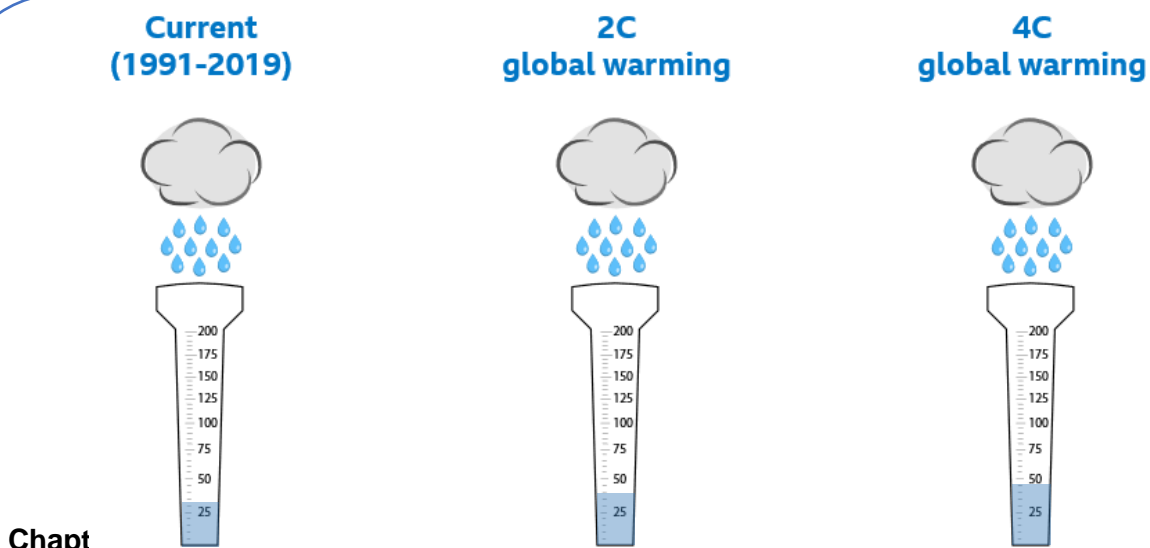


Figure 1: If global average temperatures increase 2°C above pre-industrial levels, the hottest summer day in Three Rivers District could be ≈38.2°C. If global temperatures rise by 4°C, it could be ≈42.5°C.



Figure 2: In the past 30 summers, there were 5 days above 25°C per month on average in Three Rivers District. If global temperatures rise by 2°C, there could be 9 days. With a 4°C rise, there could be 18 days.



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Figure 3: On the wettest winter day of the past 30 years, 32mm of rain fell in Three Rivers District. At a 2°C rise, this could be about 39mm, with a 4°C rise, it could be about 45mm - 38% more than today.



**Three Rivers District Council declared a climate emergency in 2019 and have committed to achieving net-zero for its own emissions by 2030, and will implement plans to ensure the District achieves net-zero by 2045 at the latest.**

The aims and objectives in this Strategy all follow a hierarchy of action which recognises the three broad spheres of influence that Three Rivers District Council can have: Leading, Enabling and Inspiring.



## **Enable and Engage**

**Aim: To inspire all stakeholders and residents of Three Rivers to work together to achieve carbon neutrality, build climate resilience and adopt sustainable choices and lifestyles.**

Climate change is a collective action problem requiring us all to make changes to our lifestyles to reduce our impact on the planet. Our consultation revealed that local people were enthusiastic about involving the community in realising the goal of net-zero, and recognised the importance of collaborative action by the Council with a range of stakeholders.

Three Rivers together with the community have an opportunity to lead a new low-carbon future enabling cleaner, healthier lifestyles where the local economy thrives through the growth of sustainable and green businesses. We recognise the key role that the Council has in inspiring local people to be part of the change and take pride in their area; contributing to the enrichment of local biodiversity and altering habits to reduce their carbon, water and ecological footprints. It is also vital that we support and collaborate with local people, council tenants and businesses to increase awareness of and preparedness for the unavoidable impacts of climate change in Three Rivers.

### **Objectives:**

- Embed the climate and ecological emergencies into the culture and decision making of the Council so that the environmental impacts of all council projects, policies, procurements and services are considered.
- Continue to consult with residents, council tenants and stakeholders on climate change and sustainability issues and initiatives.
- Engage with local businesses, council tenants, relevant corporates, schools, faith groups, youth groups, parish councils, highways, and campaign and conservation groups to inspire and support each other in adopting pro-environmental behaviours, for example water and energy conservation, waste reduction, and sustainable food consumption.
- Reduce our community's vulnerability to the impacts of climate change and take advantage of any opportunities that arise.
- To regularly review and measure our successes against our Strategy and Action Plan to inform residents and stakeholders of the changes being made across the District and their contribution to fighting the climate and ecological emergency.

## Energy

**Aim: Minimise energy-related emissions in the District through reducing consumption, improving efficiency and transitioning to renewable energy sources to achieve net-zero targets (2030 – council emissions, 2045 – district-wide emissions).**

Energy can be generated using renewable sources such as solar, wind and hydro power, biomass, combined heat and power plants (CHP). Renewable energy projects can generate lasting cost and carbon savings, and protect against future energy price rises. They can also deliver broader social objectives such as ensuring security of supply and addressing fuel poverty.

In the next 15 years, the energy demand of the country is expected to be the same or marginally decrease.<sup>15</sup> In order to meet future energy needs and our net-zero emissions commitment before 2045, a significant amount of alternative sources will need to be deployed within Three Rivers District.

### Objectives:

- Regularly monitor and review council and district energy-related emissions to inform decision-making in achieving the net-zero targets.
- Assess options for decentralised renewable energy generation within council operations and the wider district, working either independently or in partnership.
- Share learnings from the Council and across industry with stakeholders and residents in the District to inspire and support others to start their own decentralised energy projects, or switch to a green energy provider.
- Utilise financial support measures wherever possible to install low-carbon energy technologies across Council buildings, and publicise relevant funding opportunities available to residents and businesses.

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<sup>15</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/794590/updated-energy-and-emissions-projections-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/794590/updated-energy-and-emissions-projections-2018.pdf)

## Sustainable Design and Construction

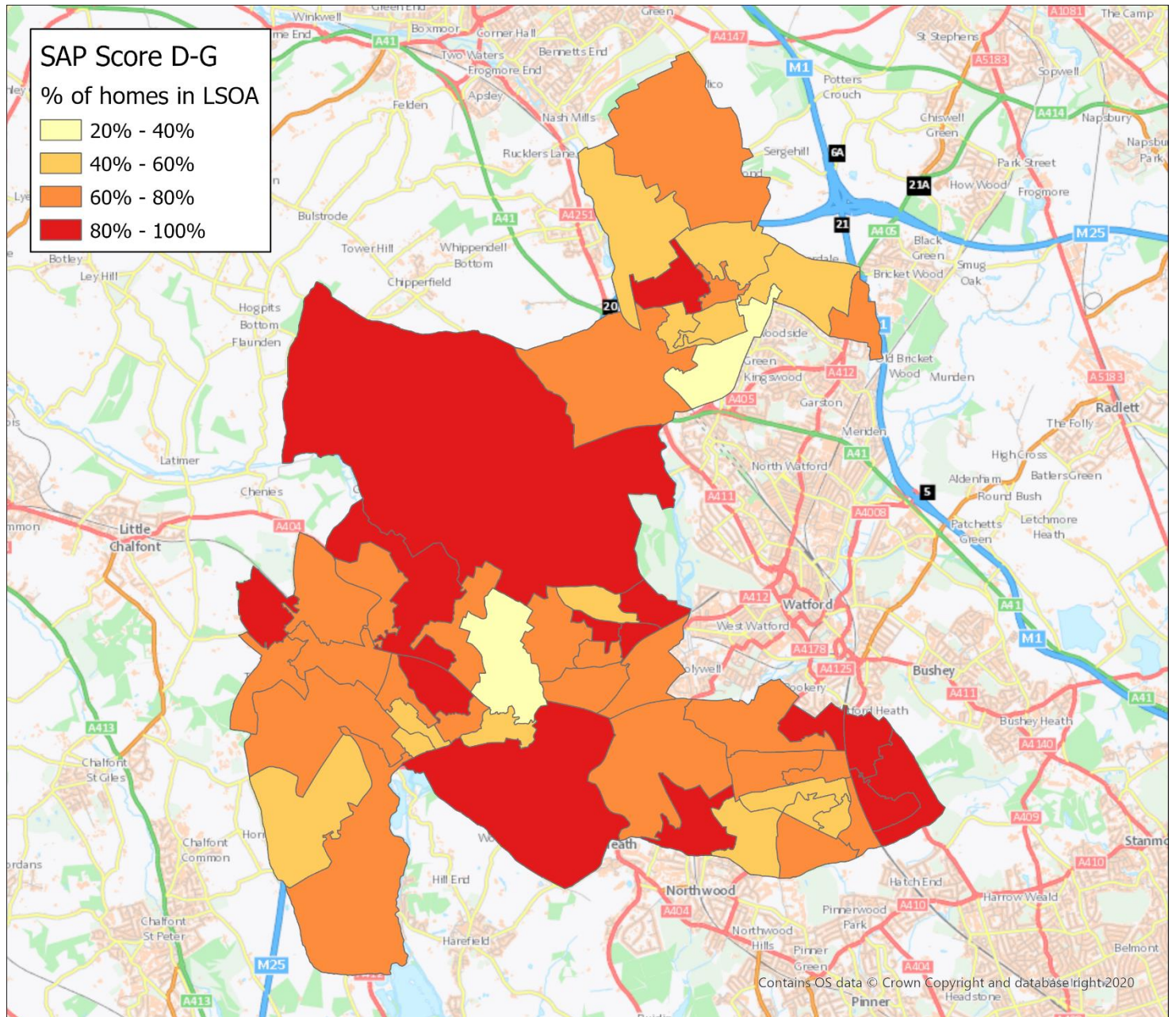
**Aim:** The highest standards of sustainable design and construction should be achieved to create adaptable buildings which are resilient to the effects of climate change, and minimise the use of natural resources over the intended lifetime of a development.

### Objectives:

- Require major developments to submit a Sustainability Statement to demonstrate how the development will mitigate and adapt to climate change over its lifetime, minimise construction related waste and adhere to the sustainability requirements stipulated by the Local Plan.
- Require all new commercial developments, and residential developments of one unit and above to produce an Energy Statement demonstrating how a minimum of 20% less carbon dioxide emissions than Building Regulations Part L requirements (2013) will be achieved.
- Require the integration of renewable energy within any new council developments, and (where possible) within public and private sector developments.
- Lobby government to ensure Building Regulations do adopt the Future Homes Standard by 2025 to ensure new build homes are future-proofed with low carbon heating and exceptional levels of energy efficiency.
- Expect all proposals for development to be designed sensitively to build in resilience to extreme weather events by managing flood risk, enhancing the Green and Blue Infrastructure Network, and optimising passive solar gain, whilst reducing the risk of overheating. Furthermore, development must protect and enhance existing social and community facilities, provide new facilities where necessary and provide essential infrastructure, including (but not limited to) transport, education, health, utilities, waste facilities, waste water, leisure, cultural and community facilities.
- For major non-residential developments, proposals should aim to achieve BREEAM 'Excellent' as a minimum with the ambition to achieve "Outstanding."
- Require new development to provide waste and recycling facilities in accordance with the Council's Solid Waste Storage/Collection Guidance.
- Encourage consideration of sustainability in small scale building extensions, renovations and retrofits.
- Require the provision of sustainable low- and zero-carbon transport infrastructure in new developments.
- Support off-site manufacturing of residential or commercial construction.

Domestic energy use accounts for 27% of carbon dioxide emissions in Three Rivers.

Over two-thirds of properties in Three Rivers are energy inefficient, with an EPC rating below a C.



Three Rivers District Council has secured Green Homes Grant funding to lift approximately 125 homes out of fuel poverty in 2021, and reduce energy-related carbon emissions.

## Efficiency of Existing Buildings

**Aim: Improve industrial, commercial and domestic energy efficiency in the District in existing buildings.**

Three Rivers District Council's vision is that the District should be a better place to live and work for everyone. The aims and priorities for the Council include reducing the carbon-footprint of the District and supporting our most vulnerable people. Improving the energy efficiency of homes and businesses in the District is key to delivering this.

### Objectives

- Publicise and assist the accessibility of any grants or incentive schemes which help reduce the carbon emissions of existing buildings including the Councils own and associated public buildings.
- Ensure utility contracts on Council-owned buildings utilise low-carbon energy tariffs.
- Support the retrofitting of buildings for energy efficiency where planning permission is required<sup>16</sup>.
- Work with the utility companies to improve energy efficiency in homes locally.
- Report on the implementation of residential energy efficiency measures in the District in line with the Home Energy Conservation Act.
- Encourage housing associations, commercial properties, and public buildings to adopt energy efficiency measures as soon as possible.

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<sup>16</sup> <https://www.threerivers.gov.uk/download?id=47493>

## Sustainable Travel and Air Quality

**Aim: Enable and encourage journeys made by sustainable transport modes to reduce carbon fuel reliance, improve local air and environmental quality and promote sustainability.**

Hertfordshire is the second most densely populated county in England and the County with some of the highest vehicle ownership levels in the country. 87% of residents have access to a car compared to 74% nationally.<sup>17</sup>

Three Rivers District Council is keen to encourage the switch to more sustainable transport modes such as walking, cycling and public transport (passenger transport reduces carbon emissions by about 58% for each trip) which will reduce greenhouse gas emissions, congestion, noise and air pollution, and improve health and wellbeing.

The Council is helping to reduce resident and commercial reliance on carbon-fuelled transport by working closely in partnership with relevant stakeholders, including Hertfordshire County Council to meet shared policy objectives.

Our key programmes to deliver more sustainable travel including- Better Busses, Walking and Cycling, Sustainable Travel Planning, Parking Management and Streetscape Improvement which are under continuous review and development.

TRDC monitors Nitrogen Dioxide (NO<sub>2</sub>) by diffusion tube at seven sites across the district, and has an Air Quality Management Area, and district-wide Air Quality Action Plan, which is due to be reviewed in January 2023.

### Objectives

- Enable and encourage cycling and walking trips to replace carbon fuelled trips, through our updated Walking & Cycling Network, by building new paths and upgrading existing paths, promoting routes to key local destinations, installing strategic infrastructure (including comprehensive cycle parking and other support facilities like Cycle Hubs), and creating promotional events with external partners.
- Continue to develop, promote and improve passenger transport and infrastructure (bus and rail) and the public experience and perception of services.
- Encourage fuel-efficient private hire vehicles and taxis.

Reduce environmental impacts arising from commercial transport (including Three Rivers Council), by promoting and supporting Travel Plans which encourage homeworking, shared mobility and new forms of travel (such as hydrogen and electric).

- Monitor and review air quality across the District to determine whether national air quality objectives are being met.

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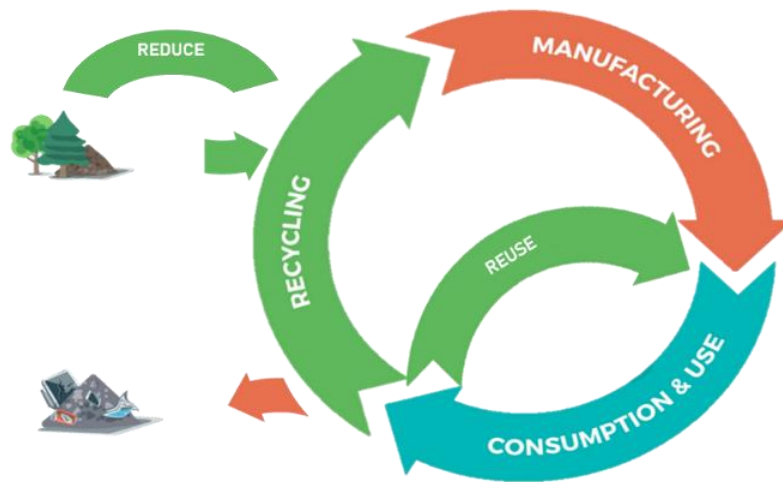
<sup>17</sup> <https://www.hertfordshire.gov.uk/media-library/documents/environment-and-planning/planning/planning-in-hertfordshire/ltp-sustainable-travel-strategy-for-schools-2018-19.pdf>

- Ensure that we request and where possible require the provision of sustainable low- and zero-carbon transport infrastructure in new developments.
- Continue to expand and encourage electric vehicle charging infrastructure around the District.



## Waste and a Circular Economy

**Aim:** To reduce the volume of waste produced and manage it sustainably through promoting a circular economy.



If the whole world lived like the UK – we would need 2.8 planet Earths to sustain us<sup>18</sup>. A 2020 study in the journal 'Nature' estimated that the mass of man-made materials such as plastic, bricks and asphalt now exceeds the total living biomass on Earth. The amount of plastic alone is greater in mass than all land animals and marine creatures combined.<sup>19</sup> Our ever growing consumerism and throw-away culture is unsustainable, and having a devastating impact on both people and planet.

While we will continue to work with the Herts Waste Partnership, the Waste Resource Action Programme (WRAP), the National Association of Waste Disposal Officers (NAWDO), the Local Authority Recycling Advisory Committee (LARAC), producers, and supermarkets to reduce waste production, the government is currently outlining a new Resources and Waste Strategy<sup>20</sup> in order to reduce and manage waste and reduce waste crime to minimise damage to our environment on a national scale. One area of the strategy is to reduce waste through sustainable production – targeting waste at the source they aim to do this through:

- Invoking the 'polluter pays' principle and extend producer responsibility (EPR) for packaging, ensuring that producers pay the full costs of disposal for packaging they place on the market
- Stimulate demand for recycled plastic by introducing a tax on plastic packaging with less than 30% recycled plastic. Although we currently recycle lots of plastic, if there is no use for it, it creates an issue – this tax on plastic content will create a demand for the recycle material.

### Objectives:

<sup>18</sup> [https://www.overshootday.org/content/uploads/2019/05/How\\_many\\_Earths\\_2019\\_English.pdf](https://www.overshootday.org/content/uploads/2019/05/How_many_Earths_2019_English.pdf)

<sup>19</sup> <https://www.nature.com/articles/s41586-020-3010-5>

<sup>20</sup> <https://www.gov.uk/government/publications/resources-and-waste-strategy-for-england/resources-and-waste-strategy-at-a-glance>

- Further reduce waste and increase proportion of recycling and reuse within Council operations, including contractors and suppliers we work with through policy change.
- Reduce the total amount of household and commercial waste produced, and minimise waste entering landfill and energy from waste plants through maximisation of reuse and recycling.
- Maintain our position as the highest recycling authority in Hertfordshire.
- Continue to be an active member of the Hertfordshire Waste Partnership - working as a county to make waste collections more consistent and efficient, as well as engaging with producers and national bodies to improve packaging and recyclability.
- Consider all suitable technology when replacing waste collection vehicles to reduce their carbon footprint, and continue to use them for promotion of reuse and recycling.
- Extend the plastic free policy of the Council by encouraging the local communities to adopt “plastic free” through supporting local low-waste businesses and refill points.
- Continue to engage with the community, and educate residents on recycling and reuse through schools, events, and social media campaigns.
- Reducing waste and alleviating food poverty by connecting retailers, hospitality and households to share edible excess food.
- To support and comply with the governments Resources and Waste Strategy.

“...about two-thirds of the material we scratched from the planet slipped through our fingers. More the 67 billion tons of hard-won stuff was lots, most of it scattered irretrievably. Plastic trash drifted into rivers and oceans; so did nitrates and phosphates leaching from fertilised fields. A third of all food rotted even as the Amazon was deforested to produce more. Think of an environmental problem, and chances are it's connected to waste”.



## **Biodiversity**

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

Three Rivers is home to a rich diversity of habitats and species which are protected and sustainably managed under site-specific Countryside Management Plans to enable wildlife to flourish and allow local communities to enjoy the health and wellbeing benefits that thriving ecosystems offer. However, the RSPB's 'State of Nature Report' 2019 found 41% of UK species are suffering declines in abundance and 1 in 10 species are threatened with extinction in Great Britain<sup>21</sup>. Meanwhile locally, Hertfordshire's unimproved grassland and wetland habitats are in retreat, threatening 19% of species in the County with extinction.<sup>22</sup>

An often forgotten element of biodiversity - soil - is vital to our very survival. Soil is home to a quarter of our planet's biodiversity and supports 95% of the world's food production, it also plays a crucial role in storing and purifying water and in mitigating climate change. In the UK, soil contains about 10 billion tonnes of carbon - approximately equal to 80 years of annual greenhouse gas emissions. Yet soil is threatened by degradation globally. In the UK alone, we lose 2.2 million tonnes of soil each year due to erosion<sup>23</sup>.

Biodiversity, including soil biodiversity, is critically important to our wellbeing and economic prosperity. Collectively, it provides us with a range of ecosystem services; from clean air and water, to pollination of our crops, flood prevention and fertile soils. Yet 30% of the vital services we get from ecosystems in the UK are in decline,<sup>24</sup> and these declines are exacerbated by a changing climate.

Fortunately, nature can play a crucial role in addressing the climate crisis – research shows that forests, wetlands and grasslands can deliver at least 30% of the emissions reductions needed by 2030 to prevent climate catastrophe.<sup>25</sup> Moreover, healthy soil can help mitigate climate change by storing carbon (soil sequesters three times as much carbon as the atmosphere), while also increasing our resilience to the impacts of climate change by helping to prevent flooding<sup>26</sup>.

### **Objectives:**

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

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<sup>21</sup> <https://nbn.org.uk/wp-content/uploads/2019/09/State-of-Nature-2019-UK-full-report.pdf>

<sup>22</sup> <https://www.hertswildlifetrust.org.uk/stateofnature>

<sup>23</sup> <https://publications.parliament.uk/pa/cm201617/cmselect/cmenvaud/180/180.pdf>

<sup>24</sup> UK National Ecosystem Assessment, <http://uknea.unep-wcmc.org,2011>

<sup>25</sup> <https://www.conservation.org/blog/why-is-biodiversity-important>

<sup>26</sup> [https://ec.europa.eu/environment/archives/soil/pdf/soil\\_biodiversity\\_brochure\\_en.pdf](https://ec.europa.eu/environment/archives/soil/pdf/soil_biodiversity_brochure_en.pdf)

- Encourage ecologically-resilient and varied landscapes to ensure habitats remain diverse and adaptable to the impacts of climate change, thereby safeguarding local flora and fauna.
- Require all new development in TRDC to result in a 10% net-gain for biodiversity (*preferably within the District*) and avoid the fragmentation, damage and isolation of existing habitats.
- Support landowners in the District to enhance their land for biodiversity through rewilding, tree planting, improving soil health, and creating wildlife corridors.
- Encourage local residents and householders in the District to improve their gardens and open spaces for biodiversity.

“We are wiping wildlife from the face of the planet, burning our forests, polluting and over-fishing our seas and destroying wild areas. We are wrecking our world – the one place we call home – risking our health and survival here on Earth. Now nature is sending us a desperate SOS and we cannot ignore it.”

- Tanya Steele, Chief Executive WWF





There are just 200 chalk streams on Earth. Over 85% of these rare habitats are found in England, 10% of which are located in Hertfordshire.

The River Gade and the River Chess in Three Rivers District are chalk streams.

Chalk streams have a delicate and unique ecology which supports a wide range of species, including some of our most threatened wildlife like brown trout, water voles, and water crowsfoot.

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However, our chalk streams are at risk from over-abstraction, pollution and climate change.

## Water and Flooding

**Aim: Reduce water consumption, prevent contamination of our river network, and mitigate and provide resilience to the increasing risk of flooding due to climate change.**

Water and energy are inextricably linked, with water and waste water services contributing nearly 3% of the UK's CO<sub>2</sub> emissions. The effect of climate change indicates a 5% loss of water resource available by 2035 which will have a significant impact on water resources in the UK. Water is typically taken for granted, however, the system is under pressure.

The East of England is the UK's driest region, and Hertfordshire is one of the driest counties with average rainfall returning only two thirds the national average. People in Hertfordshire use more water than any other county in the UK (8% above the national average at 153 litres / per person day).<sup>27</sup>

Chalk Stream in Crisis 2020 produced by The Rivers Trust reported low flows and chronic over abstraction which means chalk streams are at extreme risk. Many of these globally-rare habitats already have long dry sections, some in our area for many years. In addition, the sewage overflows and pollutants which end up in the rivers and affect local habitats means our three rivers in the District are under severe pressure. They need intervention to preserve them and their vital habitats, and their ability to continue to supply us with quality drinking water into the future.

Areas within Three Rivers are at risk of flooding from rivers, surface water, groundwater, sewers and reservoirs. Warmer, wetter winters and more severe weather as a result of climate change are likely to further increase the risk of flooding in the future.

To assess the level of risk, the Council, in conjunction with adjoining authorities in South West Hertfordshire, commissioned a Strategic Flood Risk Assessment (SFRA). Over 2400 properties in Three Rivers are at high risk of flooding. The Colne and Gade catchments were identified as highly sensitive.

### Objectives:

- Assess the Council's water consumption across its estate and implement measures and targets to achieve substantive reductions.
- Require new development to adopt the toughest Building Regulation water efficiency target of 110 litres per household per day and for non-residential development to achieve a rating of BREEAM excellent for water efficiency.
- Work in partnership on a catchment-scale with key stakeholders including environmental charities, catchment partnerships and neighbouring local authorities to protect and enhance local rivers and the habitats which surround them.

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<sup>27</sup> <https://www.hertfordshire.gov.uk/microsites/building-futures/a-sustainable-design-toolkit/technical-modules/water/water-facts.aspx>



- Reduce consumption by working with Affinity Water to produce comprehensive actions plans to reduce water consumption and leakage, aid the adoption of compulsory water metering, and installation of water saving devices.
- Lobby central Government to ensure the proposed Environment Bill is robust with regard to mandatory water efficiency labelling for appliances, the Extended Producer Responsibility Scheme, and tightening of Building Regulations regarding water efficiency targets.
- Facilitate water company visits to schools to provide education on the value of water-saving behavioural change, 'Bin it – don't block it' campaigns, highlighting the link between water consumption, waste and the health of chalk rivers.
- Require a Flood Risk Assessment to be completed for development proposals of 1ha or greater in an area within Flood Zone 1 and for any proposals of development within Flood Zones 2 and 3, and prevent development in areas at significant risk of flooding.
- Refuse development if it is subject to unacceptable flood risk or if it would exacerbate flood risk on site or elsewhere.
- Require Surface Water Drainage Strategies for all major development and where appropriate, for minor developments.
- Work with the Local Lead Flood Authority to assess the sites within the District which are susceptible to flooding then work with stakeholders, farmers and land managers to reduce the flood risk using natural flood management and sustainable drainage systems.

## Adaptation and Resilience

**Aim: Create communities, services, infrastructure and environments that are resilient to the unavoidable impacts of the Climate and Ecological crises.**

There is growing evidence that even with ambitious mitigation action, between 1.4°C and 2.3°C of warming above pre-industrial levels is now “locked in” to the Earth’s atmospheric system due to the greenhouse gases we have already emitted and the melting of glaciers and ice caps which decreases the planet’s capacity to reflect incoming solar radiation. This “committed warming” means some climate change impacts such as extreme heat and flooding events are likely unavoidable.<sup>28 29</sup>

In light of this, it is crucial we adapt and develop resilience to the impacts of climate change that are now inevitable alongside our efforts to mitigate further climate change by reducing greenhouse gas emissions.

In the context of climate change, resilience is the ability of a system or community to absorb stresses and maintain function in the face of shocks such as extreme weather events, while adapting, reorganising, and evolving into more desirable configurations that improve the long-term sustainability of the system, leaving it better prepared for future climate impacts.

Fostering local resilience will require extensive collaboration between the Council, residents, public, private, and voluntary sector organisations, and partners across a wide range of concerns including energy, food and water supply, public health, transport and emergency services.

### Objectives:

- Make council services adaptable to extreme weather events and the effects of a changing climate, including the emergence of new pests and diseases.
- Reduce flood risk, and ensure sustainable water supply through engagement with key stakeholders (*as described in the Water section*).
- All proposals for development will be designed sensitively to build in resilience to extreme weather events and a changing climate (*as described in the Sustainable Design and Construction section*).
- Adapt landscapes to provide summer shading, mitigate the ‘urban heat island’ effect, and to slow heavy rainfall to reduce flooding.
- Protecting, improving, increasing, and connecting habitats to help nature thrive and withstand new pressures.
- Encourage local food production through the development of community gardens, allotments, orchards, and support of home grown food, with co-benefits for tackling eco-anxiety.

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<sup>28</sup> <https://www.nature.com/articles/s41558-020-00955-x>

<sup>29</sup> <https://openknowledge.worldbank.org/bitstream/handle/10986/20595/9781464804373.pdf?sequence=3&isAllowed=y>

- Encourage renewable energy generation within the District, working either independently or in partnership to encourage greater energy self-sufficiency.
- Reducing waste of edible excess food and alleviating food poverty by connecting retailers, the hospitality sector, and households in local food-sharing networks.
- Engage with local businesses, council tenants, relevant corporates, schools, faith groups, youth groups, parish councils, highways, and campaign and conservation groups to inspire and support each other in adopting pro-environmental behaviours, for example water and energy conservation, waste reduction, and sustainable food consumption.

## Food and Agriculture

**Aim: Encourage sustainable food production and consumption in the district, and engage with farmers to improve habitat networks.**

Food contributes an estimated 21-37% of global greenhouse gasses and agriculture is a driver of deforestation, biodiversity loss, declines in fresh water availability, and pollution of our water systems. Of the food we eat, livestock presents one of the largest issues – using around a third of crop land globally, and causes around 15% of global emissions<sup>30</sup>.

Food is a highly complex, globalised system, with every stage of its lifecycle impacting our planet – from the cropland we use to feed livestock and the waste they produce, to the monocultures and synthetic fertilisers, right through to the global transportation and packaging systems – not to mention the waste created between farm and table with 4 million tonnes of edible food going to waste each year in the UK. In order to keep our emissions below 1.5 degrees, we need a shift in what we eat: buying seasonal, locally produced foods to reduce emissions and improve self-sufficiency in the District.

Agricultural land also has a significant part to play in fighting the Ecological Crisis with hedgerows and field margins hosting wildflowers for pollinators and providing increasingly important wildlife corridors.

### Objectives:

- Identify sites for biodiversity enrichment and habitat networks with land owners and farmers to maximise opportunities for biodiversity gain and climate adaptation.
- Publicise local sustainable food producers to connect with food retailers, hospitality, and residents.
- Encourage local food production through the development of community gardens, allotments, and orchards, with co-benefits for mental health, and enable the creation of these sites in new developments and regeneration projects.
- Engage with local businesses, relevant corporates, schools, faith groups, and youth groups, to inspire and support each other in adopting sustainable food consumption.
- Encourage and support community and school workshops on food growing, permaculture, food waste, food-related carbon footprints, and cooking with locally-produced, seasonal foods.

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<sup>30</sup> <https://www.theguardian.com/commentisfree/2019/oct/08/climate-change-food-global-heating-livestock>

**Three Rivers District Council Climate Emergency and Sustainability Strategy**  
**Supplementary Document**

**Table of Contents:**

- Glossary of Key Terms
- Glossary of Acronyms
- Key Studies and Reports
- Carbon Emissions in the District
- Risks and Impacts of Climate Change in Three Rivers

## Glossary of Key Terms:

**Algal Bloom:** A large, often considered excessive, growth of algae on or near the surface of water (lakes or sea), occurring naturally or as a result of an oversupply of nutrients from organic pollution.<sup>1</sup>

**Biodiversity:** the variability among living organisms from all sources, including terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species, and of ecosystems.<sup>2</sup>

**Biodiversity Net Gain:** an approach to development that seeks to make its impact on the environment positive, delivering biodiversity improvements through habitat creation or enhancement, after avoiding or mitigating harm.<sup>3</sup>

**Bus Infrastructure:** Bus shelters, passenger information and paths to bus stops.

**Carbon Emissions:** Where carbon emissions are mentioned, this is a generic term which encompasses all greenhouse gas emissions.

**Circular Economy:** an alternative economic system aimed at eliminating waste and the continual use of resources. Circular systems employ reuse, sharing, repair, refurbishment, remanufacturing and recycling to create a closed-loop system, minimising the use of resource inputs and the creation of waste, pollution and greenhouse-gas emissions.<sup>4</sup>

**Climate Change Adaptation:** the process of adjustment to actual or expected climate change and its effects. Adaptation seeks to moderate or avoid harm and exploit beneficial opportunities that may arise.<sup>5</sup>

**Climate Change Mitigation:** human intervention to reduce greenhouse gas emissions or enhance greenhouse gas sinks (e.g. forests, oceans, soil).<sup>6</sup>

**Community Energy Schemes:** a community-led scheme which acts to reduce, purchase, manage and generate energy in the local community for the collective benefit of the community.<sup>7</sup>

**Decentralised Energy:** energy that is generated close to where it will be used, rather than at an industrial plant and distributed via the National Grid. Decentralised systems typically use renewable energy sources such as biomass, solar and wind power.<sup>8</sup>

**Ecosystem Services:** the benefits people obtain from ecosystems. These include provisioning services such as food and water; regulating services such as flood and disease control; cultural

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<sup>1</sup> <https://www.biodiversitya-z.org/content/algae-bloom>

<sup>2</sup> <https://www.cbd.int/convention/articles/?a=cbd-02>

<sup>3</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/819823/net-gain-consult-sum-resp.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/819823/net-gain-consult-sum-resp.pdf)

<sup>4</sup> [https://www.repository.cam.ac.uk/bitstream/handle/1810/261957/The%20Circular%20Economy%20-%20a%20new%20sustainability%20paradigm\\_accepted%20version.pdf?sequence=1&isAllowed=y](https://www.repository.cam.ac.uk/bitstream/handle/1810/261957/The%20Circular%20Economy%20-%20a%20new%20sustainability%20paradigm_accepted%20version.pdf?sequence=1&isAllowed=y)

<sup>5</sup> [https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-AnnexII\\_FINAL.pdf](https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-AnnexII_FINAL.pdf)

<sup>6</sup> [https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-AnnexII\\_FINAL.pdf](https://www.ipcc.ch/site/assets/uploads/2018/02/WGIIAR5-AnnexII_FINAL.pdf)

<sup>7</sup> <https://www.gov.uk/guidance/community-energy>

<sup>8</sup> <https://www.edie.net/definition/Decentralised-energy/33>

services such as spiritual, recreational, and cultural benefits; and supporting services such as nutrient cycling that maintain the conditions for life on Earth. <sup>9</sup>

**Energy Performance Contract (EPC):** finances energy upgrades from cost reductions. Under an EPC, an Energy Service Company implements an energy efficiency or renewable energy project, and uses the income from the cost savings or the renewable energy produced, to repay the costs of the project. <sup>10</sup>

**Eutrophic:** (of a lake or other body of water) rich in nutrients and so supporting a dense plant population, the decomposition of which kills animal life by depriving it of oxygen. <sup>11</sup>

**Flood Zone 1:** land assessed as having a less than 1 in 1,000 annual probability of river or sea flooding (<0.1%) (Low probability).

**Flood Zone 2:** land assessed as having between a 1 in 100 and 1 in 1,000 annual probability of river flooding (1% – 0.1%), or between a 1 in 200 and 1 in 1,000 annual probability of sea flooding (0.5% – 0.1%) in any year (Medium probability).

**Flood Zone 3a:** land assessed as having a 1 in 100 or greater annual probability of river flooding (>1%), or a 1 in 200 or greater annual probability of flooding from the sea (>0.5%) in any year (High probability).

**Flood Zone 3b:** land which has a 1 in 20 chance of flooding (5%), classified as functional floodplain. (Very high probability). <sup>12</sup>

**Green and Blue Infrastructure Network:** a network of multi-functional green and blue spaces and features, urban or rural, which can deliver quality of life and environmental benefits for communities. Green infrastructure includes parks, open spaces, playing fields, woodlands, street trees, allotments, private gardens, green roofs and walls, sustainable drainage systems and soils. Blue infrastructure refers to water elements like rivers, canals, ponds, wetlands, floodplains, water treatment facilities etc. <sup>13</sup>

**Lead Local Flood Authority:** are county councils and unitary authorities designated under the Flood and Water Management Act 2010 to lead in managing local flood risks (i.e. risks of flooding from surface water, ground water and ordinary watercourses). <sup>14</sup>

**Natural Flood Management:** utilises natural processes to reduce the risk of flooding and coastal erosion, by, for example: restoring bends in rivers, changing the way land is managed so soil can absorb more water, and creating saltmarshes on the coast to absorb wave energy. <sup>15</sup>

**Net Zero Carbon:** is achieved when the amount of greenhouse gas emitted is equal to the amount removed from the atmosphere –also known as carbon neutrality. This differs from “zero carbon” which means that no carbon emissions are being produced. <sup>16</sup>

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<sup>9</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/819823/net-gain-consult-sum-resp.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/819823/net-gain-consult-sum-resp.pdf)

<sup>10</sup> <http://cityinvest.eu/content/what-energy-performance-contracting-epc>

<sup>11</sup> <https://www.lexico.com/definition/eutrophic>

<sup>12</sup> <https://www.gov.uk/guidance/flood-risk-and-coastal-change#flood-zone-and-flood-risk-tables>

<sup>13</sup> <https://www.tcpa.org.uk/green-infrastructure-definition>

<sup>14</sup> <https://www.local.gov.uk/topics/severe-weather/flooding/local-flood-risk-management/managing-flood-risk-roles-and>

<sup>15</sup> <https://www.gov.uk/government/news/natural-flood-management-part-of-the-nations-flood-resilience>

<sup>16</sup> <https://www.edie.net/definition/Net-zero-carbon/232>

**Permaculture:** the conscious design and maintenance of agriculturally productive ecosystems which have the diversity, stability, and resilience of natural ecosystems. Permaculture utilises a range of sustainable, regenerative agricultural practices including (but not limited to): organic farming, rotational grazing, mulching, composting, agroforestry and rainwater harvesting. <sup>17</sup>

**Rewilding:** conservation efforts aimed at restoring and protecting natural processes and wilderness areas. This may include providing connectivity between habitats, and protecting or reintroducing apex predators and keystone species. <sup>18</sup>

**Stakeholders:** individuals, groups or other entities that have an interest in any decision, activity or policy of an organization. The Council's stakeholders include (but are not limited to): residents, parish councils, local schools, colleges and universities, local businesses, faith groups, youth groups, emergency services, government departments and agencies, housing associations, care homes, Councillors, charities, transport operators and utility companies. <sup>19</sup>

**Sustainable Drainage Systems (SUDS):** drainage systems that provide an alternative to the direct channelling of surface water through networks of pipes and sewers to nearby watercourses. SUDS aim to reduce surface water flooding, improve water quality, and enhance biodiversity by lowering flow rates, increasing water storage capacity and reducing transferral of pollution to waterways. <sup>20</sup>

**Tipping Point:** a tipping point in the climate system is a threshold that, when exceeded, can lead to large changes in the state of the system which are often irreversible. <sup>21</sup>

**Urban Heat Island:** an urban or metropolitan area that has consistently higher temperatures than surrounding rural areas, due to of lack of vegetation, the low reflectivity of buildings, roads and other infrastructure, and the production of waste heat by vehicles or buildings. <sup>22</sup>

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<sup>17</sup> <https://www.permaculturenews.org/what-is-permaculture/>

<sup>18</sup> [https://en.wikipedia.org/wiki/Rewilding\\_\(conservation\\_biology\)](https://en.wikipedia.org/wiki/Rewilding_(conservation_biology))

<sup>19</sup> <https://asq.org/quality-resources/stakeholders>

<sup>20</sup> <https://www.bgs.ac.uk/geology-projects/suds/>

<sup>21</sup> [https://www.ipcc.ch/site/assets/uploads/sites/2/2019/02/SR15\\_Chapter3\\_Low\\_Res.pdf](https://www.ipcc.ch/site/assets/uploads/sites/2/2019/02/SR15_Chapter3_Low_Res.pdf)

<sup>22</sup> <https://www.thefreedictionary.com/Urban+heat+island>



## **Glossary of Acronyms:**

**BEIS:** Department for Business, Energy & Industrial Strategy

**BREEAM:** Building Research Establishment Environmental Assessment Method - the world's longest established method of assessing, rating, and certifying the sustainability of buildings. It sets standards for the environmental performance of buildings through the design, specification, construction and operation phases and can be applied to new developments or refurbishment schemes.

**CHP: Combined heat and power** a highly efficient process that captures and utilises the heat that is a by-product of the electricity generation process. By generating heat and power simultaneously, CHP can reduce carbon emissions by up to 30% compared to the separate means of conventional generation via a boiler and power station.

**CO<sub>2</sub>e:** Carbon dioxide equivalent - For any amount of any gas, it is the amount of CO<sub>2</sub> which would warm the earth as much as that amount of that gas. Thus it provides a common scale for measuring the climate effects of different gases.

**CV:** Calorific Value - The calorific value of LFG can be defined as the amount of heat produced on combusting a unit volume of gas

**GHG:** Greenhouse Gas – heat-trapping gases that contribute to the greenhouse effect which causes global warming, examples include: carbon dioxide, methane, nitrous oxide, ozone and water vapour.

**HCCSP:** Hertfordshire Climate Change and Sustainability Partnership; a group comprised of representatives from district councils in Hertfordshire and from the Hertfordshire Local Enterprise Partnership (LEP) which aims to lead and enable the creation of a more sustainable Hertfordshire.

**IPCC:** Intergovernmental Panel on Climate Change – a United Nations body of scientists and economists which assesses scientific, technical and socio-economic information relevant to the understanding of human induced climate change, potential impacts of climate change and options for mitigation and adaptation.

**IPBES:** Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

**KWh:** Kilo watt hour (1000 watts)

**MWh:** Megawatt hour (1 million watts)

**GWh:** Gigawatt hour (1 billion watts, 1000 megawatts)

**Kt CO<sub>2</sub>:** kilo tonnes of carbon dioxide

**t CO<sub>2</sub>:** tonnes of carbon dioxide

**MWp:** Mega Watt peak, a solar power measure in photo-voltaic (PV) industry to describe a unit's nominal power.

**WWF:** the World Wide Fund for Nature.

## Key Studies and Reports – the scientific basis for action:

- The IPCC ‘Special Report: Global Warming of 1.5°C’ published in 2018 declared humanity has already exceeded global warming of 1°C above pre-industrial levels and will likely experience 1.5°C of warming between 2030 and 2052.<sup>23</sup>
- The IPBES ‘Global Assessment Report on Biodiversity and Ecosystem Services’ 2019 revealed 75% of Earth’s ice-free land and 66% of the marine environment has been significantly altered by human actions, and 1 million animal and plant species are now threatened with extinction, many within decades.<sup>24</sup>
- The World Economic Forum ‘Global Risks Report 2020’ recognised biodiversity loss as one of the top five threats facing humanity, which has “critical implications ... from the collapse of food and health systems to the disruption of entire supply chains.”<sup>25</sup>
- The WWF Living Planet Report 2020 warned the planet’s wildlife populations have plummeted by 68% on average since 1970.<sup>26</sup>

### **Where We Are Now: 4 of 9 Planetary Boundaries Have Been Crossed**

The Earth has crossed four of nine ‘planetary boundaries’ due to human activities, increasing the risk of irreversibly driving the Earth in to a much less hospitable state. These boundaries are: extinction rate (an indicator for biosphere integrity), deforestation, atmospheric CO<sub>2</sub> concentration (an indicator for climate change), and the flow of nitrogen and phosphorus.

Planetary boundaries are scientifically based levels of human pressure on critical global processes that could create irreversible and abrupt change to the ‘Earth System’ — the complex interaction of atmosphere, ice caps, oceans, land and living organisms.

Action therefore needs to be taken to return humanity to a “safe operating space”.

(Sources:

<https://www.stockholmresilience.org/research/research-news/2015-01-15-planetary-boundaries---an-update.html>

[https://ec.europa.eu/environment/integration/research/newsalert/pdf/four\\_out\\_of\\_nine\\_planetary\\_boundaries\\_exceeded\\_410na1\\_en.pdf](https://ec.europa.eu/environment/integration/research/newsalert/pdf/four_out_of_nine_planetary_boundaries_exceeded_410na1_en.pdf) )

<sup>23</sup> [https://www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15\\_SPM\\_version\\_report\\_LR.pdf](https://www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15_SPM_version_report_LR.pdf)

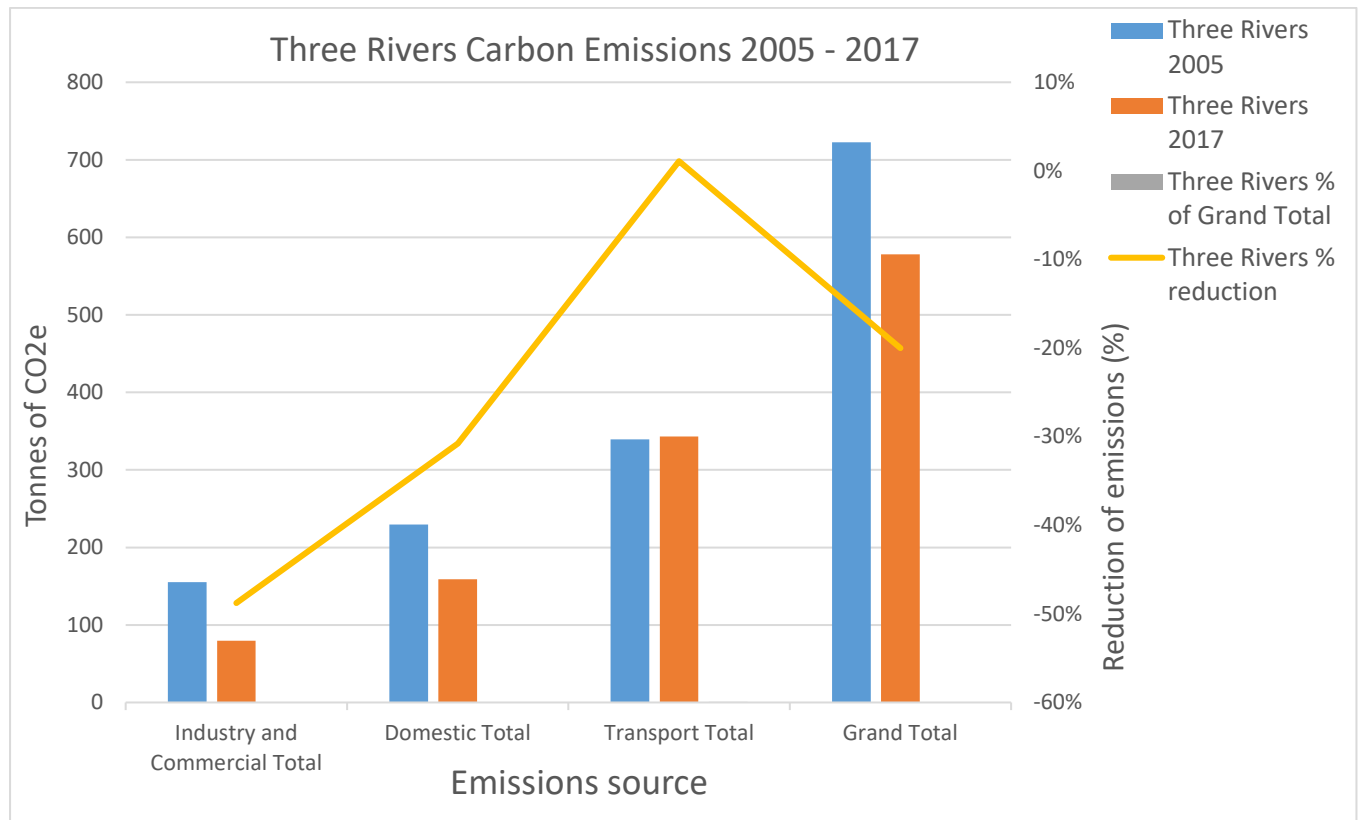
<sup>24</sup> [https://ipbes.net/sites/default/files/2020-02/ipbes\\_global\\_assessment\\_report\\_summary\\_for\\_policymakers\\_en.pdf](https://ipbes.net/sites/default/files/2020-02/ipbes_global_assessment_report_summary_for_policymakers_en.pdf)

<sup>25</sup> [http://www3.weforum.org/docs/WEF\\_Global\\_Risk\\_Report\\_2020.pdf](http://www3.weforum.org/docs/WEF_Global_Risk_Report_2020.pdf)

<sup>26</sup> <https://www.zsl.org/sites/default/files/LPR%202020%20Full%20report.pdf>

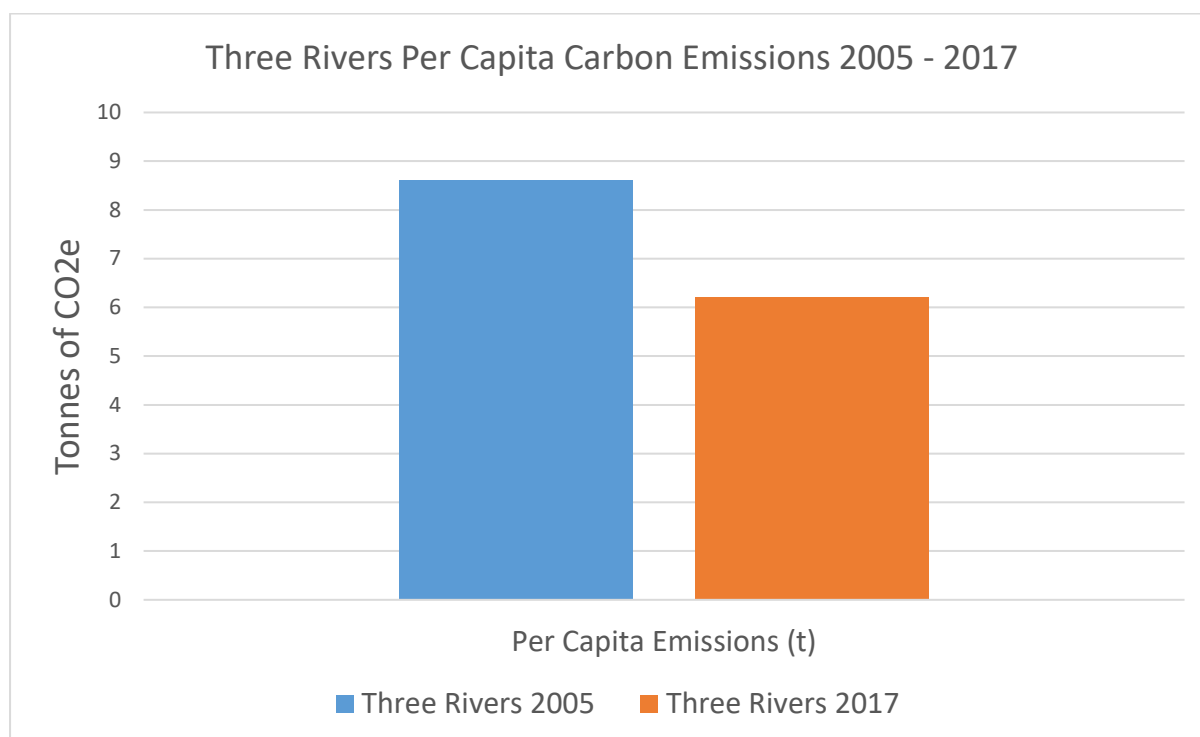
### Carbon Emissions in the District:

The 2008 Climate Change Act has committed the UK to drastically curtail its contribution to global heating by 2050. Net-zero means any greenhouse gas emissions produced must be balanced by emissions removed from the atmosphere.



Source: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2017>

Year	Three Rivers				England	
	2005	2017	% of Grand Total	% reduction	2017	% of Grand Total
A. Industry and Commercial Electricity	101.2	42.6	7%	-58%		
B. Industry and Commercial Gas	35.2	25	4%	-29%		
C. Large Industrial Installations						
D. Industrial and Commercial Other Fuels	17.2	10.2	2%	-41%		
E. Agriculture	1.9	1.7	0%	-11%	3,527	1%
<b>Industry and Commercial Total</b>	<b>155.4</b>	<b>79.6</b>	<b>14%</b>	<b>-49%</b>	<b>103,993</b>	<b>36%</b>
F. Domestic Electricity	93.9	42.1	7%	-55%		
G. Domestic Gas	130.4	111.1	19%	-15%		
H. Domestic 'Other Fuels'	5.1	5.6	1%	10%		
<b>Domestic Total</b>	<b>229.4</b>	<b>158.8</b>	<b>27%</b>	<b>-31%</b>	<b>78,090</b>	<b>27%</b>
I. Road Transport (A Roads)	57.5	43.6	8%	-24%		
J. Road Transport (Motorways)	216.3	232.6	40%	8%		
K. Road Transport (Minor Roads)	64	65.4	19%	2%		
L. Diesel railways	0.2	0.2	0%	0%		
M. Transport Other	1.5	1.3	21%	-13%		
<b>Transport Total</b>	<b>339.4</b>	<b>343.1</b>	<b>59%</b>	<b>1%</b>	<b>106,234</b>	<b>37%</b>
Transport Total excluding motorways	123.1	110.5	19%	-10%		
LULUCF Net Emissions	-1.9	-3.6		89%	-5,104	
<b>Grand Total</b>	<b>722.4</b>	<b>577.9</b>		<b>-20%</b>	<b>286,741</b>	
Grand Total excluding motorways	506.1	345.3		-32%		
Population (mid-year estimate)	84,305	92,641		10%	55,620,000	
<b>Per Capita Emissions (t)</b>	<b>8.6</b>	<b>6.2</b>		<b>-28%</b>	<b>4.3</b>	
Per Capita Emissions (t) excluding motorways	6.0	3.7				

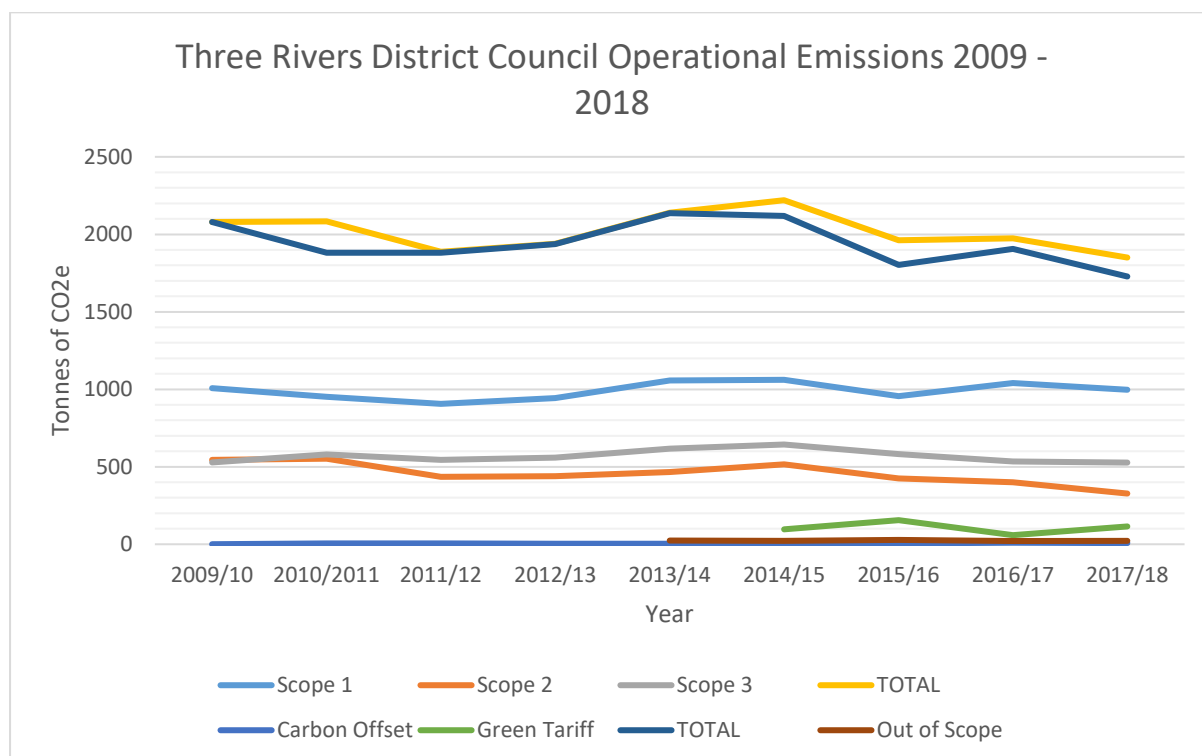


Three Rivers District emissions in 2017 were 577 kt CO<sub>2</sub>, which equates to 6.2t CO<sub>2</sub> per capita, a decline of 28% since 2005 which ranks Three Rivers as 40<sup>th</sup> of 53 authorities in the East of England. This compares to the average per capita in England of 4.3t CO<sub>2</sub>.

In 2017 27% of District emissions are from the domestic sector identical to the rest of the England. The industrial and commercial emissions were 14% of all emissions, compared to 36% in England.

Conversely transport emissions were 59% for TRDC compared to 37% for England. This is due to the M25 which represents 40% of all our district emissions.<sup>27</sup>

Council operations 2017/18 emitted 1.729kt CO<sub>2</sub>, which is 0.3% of the district emissions. Since measurement started in 2010, emissions have dropped by 11% excluding carbon offset (17% with). This is partly reflective of the solar panel installations in 2010.



The GHG emissions, according to the BEIS reporting system, are categorised between Scopes 1 – 3, where;

**Scope 1 (Direct emissions):** Emissions from combustion in owned or controlled boilers, furnaces, vehicles. This includes natural gas or other type of liquid fuel to heat buildings for this guidance advises to calculate carbon dioxide emissions based on the gross calorific value (CV). This scope also includes travel undertaken in vehicles owned or controlled by TRDC (fleet).

**Scope 2 (Indirect emissions):** Emissions resulting from electricity used in for council-owned buildings. Compared with previous years this section has been divided into two different emissions one is reporting emissions from electricity generation which are reported within Scope 2 and a second one is reporting emissions from Transmission & Distribution which are counted within Scope 3.

<sup>27</sup> [2005-17\\_UK\\_local\\_and\\_regional\\_CO2\\_emissions\\_tables](#)

**Scope 3 (Indirect - labelled Well to Tank (WTT)):** Emissions that are a consequence of council actions, which occur at sources which Three Rivers doesn't own or control and which are not classed as scope 2 emissions. This is now inclusive of the emissions from the Electricity Transmission and Distribution (T&D) and the WTT of electricity generation and T&D. Emissions from miles travelled for business purposes in staff owned vehicles, contracted services with no control and emissions from extracting, processing and transporting of fuel.

## Renewable Energy

In 2018 Three Rivers had 639 sites generating renewable electricity 638 of which are Solar PV and one is gas from sewage at Maple Cross Lodge. Capacity is 5.3 MW which represented a 1.4% growth on the previous year compared to the national average for the UK of 11%.<sup>28</sup>

Three Rivers consumes on average 4300kWh of electricity a total of 334 GWh per household, per annum. This ranks TRDC 31<sup>st</sup> out of 45 local authorities classified in the region "East" in terms of highest electric consumption.<sup>29</sup>

Coursers Farm Anaerobic Digestion (AD) plant processes the district's food waste, and converts it to electricity.

Renewable energy produced within Three Rivers (0.0053 GWh) meets approximately 0.0016% of the electricity consumed (334 GWh) which is significantly below the national levels of 33% generated from renewable sources of energy including wind, solar, bioenergy, hydro, tidal and others.<sup>4</sup>

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<sup>28</sup> <https://www.gov.uk/government/statistics/regional-renewable-statistics>

<sup>29</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/853754/Sub-national\\_electricity\\_consumption\\_statistics\\_2005-2018.xlsx](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/853754/Sub-national_electricity_consumption_statistics_2005-2018.xlsx)

The table below provides a summary of the risks, impacts and opportunities associated with climate change in Three Rivers<sup>30,31,32</sup>.

Event:	Risk:	Impact:	Opportunities:
Hotter, drier summers.	Overheating	<p>Heatwaves and increased summer temperatures may lead to increased risk of mortality and morbidity due to heat-related illness. The elderly, young children and those with existing health conditions are particularly vulnerable to heat-stress.</p> <p>Increased summer temperatures combined with increased periods of time spent outdoors may lead to an increased incidence of skin cancer cases and deaths.</p> <p>Higher temperatures are associated with declines in workplace productivity, which can have significant negative economic impacts.</p> <p>Increased demand for artificial cooling to help reduce excessive indoor heat. If provided by air conditioning, this will increase the demand for electricity, further contributing to emissions of CO2 and adding further heat energy to the external urban environment.</p>	<p>Increased summer temperatures and extended periods of outdoor activity could increase vitamin D levels and help to improve peoples' physical and mental health.</p> <p>More economic opportunities for the leisure and tourism sector, e.g. with the rise of "staycations".</p>

<sup>30</sup> <https://www.theccc.org.uk/wp-content/uploads/2016/07/UK-CCRA-2017-Synthesis-Report-Committee-on-Climate-Change.pdf>

<sup>31</sup> [https://www.hertfordshire.gov.uk/microsites/building-futures/a-sustainable-design-toolkit/technical-modules/climate-change-adaptation/risks-and-impacts-in-hertfordshire.aspx#DynamicJumpMenuManager\\_2\\_Anchor\\_1](https://www.hertfordshire.gov.uk/microsites/building-futures/a-sustainable-design-toolkit/technical-modules/climate-change-adaptation/risks-and-impacts-in-hertfordshire.aspx#DynamicJumpMenuManager_2_Anchor_1)

<sup>32</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/69487/pb13698-climate-risk-assessment.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69487/pb13698-climate-risk-assessment.pdf)

		As our external environment becomes hotter, there will be an increased demand for green and naturally shaded spaces to provide refuge from the sun and heat. If green spaces are not designed with climate change impacts in mind, then they will require irrigation, putting additional pressure on water resources.	
	Poor Air Quality	Hot, dry summer days degrade local air quality by favouring the production of harmful air pollutants such as ground-level ozone and particulate matter. In the absence of wind or rain, these pollutants become highly concentrated, creating a dense blanket of smog. The resulting low air quality can lead to an increase in acute respiratory illnesses, hospitalisations and premature deaths.	
	Buildings and Infrastructure Exposed To Prolonged Extreme Heat	Buildings and other structures will be damaged from cracking caused by extreme heat. This will lead to a higher number of insurance claims being made, driving up premiums and overall costs to property owners.  The risk of damage to road and rail networks from buckling rails and cracking or melting roads could potentially become a significant issue for Hertfordshire. Such disruption to the transport network occurred during the heatwave of 2003 and hot summer of 2006.	
	Local Ecosystems And Species Exposed to Prolonged Extreme Heat	Even a slight increase in average annual temperatures could alter Hertfordshire's ecosystems, resulting in a potential reduction of local biodiversity as native flora and fauna struggle to tolerate climatic changes. Meanwhile, non-native species, pests and pathogens may proliferate.  Riverine ecosystems are highly sensitive to climatic changes. Warmer rivers, streams and lakes will impact on biodiversity and the productivity and functioning of aquatic ecosystems.	



		<p>Many aquatic species have limited thermal ranges. Increasing water temperatures will likely cause cool-water species of plants, invertebrates and fish to decline in abundance, while some species may become locally unviable, subsequently impacting the species composition of local ecologies.</p> <p>The lower dissolved oxygen content of warmer waters can kill fish and other organisms by anoxia. Increased water temperatures combined with the accumulation of nutrients causes waterways to become eutrophic, enabling the proliferation of algal blooms, which will subsequently increase the cost of water treatment and further deoxygenate aquatic habitats.</p>	<p>Increased habitat range for some generalist species e.g. warm water fish or southerly insects and plants.</p>
	<p>Drought</p>	<p>As natural environments become increasingly arid and new development encroaches on green space, the likelihood of field fires that endanger nearby communities, businesses and wildlife will increase.</p> <p>Drier summers will put pressure on the availability of water in Hertfordshire for drinking, washing and irrigation as groundwater resources, such as aquifers, decline whilst simultaneously being subjected to increased demand by a growing population. Many areas within Hertfordshire will experience acute water stress where demand for mains water exceeds the available supply, necessitating the enforcement of restrictions on water usage.</p> <p>Low water levels and reduced river flows resulting in increasing concentrations of pollutants (due to reduced dilution) will damage freshwater ecologies and undermine the ecosystem services they provide. Low water flows would limit the level of dissolved oxygen available, threatening the survival of freshwater organisms.</p>	

		In severe cases, low flow conditions can cause water bodies to dry out, leading to a complete loss of freshwater habitat.	
	Flash Flooding	Heavy rainfall following a prolonged period of dry weather may result in increased surface water runoff and overflow from inundated drainage networks (particularly in urban settings with a high prevalence of impermeable surfaces), which could cause contamination of waterways and groundwater sources. These declines in water quality will intensify the need for water treatment.	
Milder, wetter winters.			<p>Increased winter temperatures may lead to a reduction in cold-related deaths and disease.</p> <p>Warmer winters will likely reduce the energy demands for heating, thereby reducing greenhouse gas emissions.</p>
	Flooding	<p>Increased flooding would increase the risk of deaths, injuries and people suffering from mental health effects as a result of the impacts of flooding. When floodwaters recede, bacteria and mould may remain, increasing rates of respiratory illnesses, such as asthma.</p> <p>Flood damage to domestic properties could cause the temporary or permanent displacement of people, negatively affecting the wellbeing of local communities. Where homes are severely damaged and occupants are permanently displaced, this could lead to an increase in the number of vacant, decaying houses and the disintegration of communities.</p> <p>Flood damage to non-domestic properties will cause disruption to the functioning of businesses, resulting in financial losses. Where properties are severely damaged and businesses are permanently displaced, this could lead to an increase in the number of</p>	

		<p>vacant buildings and the loss of employment land.</p> <p>Flood damage to public sector buildings and facilities will cause disruption to the services they provide, such as hospitals, schools, and waste collection and processing.</p> <p>Where flood damage to buildings is repairable, this may incur financial costs for the property owner. As more properties suffer floodwater damage, insurance claims will increase, driving up premiums and overall costs to customers. Some homeowners in flood risk areas may find their properties become uninsurable.</p> <p>Flooding may disrupt the provision of utilities such as water, electricity, internet and mobile communications and public transport services by damaging infrastructure.</p> <p>Repairing and replacing flood-damaged roads, bridges, utilities, and other public infrastructure will come with significant costs.</p>	
Intermittent episodes of prolonged drought and heavy rain.	Changing of ground conditions.	<p>Clay soils, found throughout Three Rivers District, are particularly susceptible to shrinking and swelling that can cause structural damage to buildings and infrastructure.</p> <p>Where the underlying geology is clay-based, extended periods of heavy rain risk compromising building foundations, leading to structural damage of the building from subsidence and heave.</p> <p>Heavy rain could also cause landslip, potentially damaging properties, roads and other infrastructure.</p> <p>Clay soils lose water as they dry making them shrink. In periods of drought, the soil cracks, creating deep underground fissures which can cause subsidence and structural damage to buildings and transport infrastructure.</p>	
Increasingly Unpredictable Weather	Uncertainty regarding the availability and recharge of	This uncertainty can lead to increases in unit costs of water supply.	

	groundwater resources.		
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# **Three Rivers Climate Change Strategy**

## Consultation

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### SUMMARY REPORT

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December 2020

## Background and Objectives

In 2019 Three Rivers District Council declared a Climate Emergency and committed to achieving carbon neutrality by 2030 for its own emissions and it will assist the District to achieve net-zero carbon in line with the Government target by 2050.

### Consulting

The Council wished to ensure that the general public, voluntary and business stakeholders had a say in the content of this Three Rivers Climate Change Strategy. These results will be reported back, for final recommendation for adoption, to the Policy and Resources Committee.

## Methodology

A '**Survey Monkey**' on-line survey was launched on **Wednesday 14<sup>th</sup> October** and closed at midday on **Monday 30<sup>th</sup> November 2020**.

The on-line survey was **marketed** via:

- **Three Rivers District Council website and social media**
- **Partner agency emails**
- **Local Councillors**
- **Schools**

In total, **356 survey entries were completed**.

For a full profile break down, please refer to the end of the report.

## The Aims of the Climate Change Strategy

- The **vast majority** of respondents **agreed** with the **aims of the Climate Change Strategy**
- Some respondents were **unclear what ‘decentralised energy sources’** were and suggested further clarity in the Strategy

### Key topics raised in the comments were the following (number = mentions in the survey question):

Endorsement of strategy	15
Necessity/urgency of action	12
Sustainable transport - <i>more cycling and research on climate friendly cars</i>	11
Renewable energy - <i>suggestions: micro hydro power, solar panels, and concerns over wind turbines</i>	10
Energy efficiency - <i>suggestions: heat pumps, external insulation</i>	9
Sustainable design and construction - <i>zero emission builds, with sustainable energy</i>	9
Individual behavioural change – <i>good education schemes</i>	9
Flooding – <i>adapt and upgrade infrastructure</i>	8
Accessibility of language - <i>decentralised energy requires clarifying</i>	8
Water conservation - <i>grey water garden drainage; more reservoirs and leak repairs</i>	6
Concern over cost of implementation, affordability to residents	7
Tighten regulations and penalties	4
Biodiversity - <i>building considerations (not on flood plains or aquifers)</i>	4
Water Pollution – <i>prevent contamination</i>	3
Climate change denial	2

## **The Objectives of the Aims**

- The **vast majority** of respondents **agreed** with **ALL the objectives** to meet **EACH** of the aims

**Key topics raised in the comments were the following (number = mentions in the survey question):**

### **Enabling and Engaging the Community**

Community Involvement – <i>residents an groups attend meetings</i>	7
Public education and engagement – <i>skill building, incentive schemes</i>	7
Concern over affordability / small businesses disadvantaged	5
Endorsement of strategy proposal	4
Accessibility of language	4

### **Alternative Sources of Energy**

Accessibility of language – <i>explain terms for non-specialists</i>	9
Renewable energy- <i>allow solar panels in conservation areas, pro decentralised renewable energy</i>	8
Endorsement of strategy proposal	7
Community Involvement	4

### **Sustainable Design and Construction**

Endorsement of strategy proposal	23
Tightening regulations and penalties	11

### **Reduce Emissions from Existing Buildings**

Not ambitious enough	6
Endorsement of strategy proposal	5

### **Enhance and Protect Biodiversity**

Rewilding and habitat improvement - <i>link with planning, farmland, tree planting and preservation</i>	11
Endorsement of strategy	11
Biodiversity - <i>partner with large area landowners and developers</i>	9
Reforestation - <i>right tree, right place, ensure tree health: watering/stability tie removal upkeep</i>	9
Preservation of existing ecologies - <i>audit sites, concern over housing estate builds</i>	7
Community involvement - <i>community gardens, home garden education, encourage volunteering</i>	4



## **Reduce waste and promote a circular economy**

Waste minimisation – <i>offset fly tipping fees by reducing recycling centre fees, more bins, more education</i>	18
Public engagement and education	7
Data collection and monitoring is crucial	5
Green economy – <i>boost local supporters</i>	3

## **Reducing water consumption and contamination of rivers**

Water conservation - <i>survey water tables, trees, collect water inc. grey</i>	15
Water pollution - <i>Chess and Harefield Road sewage issue</i>	11
Tightening regulation and penalties	9
Littering issue	6

## **Flood risk mitigation**

Flooding - <i>no builds on floodplain, better knowledge of sites, more hedgerows, survey drainage systems</i>	17
Improve drainage systems - <i>in right locations, clean effectively, consider downstream impact, sustainable drainage – natural flood management</i>	10
Sustainable design and construction - <i>reduce hard coverings in gardens/public areas</i>	7

## **Increasing sustainable travel and improve air quality**

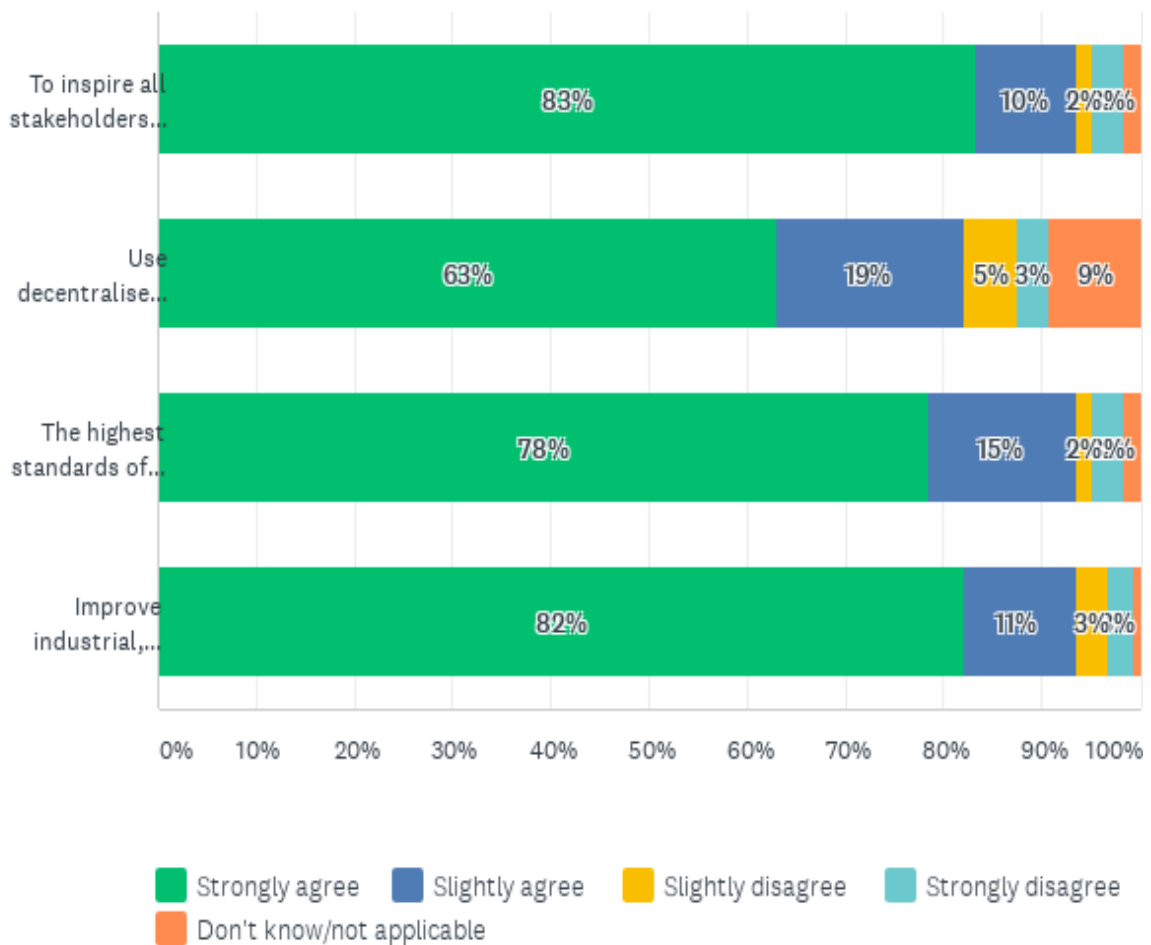
Sustainable and affordable public transport – <i>better connected public transport structure, more home working, reduce rail and bus fees</i>	46
Ease, efficiency and safety of transport - <i>safer/connected cycle routes, cycling proficiency courses</i>	24
Air pollution - <i>air quality monitoring devices, reduce bus emissions, HGVs to use HGV sat nav</i>	8

## The Aims of the Climate Change Strategy

- The **vast majority** of respondents **agreed** with the **aims of the Climate Change Strategy**
- Some respondents were **unclear what ‘decentralised energy sources’** were and suggested further clarity in the Strategy

### Q1: How strongly do you agree or disagree with the following AIMS of the Climate Change Strategy?

Answered: 187 Skipped: 0



**Q1: How strongly do you agree or disagree with the following AIMS of the Climate Change Strategy?**

Answered: 187 Skipped: 0

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
To inspire all stakeholders and residents of Three Rivers to work together to achieve carbon neutrality and adopt sustainable choices and lifestyles	83% 156	10% 19	2% 3	3% 6	2% 3	187	1.23
Use decentralised energy sources to reduce carbon emissions in the District.	63% 116	19% 35	5% 10	3% 6	9% 17	184	1.44
The highest standards of sustainable design and construction should be achieved to create adaptable buildings which are resilient to the effects of climate change, which minimise the use of natural resources over the intended lifetime of a development.	78% 146	15% 28	2% 3	3% 6	2% 3	186	1.28
Improve industrial, commercial and domestic energy efficiency in the District in existing buildings	82% 152	11% 21	3% 6	3% 5	1% 1	185	1.26

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Necessity/urgency of action	12
Renewable energy - suggestions: micro hydro power, solar panels, and concerns over wind turbines)	10
Energy efficiency - suggestions: heat pumps, external insulation	9
Sustainable design and construction - zero emission builds, with sustainable energy	9
Endorsement of strategy	5
Accessibility of language - decentralised energy requires clarifying	5
Concern over cost of implementation	4
Tighten regulations and penalties	4
Climate change denial	2

### Necessity/urgency of action

*Energy efficiency and autonomy is critical (as are water and food self-sufficiency).*

*All the above represent fundamental shifts in approach which is needed to make a significant difference to emissions.*

### Renewable energy - suggestions: micro hydro power, solar panels, and concerns over wind turbines)

*Test out **micro hydro power** plants (been used in Peru, Nepal) in river systems e.g. the waterfalls in Cassiobury Park and how well it works. Can it provide electricity for the park like the cafes? As a back-up generator?*

*More buildings would benefit from **solar panels**, particularly public buildings like flat roof primary schools.*

*Please **do not promote the use of wind turbines** as a "decentralised energy source". They are an eyesore, don't produce scalable energy, and have been known to negatively affect nature. Please rather promote detailed research into geothermal energy.*

***Solar panels** could be introduced and made mandatory for all new buildings*

### Energy efficiency - suggestions: heat pumps, external insulation

*Ground and air source heat pumps are the way forward for all new developments and replace existing fossil gas boilers with these units.*

*External insulation is vital for most existing houses. Contracts for identified areas should be arranged for home owners to participate in.*

**Sustainable design and construction** - Zero emission builds, with sustainable energy

*Sustainable design should also mean that they are zero emission builds not just resilient to climate change.*

*It is critical that new buildings must be carbon neutral and use sustainable energy. Not that gas boilers are to be phased out in foreseeable future and replaced by heat pumps. This must be started NOW for all domestic and commercial building. How much can be done in existing buildings bearing in mind the cost of conversion is another matter.*

**Endorsement of strategy**

*In light of the all scientific evidence laid out in IPCC's reports, Review commissioned by HM Treasury in 2019; the final report of Climate Assembly UK, incidents of widely reported global extreme weather events; and accelerating ice loss at the Poles, I agree with all proposals that proactively help citizens participate in and deliberate on in order to understand the issues that climate change and biodiversity loss entail & how their lives, and the lives of future generations will be adversely impacted if the issues are not addressed head-on at a local, national and international level.*

**Accessibility of language** - decentralised energy requires clarifying

*What does 'use decentralised energy sources to reduce carbon emissions in the District.' mean in practical and real terms?*

*2nd aim - if this Strategy is to be a public facing document it needs to be much clearer about what is meant. I'm sure lots of local residents will support reducing carbon emissions but many will not know what 'decentralized energy sources' are.*

**Concern over cost of implementation**

*The "highest standards" may be very nice, but will likely increase the cost exponentially.*

**Tighten regulations and penalties**

*Current planning regulations allow developers to meet a minimum standards which are not necessarily in the best interests of carbon neutrality. Stronger planning regulations are required.*

**Climate change denial**

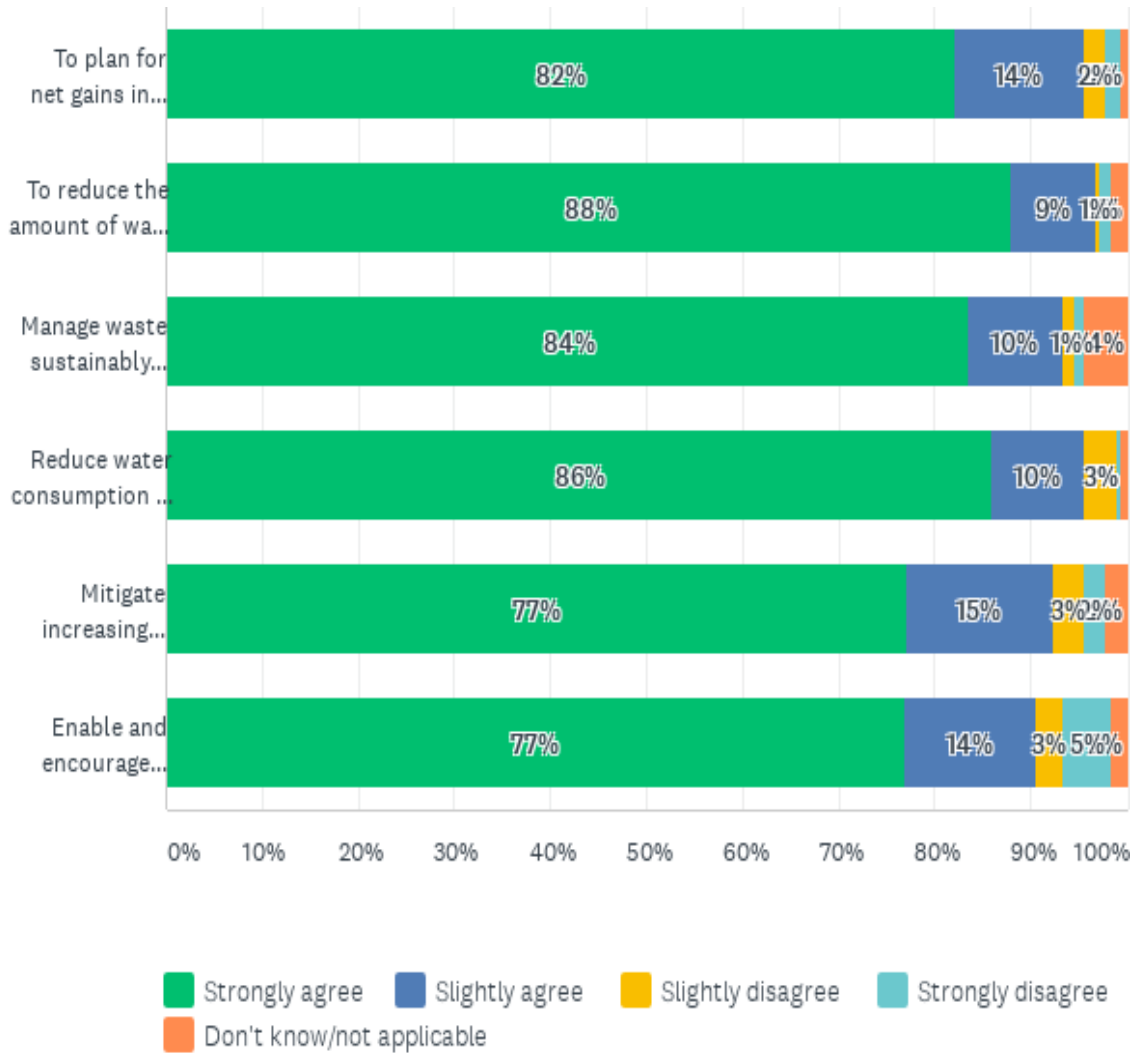
*Don't believe that it has been proved that carbon is the cause of any perceivable climate alteration.*

## Further Aims of the Climate Strategy

- The vast majority of respondents agreed with these further aims of the Climate Change Strategy

### Q2: And how strongly do you agree or disagree with these further AIMS of the Climate Change Strategy?

Answered: 185 Skipped: 2



## Q2: And how strongly do you agree or disagree with these further AIMS of the Climate Change Strategy?

Answered: 185 Skipped: 2

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
To plan for net gains in biodiversity to offset greenhouse gas emissions, build climate resilience, and protect and enhance precious habitats	82% 152	14% 25	2% 4	2% 3	1% 1	185	1.23
To reduce the amount of waste produced	88% 162	9% 16	1% 1	1% 2	2% 3	184	1.13
Manage waste sustainably through promoting a more circular economy	84% 152	10% 18	1% 2	1% 2	4% 8	182	1.16
Reduce water consumption and prevent contamination of our river network	86% 158	10% 18	3% 6	1% 1	1% 1	184	1.18
Mitigate increasing flood risk	77% 141	15% 28	3% 6	2% 4	2% 4	183	1.29
Enable and encourage journeys made by Sustainable Transport modes to reduce carbon fuel reliance, improve local Air Quality and build Economic and Social Sustainability	77% 140	14% 25	3% 5	5% 9	2% 3	182	1.35

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Endorsement of strategy proposal	11
Sustainable transport - <i>more cycling and research on climate friendly cars</i>	11
Individual behavioural change – <i>good education schemes</i>	9
Flooding – <i>adapt and upgrade infrastructure</i>	8
Water conservation - <i>grey water garden drainage; more reservoirs and leak repairs</i>	6
Biodiversity - <i>building considerations (not on flood plains or aquifers)</i>	4
Accessibility of language	3
Concern over affordability / personal negative impact	3
Water Pollution – <i>prevent contamination</i>	3

### Endorsement of strategy proposal

*I think promoting a more circular economy is a very important aim to have especially due to current consumer habits in the local area.*

### Sustainable transport – more cycling and research on climate friendly cars

*Encourage people to cycle more*

*Keep existing vehicle production until 2040 to allow more investigation time to allow climate friendly vehicles on our roads.*

### Individual behavioural change – including landowners, together with good education schemes for residents

*This also requires support from landowners to help deliver its aims where possible*

*Please introduce creative, well-publicised schemes to educate residents and motivate them to reduce individual carbon footprints e.g. reduce water use, increase sustainable transport (encourage cycling by advertising and signing cycle routes) and change diet by reducing meat and dairy.*

### Flooding – adapt and upgrade infrastructure

*We need to adapt and upgrade infrastructure to stop any further flooding of sewage in our area*



**Water conservation** – system for grey water to drain onto gardens; more reservoirs and leak repairs

*Water: Desperate need for a system/equipment for grey water (e.g. bath water) to be drained on to gardens and grass areas instead of going down the drain. I created a home system but it is far from slick and needs two people to work it (one in the bathroom and one in the garden).*

*Put pressure on Government to ensure a) more reservoirs are built to cope with current and future consumption & b) that leaks in the water supply network are identified and repaired*

**Biodiversity** – building considerations (not on flood plains or aquifers)

*Any change to land usage ie green belt to housing/industrial use should take all of this into consideration first ie do not build on flood plains or on top of aquifers. Identify the most important places for biodiversity and protect them.*

**Concern over affordability / personal negative impact**

*Sustainable transport modes? Is that electric cars? Prices need to come down for average households to be able to afford them.*

**Water Pollution** – prevent contamination

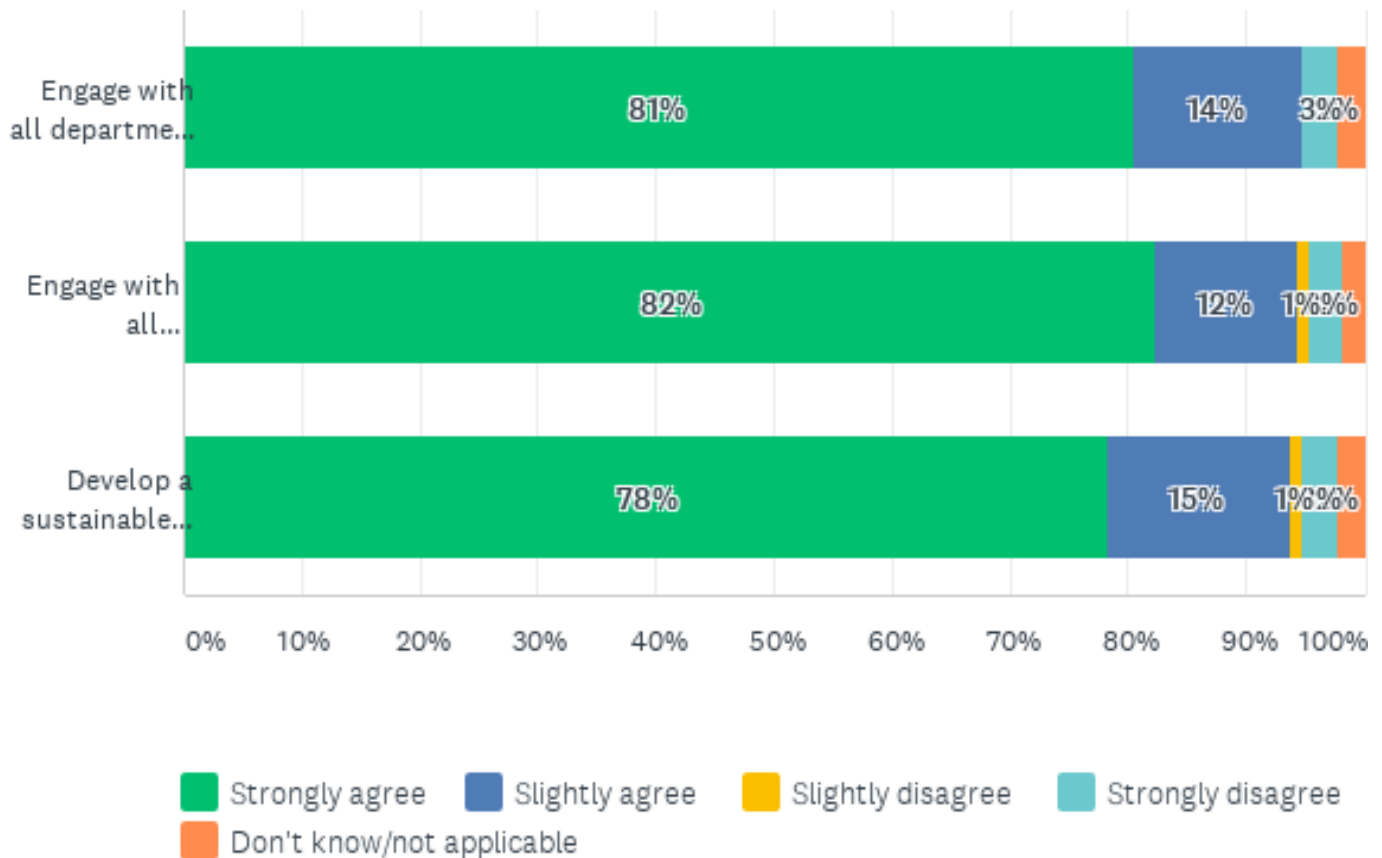
*Please prioritise preventing contamination - it is completely unacceptable that we keep seeing notifications that there has been yet another occurrence of river contamination with raw sewage.*

## Enabling and Engaging the Community

- The vast majority of respondents agreed with the objectives to meet the aim: enabling and engaging the community

Q3: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To inspire all stakeholders and residents of Three Rivers to work together to achieve carbon neutrality and adopt sustainable choices and lifestyles?

Answered: 175 Skipped: 12



**Q3: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To inspire all stakeholders and residents of Three Rivers to work together to achieve carbon neutrality and adopt sustainable choices and lifestyles?**

Answered: 175 Skipped: 12

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Engage with all departments across the Council to ensure a cohesive determination to produce and implement plans that lead to sustainable changes.	81% 141	14% 25	0% 0	3% 5	2% 4	175	1.23
Engage with all stakeholders, from schools to business, to produce climate change and sustainability action plans that they can feel part of, and inspired to implement.	82% 144	12% 21	1% 2	3% 5	2% 3	175	1.23
Develop a sustainable procurement strategy for Three Rivers which is used across all council departments.	78% 137	15% 27	1% 2	3% 5	2% 4	175	1.27

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Community Involvement – <i>residents and groups attend meetings</i>	7
Public education and engagement – <i>skill building, incentive schemes</i>	7
Concern over affordability / small businesses disadvantaged	5
Endorsement of strategy proposal	4
Accessibility of language	4

### **Community Involvement** - residents and groups attend meetings

*Simply to add how important this is for different parts of the community to be working together. Would like to see faith groups closely involved as well.*

*Invite residents to attend meetings and to become involved in decisions. Form small groups at larger meetings for everyone to have a chance to debate and feedback.*

### **Public education and engagement** – skill building, incentive schemes

*Build local residents skills in terms of fixing/building things and gardening/cooking which will help towards and local resilience, reuse, and a sustainable local economy. Newsletters/paper inserts for local resident newspapers.*

*Interactive activity such as collecting sustainability points by identifying different sustainable projects in the District – e.g. Refill scheme, visit a plastic waste shop. (Perhaps this could earn contributions towards a sustainable project at home or school). To influence more children – have a climate change consultation with the whole class. It was recommended to have a fairly “shocking” assembly so pupils are made aware of how the crisis will affect them. A school reward scheme for undertaking sustainable behaviours. For communicating messages there were various ideas – influence parents, Instagram, a vote on Instagram, use a local celebrity. Make sure photography is used to highlight issues. Different messages should be designed for different aged children. A dragons den style competition for sustainable business ideas.*

### **Concern over affordability/small businesses disadvantaged**

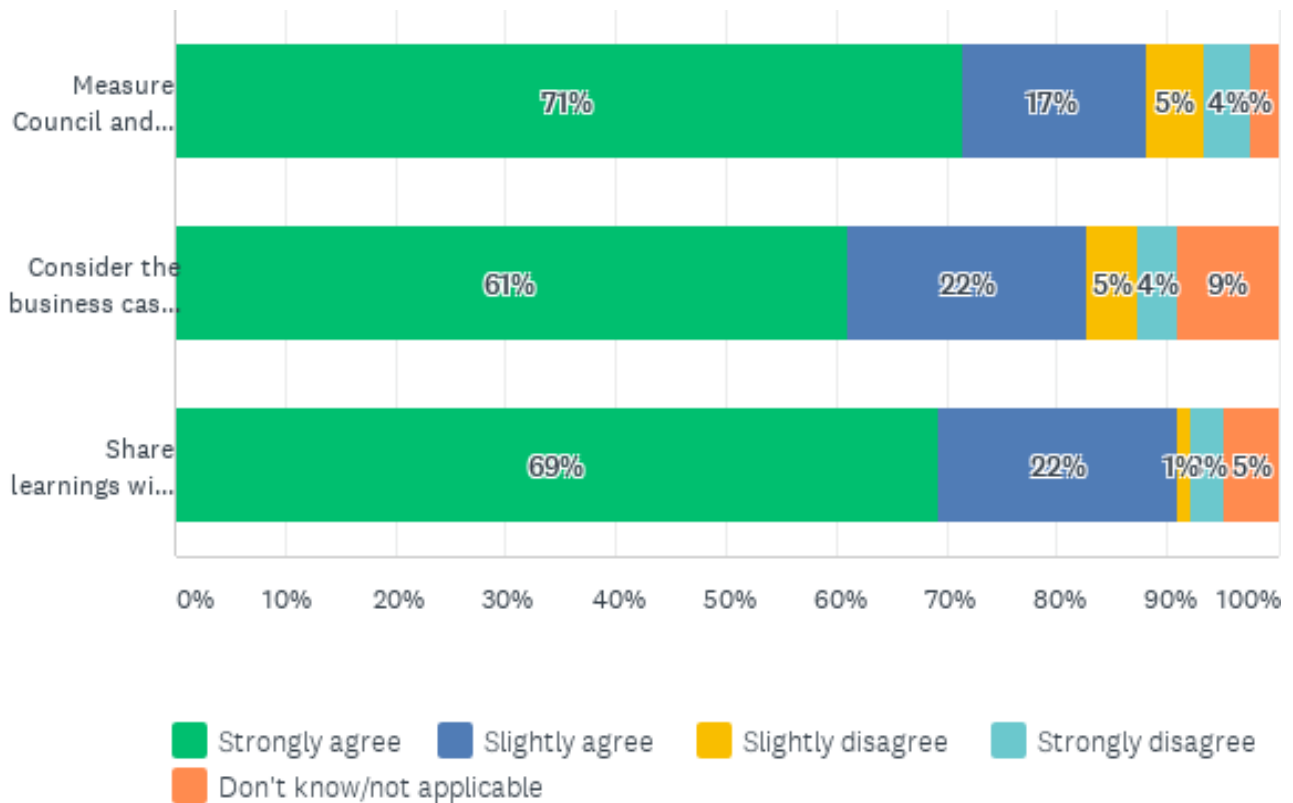
*If 'sustainable procurement strategy' means that a small number of chosen suppliers must be used - I am not convinced that that will be right for us. To make sure a handful of business don't have near-monopoly and new businesses cannot enter or compete in the arena I think procurement strategy must be very carefully designed.*

## Alternative Sources of Energy

- The vast majority of respondents agreed with objectives to meet the aims for alternative sources of energy

**Q4: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Use decentralised energy sources to reduce carbon emissions in the District?**

Answered: 168 Skipped: 19



**Q4: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Use decentralised energy sources to reduce carbon emissions in the District?**

Answered: 168 Skipped: 19

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Measure Council and District carbon emissions to identify reduction targets and the mitigation required to meet neutrality by 2050. Review bi-annually.	71% 120	17% 28	5% 9	4% 7	2% 4	168	1.41
Consider the business case for investment in a decentralised energy project. Working either independently or in partnership with others in Hertfordshire.	61% 102	22% 36	5% 8	4% 6	9% 15	167	1.46
Share learnings with stakeholders and businesses in the District to inspire others to start their own decentralised energy projects.	69% 115	22% 36	1% 2	3% 5	5% 8	166	1.35

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Accessibility of language – <i>explain terms for non-specialists</i>	9
Renewable energy- <i>allow solar panels in conservation areas, pro decentralised renewable energy</i>	8
Endorsement of strategy proposal	7
Community Involvement	4
Critical of strategy proposal	3

### **Accessibility of language** - explain terms for lay people

*What is a decentralised energy project?*

*It would be easier to answer these questions if it was clearer what 'decentralised energy projects' might mean in Three Rivers - are we talking waste incinerators, solar panels or wind turbines?*

### **Renewable energy** - allow solar panels in conservation areas, pro decentralised renewable energy

*One resident stated they lived in a conservation area so is not allowed to put solar panels on, despite having a south facing, black tiled roof. She said it is only the people in the house opposite who would see them – can special exceptions be made?*

*I am particularly keen on the idea of pushing decentralised renewable energy projects. Other authorities have gone the route gaining cheap finance through companies like Abundance for a specific set of renewable energy projects, for example rooftop solar across several council offices and schools. These investments pay for themselves through the savings made and project a positive image of the council to drive forward other elements of the strategy. Many also give local residents the opportunity to invest directly in the projects, so they have direct buy in in positive outcomes for their community.*

### **Endorsement of strategy proposal**

*Please make sure you go ahead with whatever measures are necessary to achieve carbon neutrality by 2030. 2050 is too late!*

### **Community Involvement**

*At every level and at every stage, full stakeholder involvement is essential.*

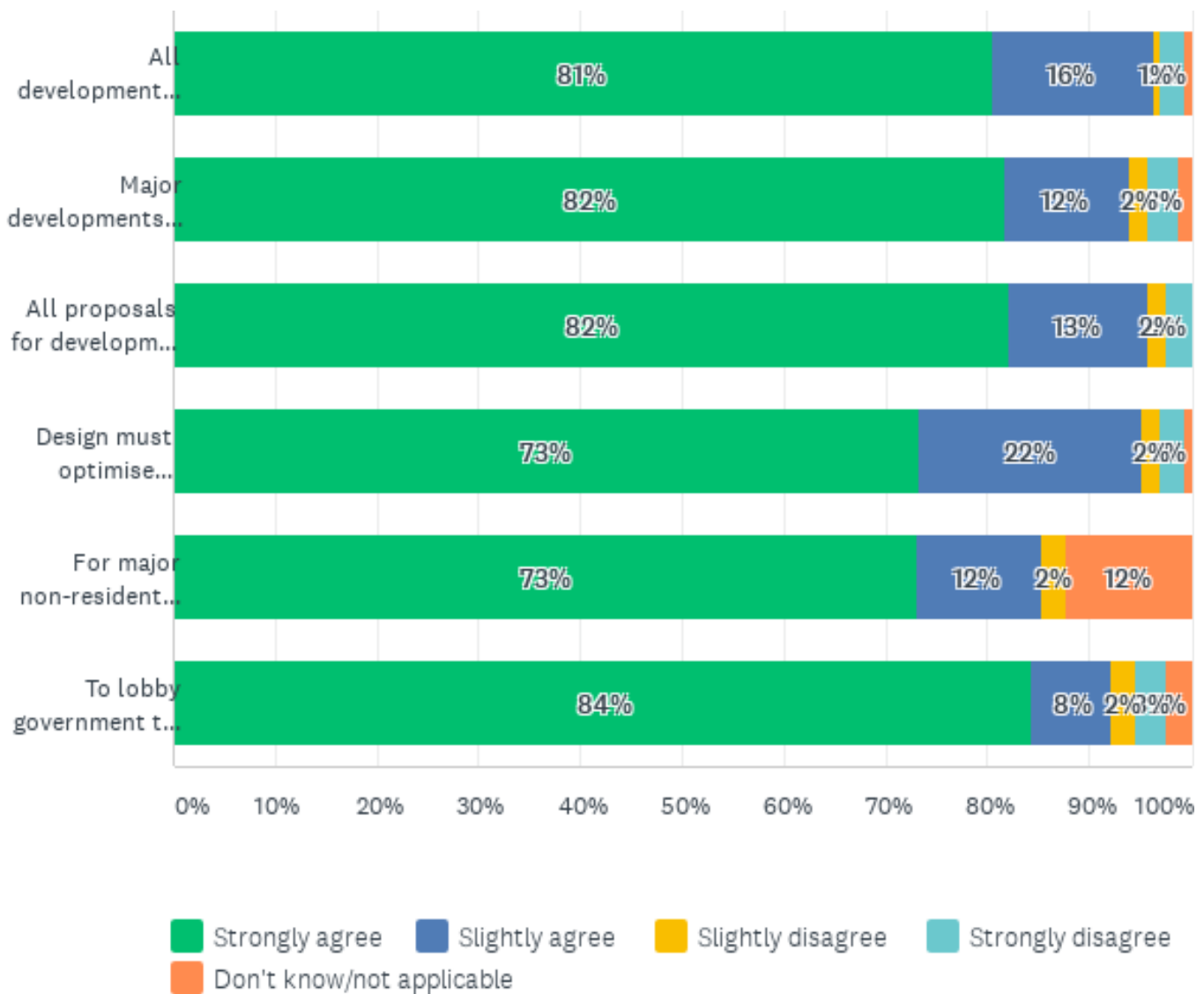
*Community-owned energy should be explored.*

## Sustainable Design and Construction

- The vast majority of respondents agreed with these objectives to meet the aims for sustainable design and construction

**Q5: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: The highest standards of sustainable design and construction should be achieved to create adaptable buildings which are resilient to the effects of climate change, which minimise the use of natural resources over the intended lifetime of a development?**

Answered: 165 Skipped: 22





**Q5: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: The highest standards of sustainable design and construction should be achieved to create adaptable buildings which are resilient to the effects of climate change, which minimise the use of natural resources over the intended lifetime of a development?**

Answered: 165 Skipped: 22

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
All development must take into account opportunities to mitigate the effects of climate change and use resources efficiently.	81% 133	16% 26	1% 1	2% 4	1% 1	165	1.24
Major developments will be required to submit a Sustainability Statement to demonstrate how the development will mitigate and adapt to climate change over its lifetime	82% 135	12% 20	2% 3	3% 5	1% 2	165	1.25
All proposals for development will be designed sensitively to build in resilience to extreme weather events by managing flood risk, enhancing the Green Infrastructure Network and protecting and enhancing the natural environment.	82% 134	13% 22	2% 3	2% 4	0% 0	163	1.25
Design must optimise passive solar gain, whilst reducing the risk of overheating	73% 121	22% 36	2% 3	2% 4	1% 1	165	1.33
For major non-residential developments, proposals should aim to achieve BREEAM 'Excellent' or 'Very Good' Standard	73% 120	12% 20	2% 4	0% 0	12% 20	164	1.19
To lobby government to ensure Building Regulations do adopt the Future Homes Standard by 2025 to ensure new build homes are future proofed with low carbon heating and exceptional levels of energy efficiency	84% 139	8% 13	2% 4	3% 5	2% 4	165	1.22

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Endorsement of strategy proposal	23
Tightening regulations and penalties	11

### Endorsement of strategy proposal

*Yes I strongly agree and we should be encouraging and supporting those who are trying to upgrade their homes to support the objectives*

*I support the above objectives and those proposals in Government's White Paper 'Planning for the Future' consultation White Paper (6 August - 29 October) that support greater opportunities for independent builders to compete in the housing & infrastructure business while ensuring that renewable energy and truly sustainable resource management underpin future developments. I advocate that local communities are consulted all along using more deliberative and meaningful methods & according to TRDC's own Constitution on public participation in decision making.*

### Tightening regulations and penalties

*Excellent - and using BREEAM's standards will really help.*

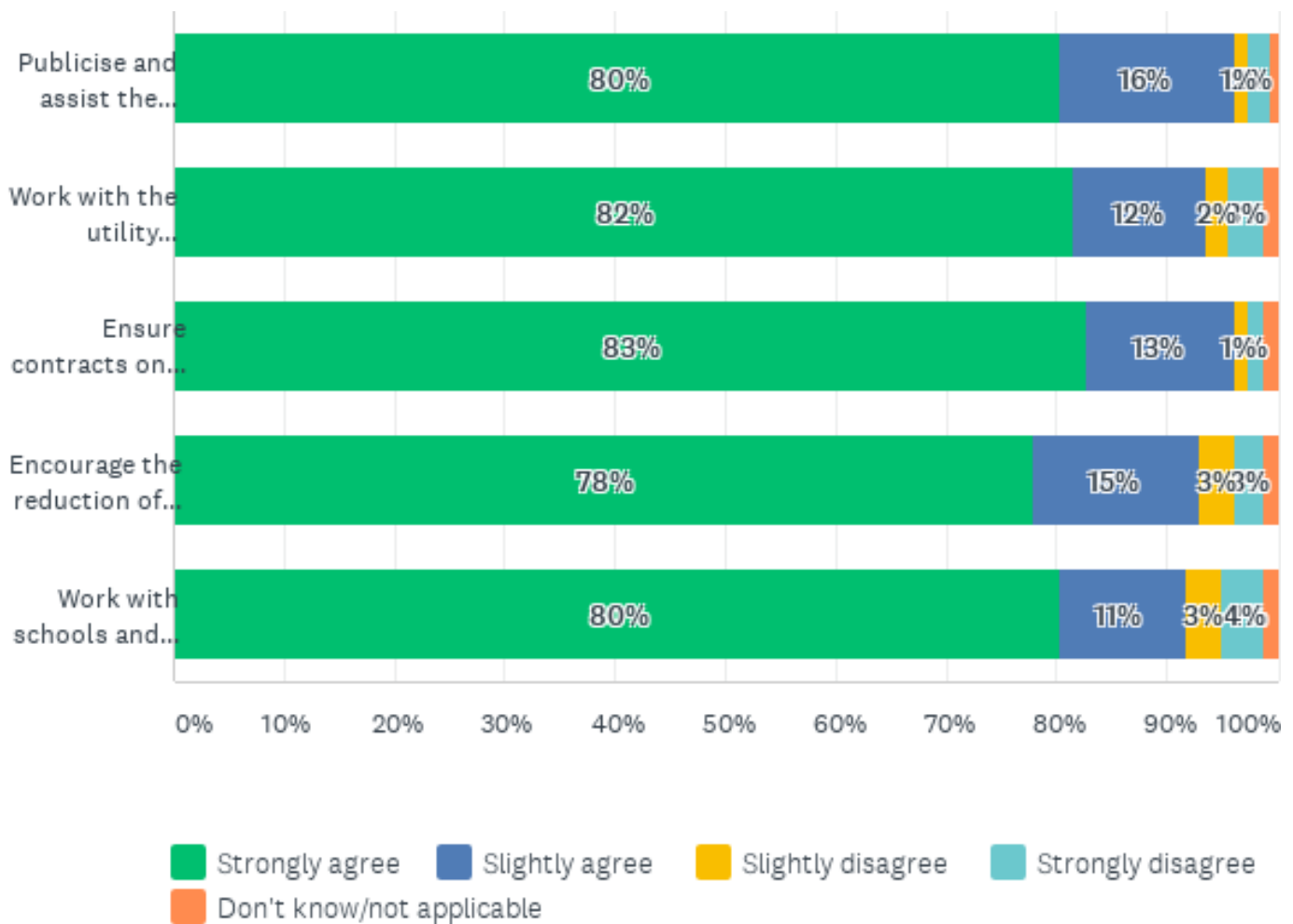
*Surely extensions and redesign of existing or demolished residential property should also adhere to all of the above too.*

## Reduce Emissions from Existing Buildings

- The vast majority of respondents agreed with the objectives to meet the aims to reduce emissions from existing buildings

**Q6: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Improve industrial, commercial and domestic energy efficiency in the District in existing buildings?**

Answered: 158 Skipped: 29



**Q6: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Improve industrial, commercial and domestic energy efficiency in the District in existing buildings?**

Answered: 158 Skipped: 29

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Publicise and assist the accessibility of any grants or incentive schemes which help reduce the carbon emissions of existing buildings including the councils own	80% 126	16% 25	1% 2	2% 3	1% 1	157	1.24
Work with the utility companies to improve energy efficiency in homes	82% 128	12% 19	2% 3	3% 5	1% 2	157	1.26
Ensure contracts on council owned buildings have mechanisms such as energy performance contracts to minimise emissions	83% 130	13% 21	1% 2	1% 2	1% 2	157	1.20
Encourage the reduction of greenhouse gas emissions from existing properties in the District in line with our Home Energy Conservation Act priorities	78% 123	15% 24	3% 5	3% 4	1% 2	158	1.29
Work with schools and housing associations to ensure action plans are in place to achieve net zero by 2050	80% 126	11% 18	3% 5	4% 6	1% 2	157	1.30

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Not ambitious enough	6
Endorsement of strategy proposal	5

### Not ambitious enough

*Aims are extremely woolly. Targets should be set and followed through. 2050 is too late. These changes need to be MET by 2030 if we are to have any hope of slowing climate change.*

*I have been attempting to take advantage of the Green grant currently available to all residents, with little success. It's hard to find answers to questions and very hard to find businesses who have been given accreditation to do the work. It's a great idea to encourage residents to improve the insulation of their homes, but it's not great if hardly anyone knows about these grants or can work through the complex process. Grants of this sort need to be heavily publicised, with support given easily to those who need it. Otherwise take-up will be far too small.*

### Endorsement of strategy proposal

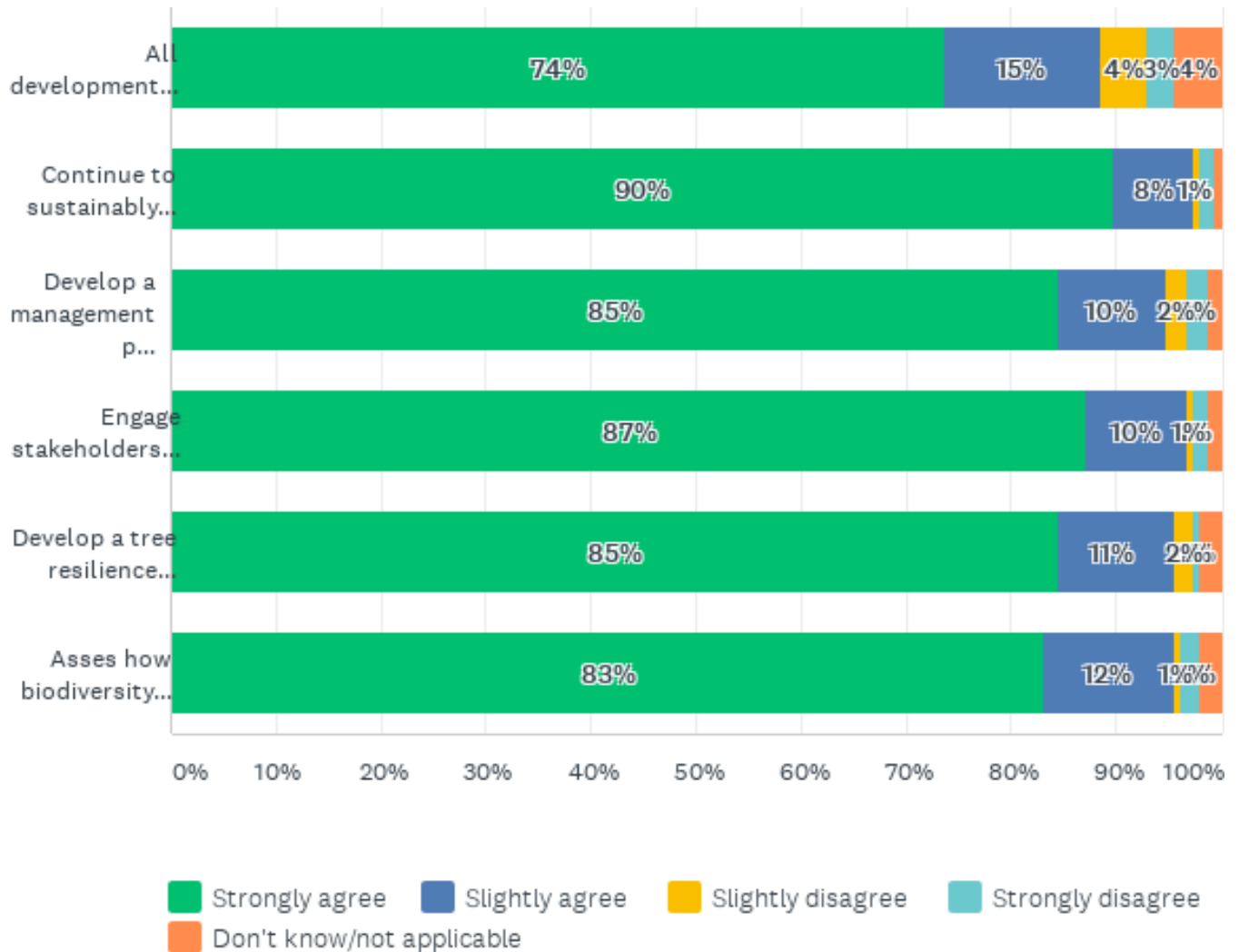
*Improving building and insulation quality not only reduces emissions but mitigates the effects of poverty and fuel poverty*

## Enhance and Protect Biodiversity

- The vast majority of respondents agreed with objectives to meet the aims to enhance and protect biodiversity

**Q7: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To plan for net gains in biodiversity to offset greenhouse gas emissions, build climate resilience, and protect and enhance precious habitats?**

Answered: 156 Skipped: 31



**Q7: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To plan for net gains in biodiversity to offset greenhouse gas emissions, build climate resilience, and protect and enhance precious habitats?**

Answered: 156 Skipped: 31

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
All development will result in a net gain for biodiversity.	74% 115	15% 23	4% 7	3% 4	4% 7	156	1.33
Continue to sustainably manage Three Rivers District Council woodlands and parkland through co-ordinated management plans	90% 140	8% 12	1% 1	1% 2	1% 1	156	1.13
Develop a management plan for playing fields and grassland to explore options for rewilding grasslands and tree planting where appropriate	85% 132	10% 16	2% 3	2% 3	1% 2	156	1.20
Engage stakeholders to improve biodiversity through rewilding, tree planting and enhancing wildlife corridors	87% 136	10% 15	1% 1	1% 2	1% 2	156	1.15
Develop a tree resilience strategy for Three Rivers District Council which includes trees outside of managed woodlands	85% 131	11% 17	2% 3	1% 1	2% 3	155	1.17
Asses how biodiversity can be further enhanced in the district as a mitigation policy against carbon emissions and provide resilience to the effects of climate change	83% 129	12% 19	1% 1	2% 3	2% 3	155	1.20

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Rewilding and habitat improvement - <i>link with planning, farmland, tree planting and preservation</i>	11
Endorsement of strategy	11
Biodiversity - <i>partner with large area landowners and developers</i>	9
Reforestation - <i>right tree, right place, ensure tree health: watering/stability tie removal upkeep</i>	9
Preservation of existing ecologies - <i>audit sites, concern over housing estate builds</i>	7
Community involvement - <i>community gardens, home garden education, encourage volunteering</i>	4

### **Rewilding and habitat improvement** – *link with planning, farmland, tree planting and preservation*

*The introduction notes that unimproved grasslands and wetlands are in retreat but there is nothing here about preventing this retreat through protecting the land and the use of planning powers/ the Local Plan. A restoration plan plus highlighting what, not just stakeholders but what the council can do, on wildlife corridors (i.e. verges), and a tree planting target (to increase coverage) would add to the positive impact.*

*Rewilding is a great idea. Can it be extended to managed land and farm land? Planting more trees can help with reduction of flooding.*

*Protect all trees. They are vital and irreplaceable. Why are all trees not protected? Why are increasingly rare precious habitats like meadows allowed to be put forward for the Local Plan and placed under threat of development? Why are these not sifted out/disqualified at the beginning? The Climate Change team need to work with the Planning office and monitor/comment on planning applications. Look at replanting hedgerows for wildlife*

### **Endorsement of strategy**

*All vital for improving our environment, preventing unwanted flooding and creating amenity in the face of poverty and public health crises*

### **Biodiversity** - *partner with large area landowners and developers*

*Should partner with large area land owners such as golf courses to map out the strategy for increasing biodiversity in these type of areas. Biodiversity strategy should be a key part of any new development both residential and commercial (green roofs etc).*

### **Reforestation** - *right tree, right place, ensure tree health: watering/stability tie removal upkeep*

*The following text should be added to objective 3 relating to tree planting: 'The Council will follow best practice of 'the right tree in the right place' to ensure existing grassland & wetland habitats and viable agricultural land is retained'*

*Loads of quick wins such as watering the trees which are planted and removing the stability ties before they strangle the tree - don't lose sight of these things by becoming distracted with big strategic plans*



**Preservation of existing ecologies** – *audit sites, concern over housing estate builds*

*An audit of all sites in the district should be made to see if further designations can be made - eg. Greenbroom Spring - should be a nature reserve.*

*Then if you follow this policy why are you considering building a large housing estate of 1750 units on the land next to Oxhey Lane which will increase the carbon emission greatly and reduce the trees and grass which help the climate?*

**Community involvement** - *community gardens, home garden education, encourage volunteering*

*More community gardens. Give advice for residents of improving biodiversity in their gardens. Implement new land-use policy with built in green spaces and community gardens*

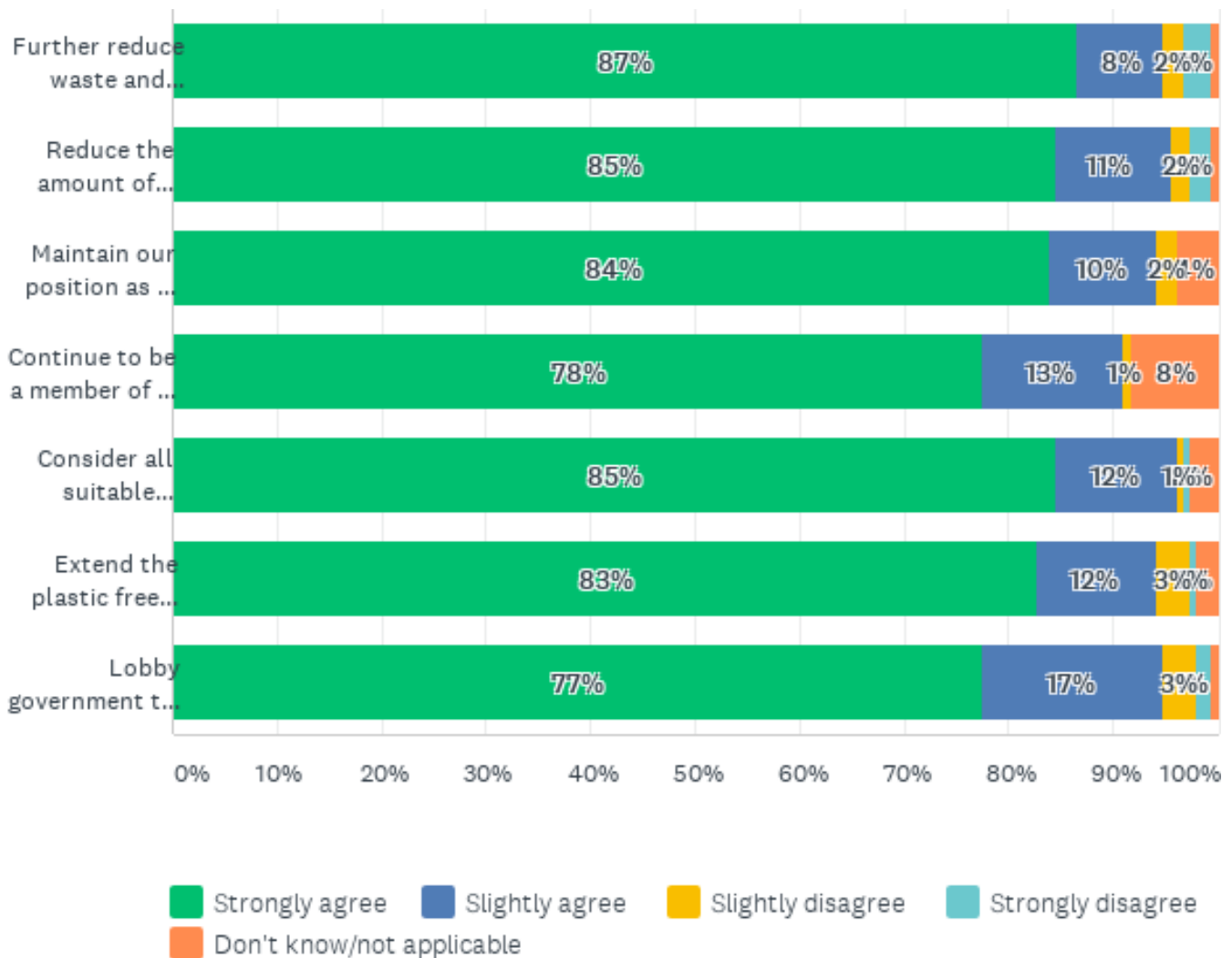
*Is there somewhere that individuals can volunteer with a tree planting program?*

## Reduce waste and promote a circular economy

- The **vast majority** of respondents **agreed** with the objectives to **meet the aims to reduce waste and promote a circular economy**

**Q8: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To reduce the amount of waste produced and manage it sustainably through promoting a more circular economy?**

Answered: 156 Skipped: 31



**Q8: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: To reduce the amount of waste produced and manage it sustainably through promoting a more circular economy?**

Answered: 156 Skipped: 31

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Further reduce waste and increase recycling and reuse within Council operations	87% 135	8% 13	2% 3	3% 4	1% 1	156	1.20
Reduce the amount of household and commercial waste produced, and minimise waste entering landfill through maximisation of reuse and recycling	85% 132	11% 17	2% 3	2% 3	1% 1	156	1.21
Maintain our position as the highest recycling authority in Hertfordshire	84% 131	10% 16	2% 3	0% 0	4% 6	156	1.15
Continue to be a member of the Hertfordshire Waste Partnership	78% 121	13% 21	1% 1	0% 0	8% 13	156	1.16
Consider all suitable technology when replacing fleet vehicles to reduce their carbon footprint, and continue to use them for promotion of reuse and recycling.	85% 132	12% 18	1% 1	1% 1	3% 4	156	1.15
Extend the plastic free policy of the council by encouraging the local communities to adopt "plastic free	83% 129	12% 18	3% 5	1% 1	2% 3	156	1.20
Lobby government to re-introduce cookery and vegetable growing combined with a sustainable approach, into the school curriculum	77% 120	17% 27	3% 5	1% 2	1% 1	155	1.28

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Waste minimisation – <i>offset fly tipping fees by reducing recycling centre fees, more bins, more education</i>	18
Public engagement and education	7
Data collection and monitoring is crucial	5
Green economy – <i>boost local supporters</i>	3

### **Waste minimisation** - *offset fly tipping fees by reducing recycling centre fees, more bins, more education*

*In order to assist with household/domestic waste, etc to stop charging sites for disposal which would then lower the cost of waste dumping in the area being cleared.*

*Install public recycling bins and more poo bins. Increase littering fines. Ban single use masks. More education on recycling. Encourage more people to remember reusable containers for water/food/takeaway. Encourage more Refill shops like the one in Croxley to reduce plastic. Pen and crisp packet collection points at schools to recycle them. E.g. TerraCycle*

*Fly-tipping – removal prices are high, particularly for white goods. Does this increase fly-tipping? What can be done to address the issues?*

### **Public engagement and education**

*Educating young people about the importance of environmental sustainability is essential.*

*The National Curriculum, City and Guilds, NVQs, B-Tec and university courses need to be overhauled by 2025 at the latest, to ensure the future of sustainable education. Without education to support moving away from intensive animal agriculture and supporting permaculture, nothing will change.*

*Food and nutrition courses also need to become more focused on growing and eating our own produce. They currently teach small children to make biscuits and college students the knife skills for preparing meat. Our schools, colleges and hospitals do not have kitchen gardens*

*Please work with all local schools on vegetable growing, waste reduction etc. Please run extensive community education programmes to increase awareness of waste and plastic reduction.*

### **Data collection and monitoring**

*All objectives must be written and monitored so as to produce rapid and concrete results*

### **Green economy**

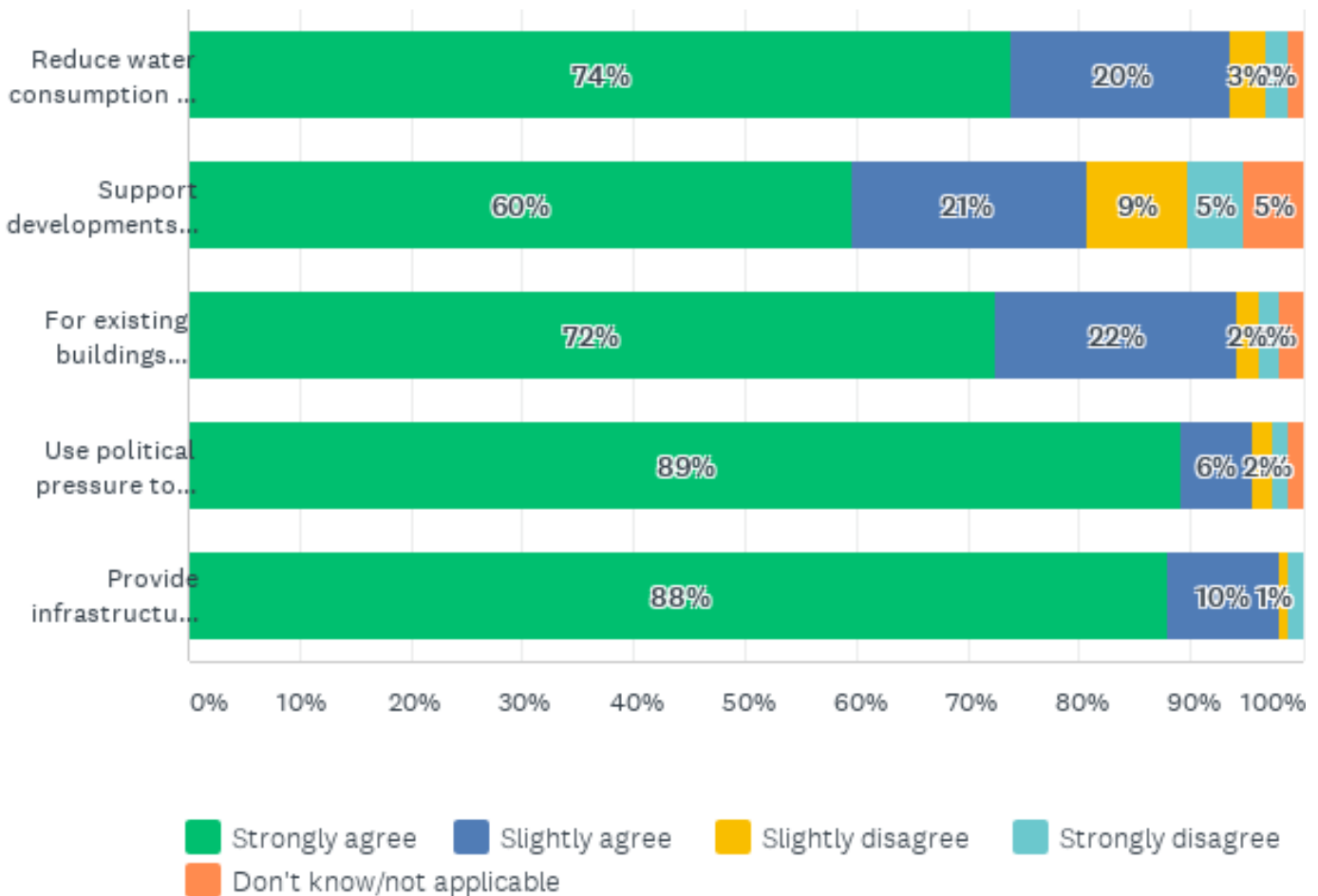
*The Green store in Croxley green is a great example of a plastic free business 👍*

## Reducing water consumption and contamination of rivers

The vast majority of respondents agreed with the objectives for the aims to reduce water consumption and contamination of rivers

**Q9: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Reduce water consumption and prevent contamination of our river network?**

Answered: 157 Skipped: 30



**Q9: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Reduce water consumption and prevent contamination of our river network?**

Answered: 157 Skipped: 30

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Reduce water consumption by working with the water companies to identify priorities and setting action plans	74% 116	20% 31	3% 5	2% 3	1% 2	157	1.32
Support developments which adopt the tougher water efficiency target of 110 litres per household per day and for non-residential development should achieve a rating of BREEAM excellent for water efficiency	60% 93	21% 33	9% 14	5% 8	5% 8	156	1.57
For existing buildings support opportunities to improve water efficiency measures when refurbishment or change of use of existing buildings is taking place	72% 113	22% 34	2% 3	2% 3	2% 3	156	1.32
Use political pressure to challenge Thames Water to accelerate plans to improve infrastructure to prevent sewage discharge into the Chess	89% 140	6% 10	2% 3	1% 2	1% 2	157	1.14
Provide infrastructure and support education to prevent littering which can end up polluting rivers	88% 138	10% 16	1% 1	1% 2	0% 0	157	1.15

## Comments

**Key topics raised in the comments were the following (number = mentions in the survey question):**

Water conservation - survey water tables, trees, collect water inc. grey	15
Water pollution - Chess and Harefield Road sewage issue	11
Tightening regulation and penalties	9
Littering issue	6

### **Water conservation** - survey water tables, trees, collect water inc. grey

*Survey our Water table. Look at the impact of extreme weather on our trees (drought/excessive rainfall). Find ways of collecting rainwater. Find ways of recycling washing up and bath water. Sort the drainage system out*

*Missing Objective: reuse of grey water (as described previously)*

*Already proposed a water forum to better manage water use and recycling.*

*Residents need to be educated on the different routes for rain water run-off and grey water processing. Currently many residents are not aware of the difference and the issues that arise if rain water ends up in the grey water sewage systems. This is going to become increasingly important as weather events become more extreme.*

### **Water pollution** – Chess and Harefield Road sewage issue

*The fact that sewage is still discharged into the river Chess is a disgrace !*

*I would like to see the objective that mentions putting political pressure on Thames water to improve infrastructure to prevent sewage discharge, to be widened to include sewage discharge on Harefield Road as well. Twice in 2020 residents have been flooded so they can't leave their homes because of discharge of sewage from a burst sewage pipe at the corner of Stockers Farm Road.*

*Thames Water are not only responsible for polluting the River Chess. Sewage discharge in the Harefield Road area is responded to slowly. And TRDC should consider using its environmental protection powers to require Thames Water to actually clear up sewage sludge from pavements and verges rather than leave it there for the public (including school children) to walk through.*

### **Tightening regulation and penalties**

*Sewerage should not be put into the chess. It should be a criminal offence.*

*Thames water should be censured for allowing waste to be discharged into a river. All local residents affected should receive compensation and those responsible for the discharge should be personally fined.*

### **Littering**

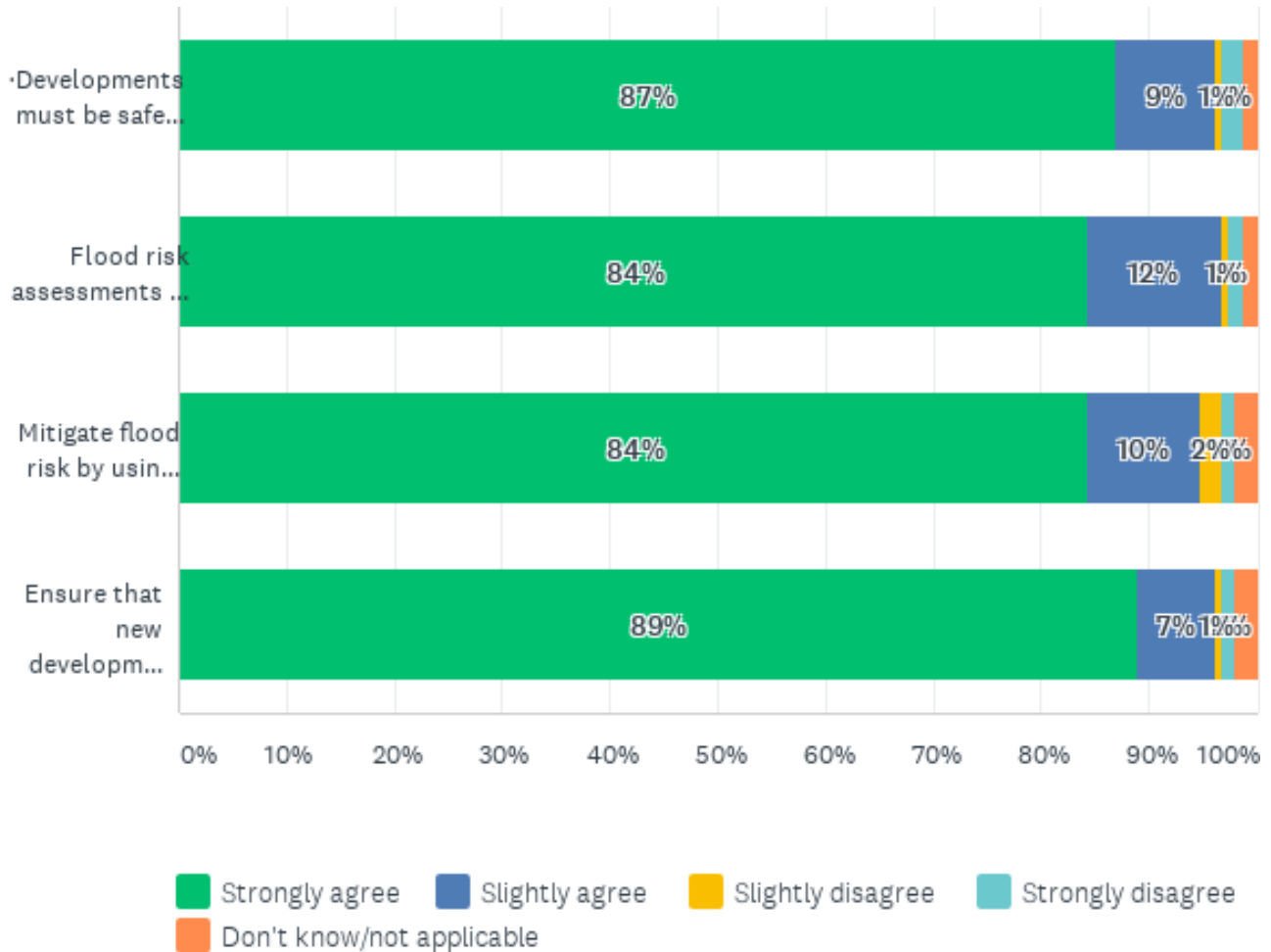
*Education on preventing littering should be a national (if not global) endeavour! Please seek to work together with other councils, districts, organisations (schools? / businesses?) and government itself to make this a priority!*

## Flood risk mitigation

- The vast majority of respondents agreed with the objectives to meet aims for flood risk mitigation

**Q10: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Mitigate increasing flood risk?**

Answered: 154 Skipped: 33





**Q10: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Mitigate increasing flood risk?**

Answered: 154 Skipped: 33

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
-Developments must be safe and resilient to flooding.	87% 134	9% 14	1% 1	2% 3	1% 2	154	1.16
Flood risk assessments for developments depending on their level of risk and size will be required	84% 130	12% 19	1% 1	1% 2	1% 2	154	1.18
Mitigate flood risk by using sustainable drainage systems	84% 130	10% 16	2% 3	1% 2	2% 3	154	1.19
Ensure that new development is not subject to unacceptable risk of flooding, does not unacceptably exacerbate flooding elsewhere and where practicable reduces existing flood risk	89% 137	7% 11	1% 1	1% 2	2% 3	154	1.13

## Comments

**Key topics raised in the comments were the following (number = mentions in the survey question):**

Flooding - *no builds on floodplain, better knowledge of sites, more hedgerows, survey drainage systems* 17

Improve drainage systems - *in right locations, clean effectively, consider downstream impact, sustainable drainage – natural flood management* 10

Sustainable design and construction - *reduce hard coverings in gardens/public areas* 7

**Flooding** – *no builds on floodplain, better knowledge of sites needed, more hedgerows, survey drainage systems*

*We should not build at all on areas of floodplain or high risk of flooding.*

*Flood risk measurements are not accurate - need to actually look at a site and know it. Ask locals. Sort out the drainage system. Put back hedgerows and natural forms of drainage to help prevent flooding and benefit wildlife*

*This is particularly important in low-lying areas such as Batchworth where a great deal of the area is either lake, river, canal or uncultivated land that is regularly subjected to flooding.*

*Existing drainage systems should be surveyed and improved to reduce surface water flooding and increase discharge of surface waters into the underlying aquifers. Particularly road drainage systems.*

**Improve drainage systems** – *in right locations, clean effectively, consider downstream impact, sustainable drainage – natural flood management*

*These elements need to be checked after completion of the build, to ensure that they are not just empty promises made to get approval. Eg check, after a hotel has been built, that the road drains are located in the places where excess water collects ...*

*Question how the drains are cleaned as certain areas flood again and again. These are roads where drains are present*

*- Drainage systems should take the downstream impact into account*

*Sustainable drainage using Natural Flood Management solutions e.g. Woody and leaky dames to slow the flow of water. Flood pinch points of the District should be explored and then determine which methods could slow water flow in these areas.*

**Sustainable design and construction** – *reduce hard coverings in gardens/public areas*

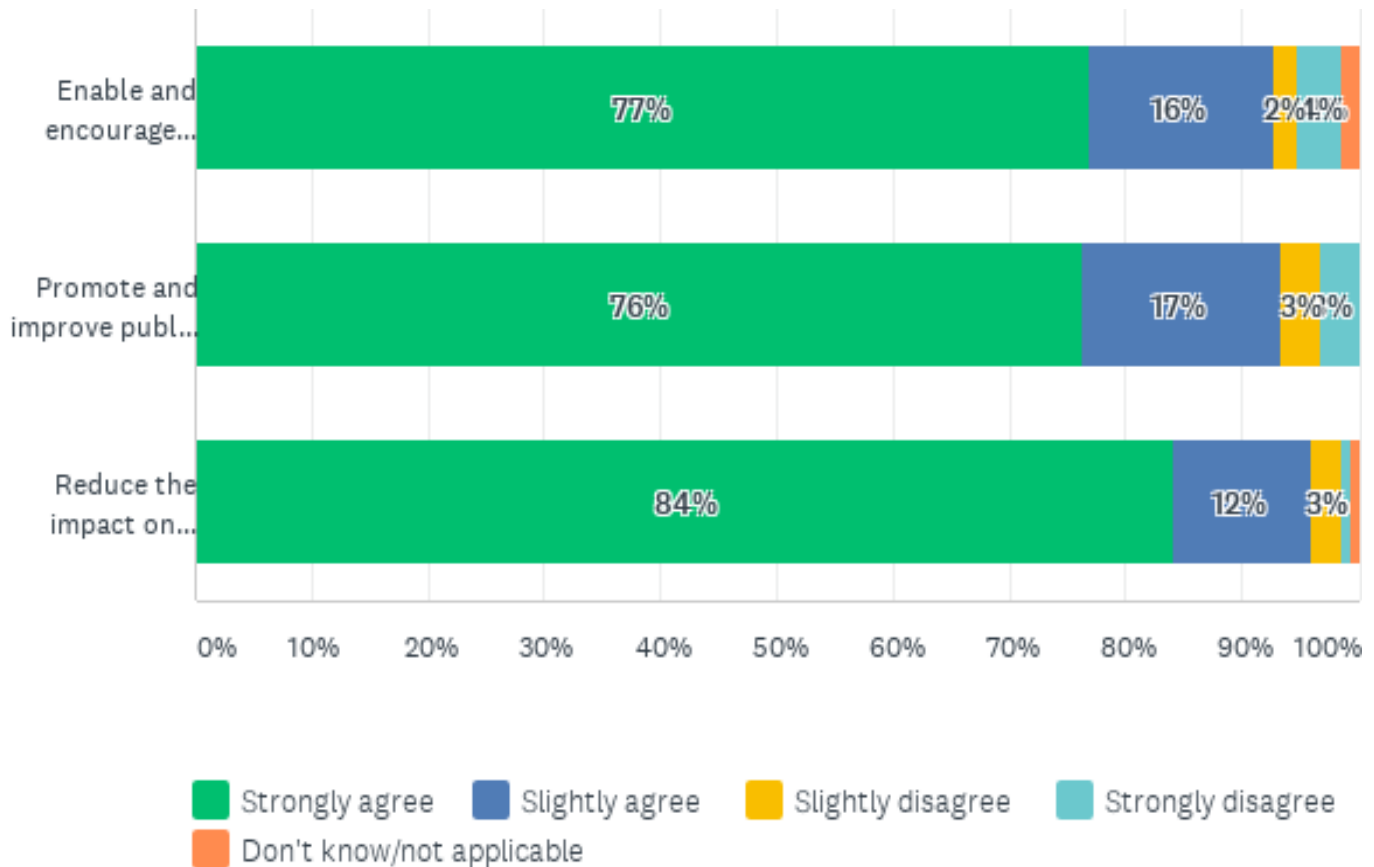
*We should not build at all on areas of floodplain or high risk of flooding. Also we should be encouraged to reduce hard coverings in gardens and public areas to allow better drainage.*

## Increasing sustainable travel and improve air quality

- The vast majority of respondents agreed with these further aims of the Climate Change Strategy

**Q11: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Enable and encourage journeys made by Sustainable Transport modes to reduce carbon fuel reliance, improve local Air Quality and build Economic and Social Sustainability?**

Answered: 152 Skipped: 35



**Q11: How strongly do you agree or disagree that the following OBJECTIVES meet the AIM: Enable and encourage journeys made by Sustainable Transport modes to reduce carbon fuel reliance, improve local Air Quality and build Economic and Social Sustainability?**

Answered: 152 Skipped: 35

	STRONGLY AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	STRONGLY DISAGREE	DON'T KNOW/NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Enable and encourage cycling and walking trips to replace carbon fuelled trips, through the latest Walking & Cycling Strategy	77% 116	16% 24	2% 3	4% 6	1% 2	151	1.32
Promote and improve public experience and perception of passenger transport (bus and rail) services	76% 116	17% 26	3% 5	3% 5	0% 0	152	1.34
Reduce the impact on carbon emissions and local air quality of travel associated with Council operations	84% 128	12% 18	3% 4	1% 1	1% 1	152	1.19

## Comments

Key topics raised in the comments were the following (number = mentions in the survey question):

Sustainable and affordable public transport – <i>better connected public transport structure, more home working, reduce rail and bus fees</i>	46
Ease, efficiency and safety of transport - <i>safer/connected cycle routes, cycling proficiency courses</i>	24
Air pollution - <i>air quality monitoring devices, reduce bus emissions, HGVs to use HGV sat nav</i>	8
Concerns over safety	8

### **Sustainable transport** – *better connected public transport infrastructure, more home working, reduce rail and bus fees*

*Create better public transport infrastructure to connect places e.g to connect villages like Bedmond to rail stations and towns such as Kings Langley station and St Albans. What about smaller minibus style transport running on circular routes? Work with the bus companies to ensure a reliable and affordable service. Maintain the Footpaths. Ensure cycle routes are safe and joined up. Encourage more home working/use of video conference technology to reduce commuting and travelling to meetings etc*

*I have a big problem with the cost of the rail network, it's extortionate compared to other countries and the service doesn't justify it either*

*More cycle lanes required*

*Passenger transport needs to be more joined up for connections and more frequency. Also to make public transport more cost effective and cheaper to use. Too expensive in both time and cost to get bus into Watford*

*Investigate ways to provide a local public transport service that people actually want to use. This should include providing new bus routes within 3 Rivers district that aren't all based around Watford, going ahead with the Croxley Rail Link and making the Met Line more accessible by installing lifts at stations. We have 4 tube stations in this area, why aren't residents in places with a tube station given free TfL travel when they reach 60 like residents of London boroughs do? Make buses easier to use when you have a lot of shopping to carry.*

*Greater attention to cycle paths - Cycle paths need to be joined up - they stop abruptly leaving cyclists with nowhere to go other than the main road*

**Ease, efficiency and safety of transport** - safer/connected cycle routes, cycling proficiency courses

*Safe cycling provision in the district is fairly poor. Lanes in the Rickmansworth area are poorly designed and on street infrastructure (e.g. cycling racks) are poorly designed or situated without regard to the possibility of theft.*

*More safe cycle ways should be built across. The district linking important hubs to each other ie Rickmansworth to Chorleywood and Croxley Green and Maple Cross*

*Therefore cycle plans for each school would help with students Involved with the planning. Advanced cycling proficiency course in the vicinity of the secondary school – ideally which utilised the school cycle plan. Parent and child bike maintenance workshops – seminars*

*I believe strongly that more cycling lanes and safer roads are required locally. This will encourage more cycling and walking as an alternative to the large number of local journeys. Cycling is very dangerous in the area as there are a number of dual carriageways where cars speed.*

*Cycle routes are desperately needed. There are some but not enough. They seem to just disappear at major junctions which is where they are most needed for cyclist safety*

**Air pollution** – air quality monitoring devices, reduce bus emissions, HGVs to use HGV sat nav

*Air quality monitoring devices should be put up throughout the district to measure whether improvements are being made.*

*Buses belch out fumes, and frequently leave engines idling. Could TRDC work with the bus companies to resolve this issue*

*HGV traffic causes congestion, and therefore raise car emissions and air/noise pollution. This is thought to be a result of HGVs using car sat-navs not HGV sat-navs. Could we have more restrictions on our roads?*

## Further comments

### Key comments were the following:

*Great to see the Strategy taking shape and thank you for allowing comments at this draft stage.*

*A few overall thoughts:*

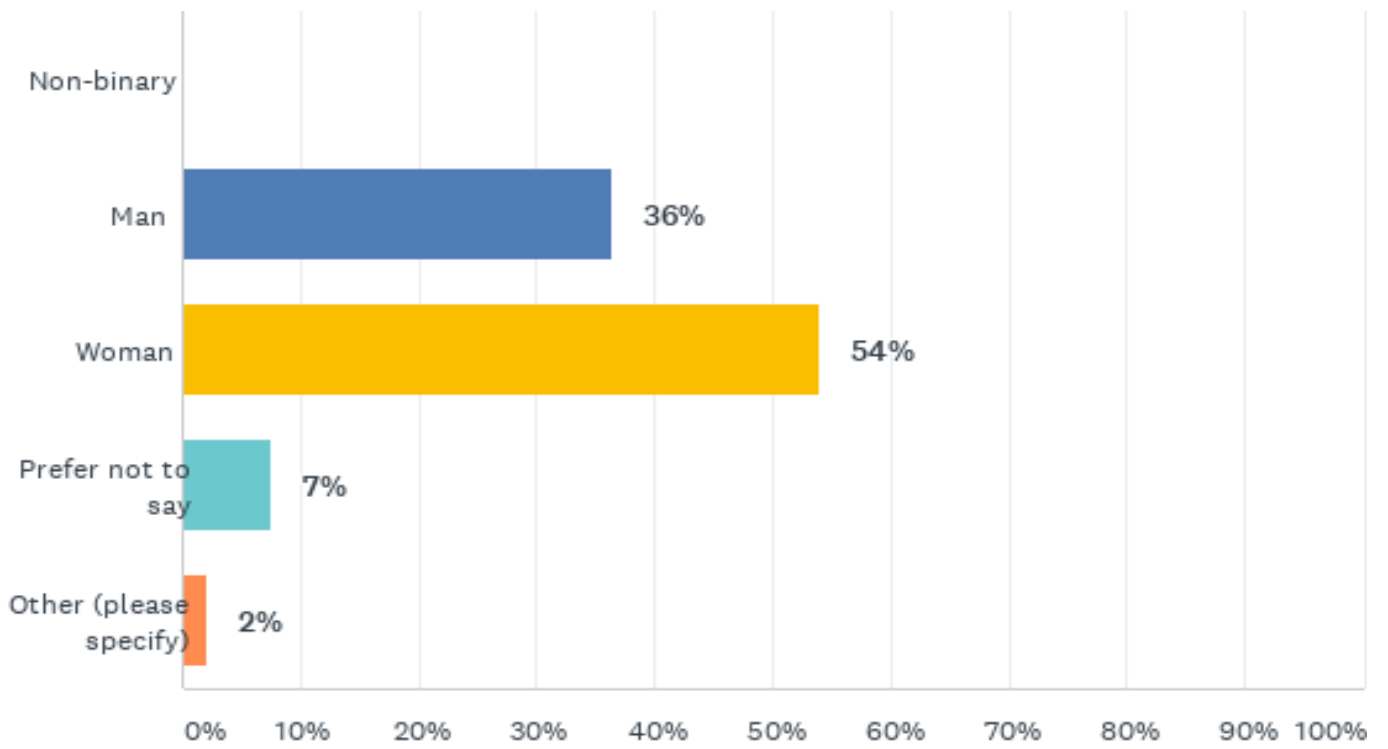
*Climate change as a topic can create confusion and as such it would be helpful if the strategy set out clearly what it means by Net Zero, carbon neutrality and zero carbon (as the definitions of these can differ) - this would make the document clear to residents. Have you seen <https://ashden.org/sustainable-towns-cities/> - this has loads of strong resources and information/ data you may find useful. We look forward to seeing the Action Plan that goes with the strategy and the councils SMART targets to achieve its goal and would be delighted to support the council in its endeavours. I would also suggest to set-up a social/mental support initiative, where people can actively act positively - e.g. contribute to local food growing, helping others with energy / water saving installation, or just help others overcome their anxiety as things are changing...*

*People are worried, many have lost jobs already, mental health is very bad, financially a lot of people are struggling, giving people the ability to contribute positively to the community will be a key differentiator in how we will fight Climate Change.*

*Please work with other TRDC Teams, Herts CC, businesses, residents association, local organizations and residents. Co-production is a great model for meaningful engagement. This survey should have been co-produced with residents and other groups.*

**Q13: What is your gender?**

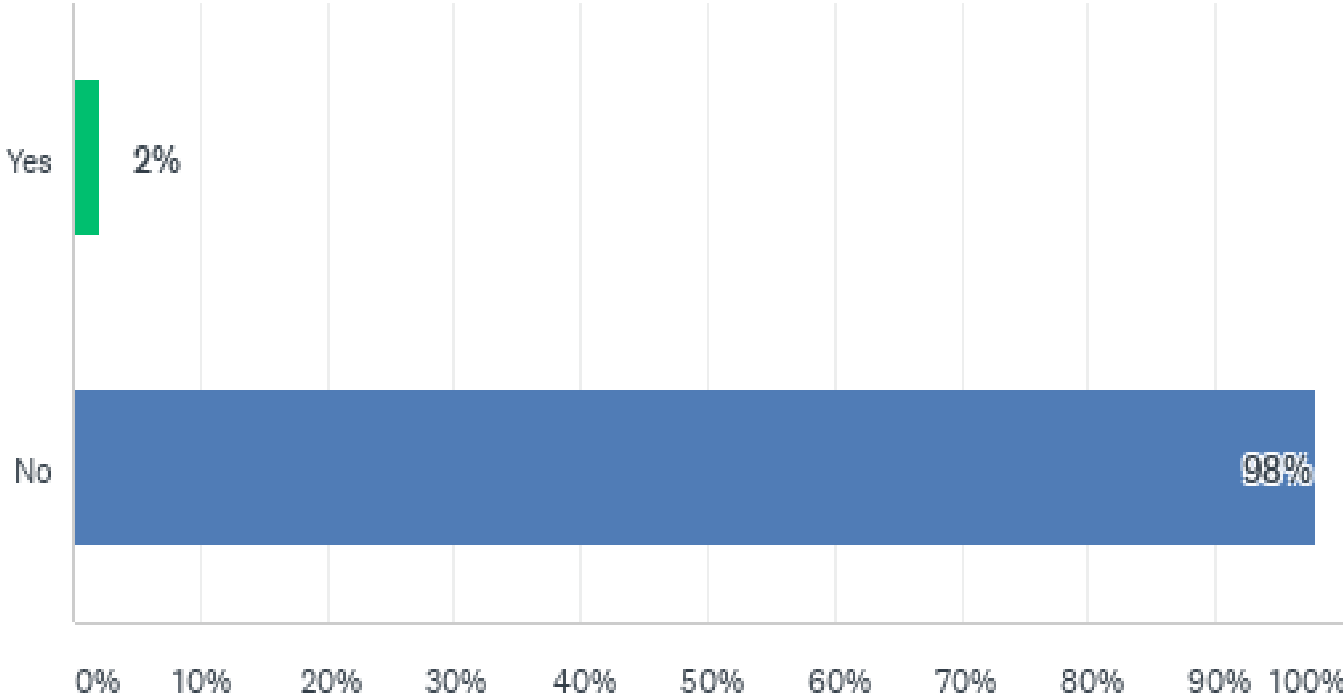
Answered: 148 Skipped: 39





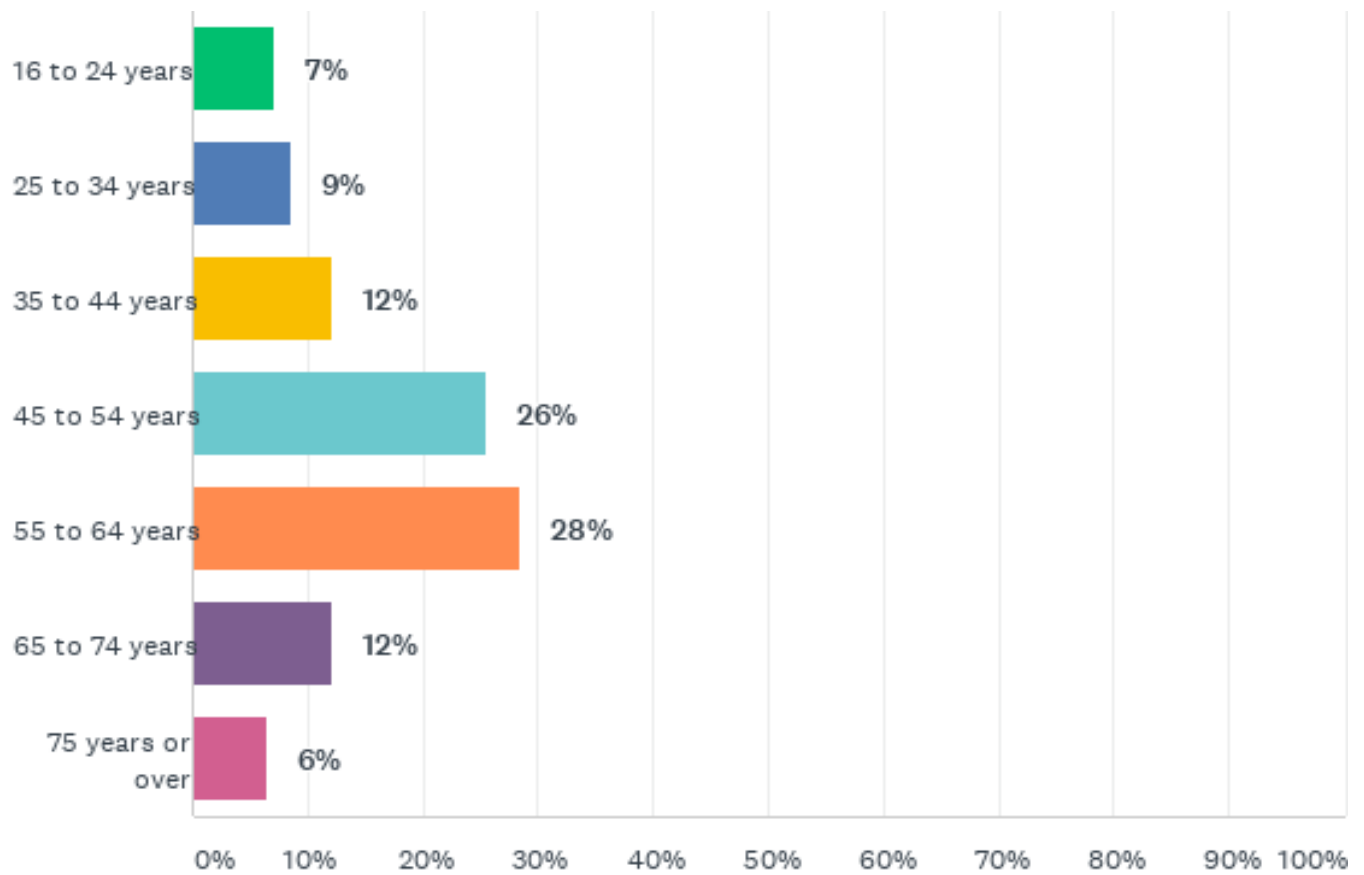
**Q14: Are you a student at secondary school?**

Answered: 47 Skipped: 140



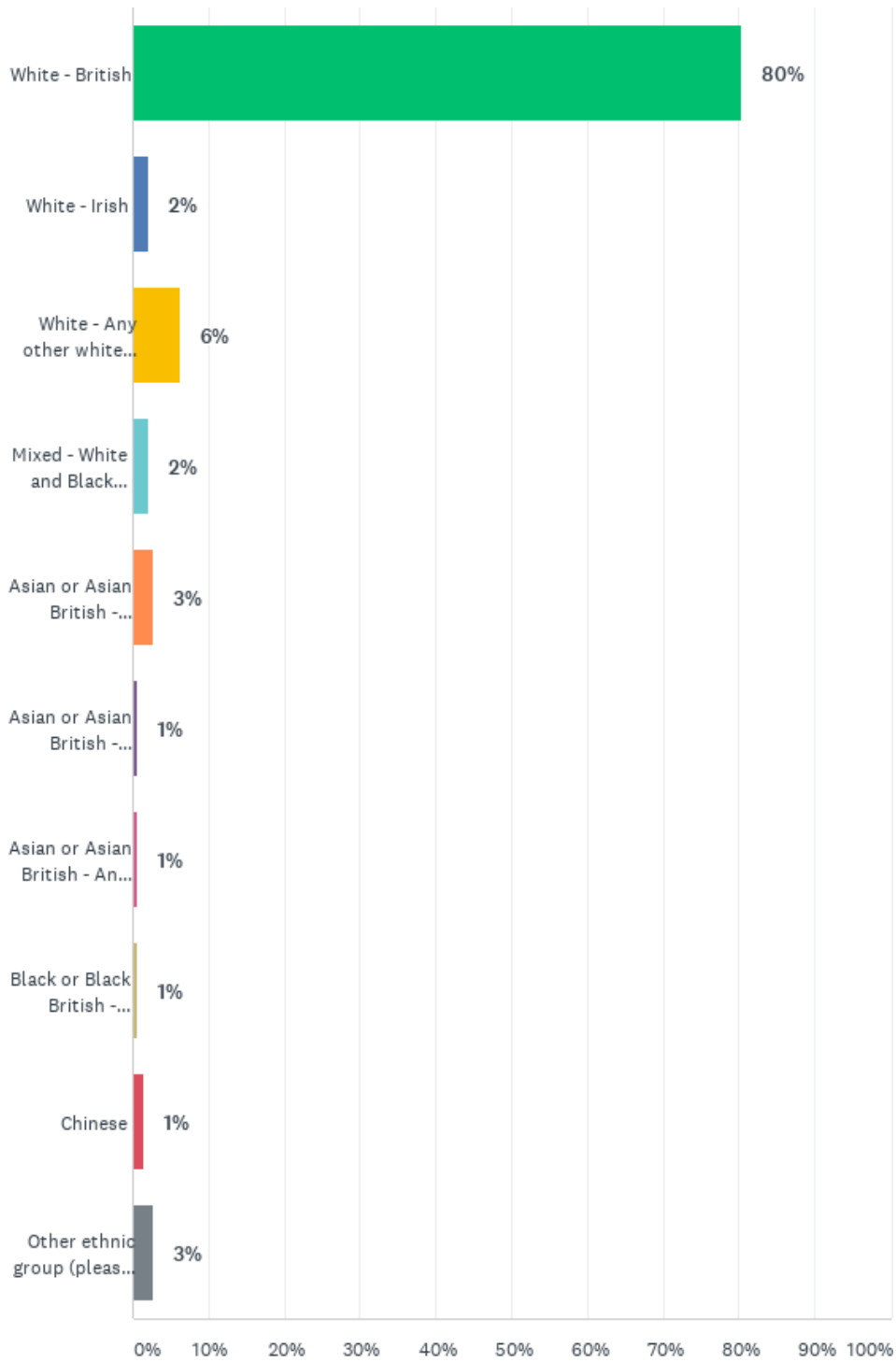
### Q15: How old are you (if not in secondary education)?

Answered: 141 Skipped: 46



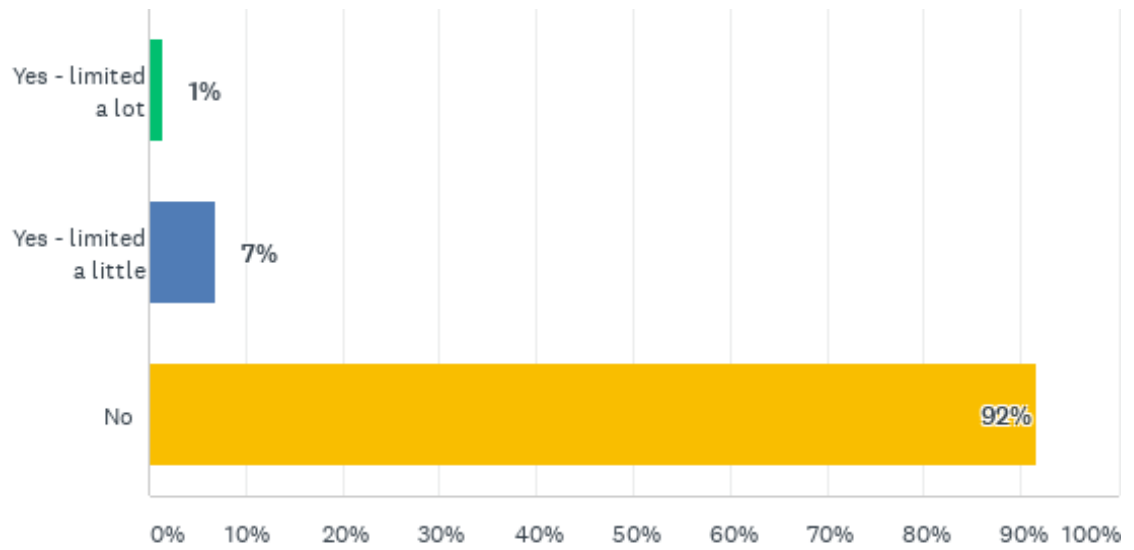
### Q16: What is your ethnic group?

Answered: 143 Skipped: 44



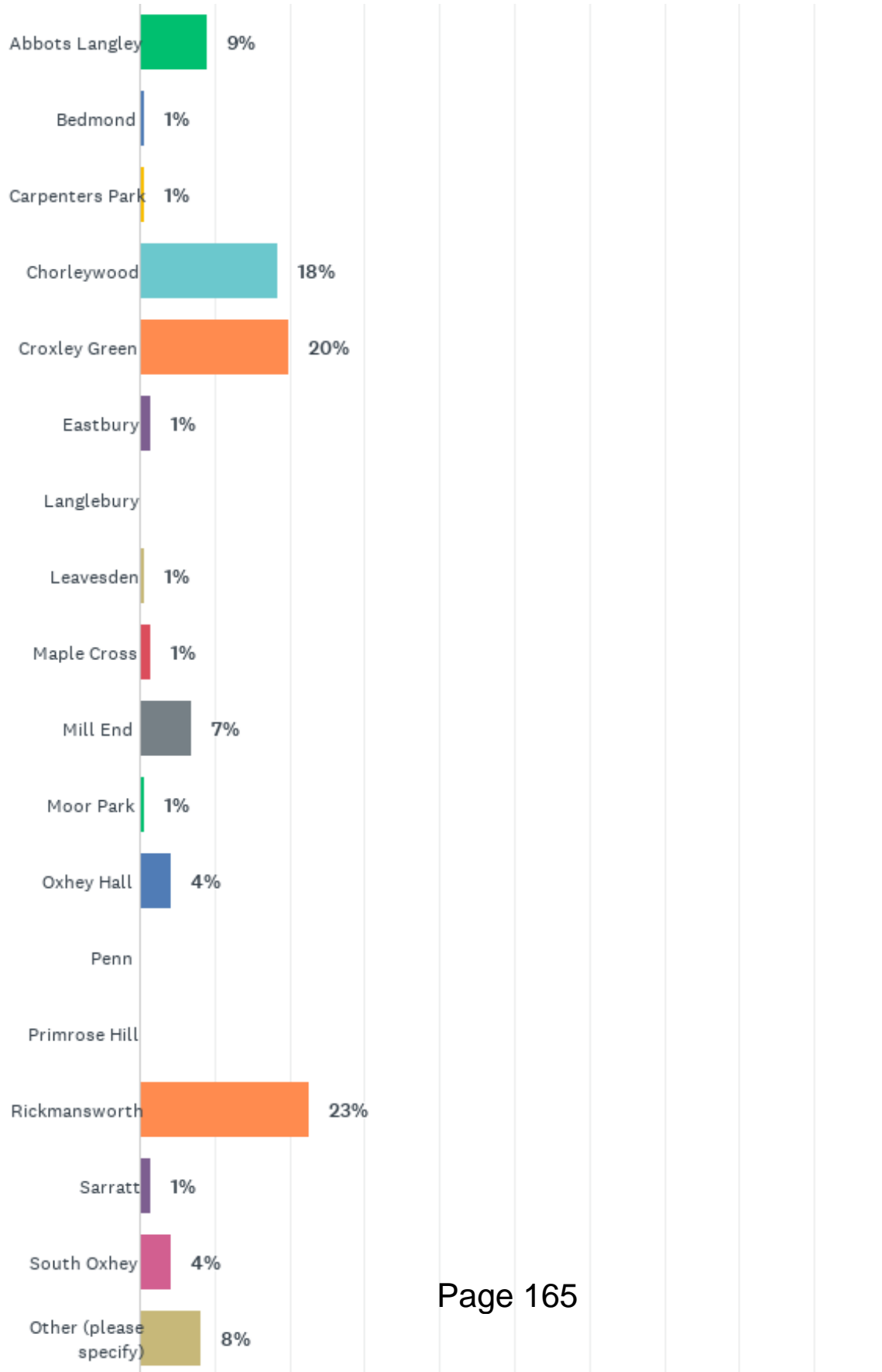
**Q17: Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?**

Answered: 143 Skipped: 44



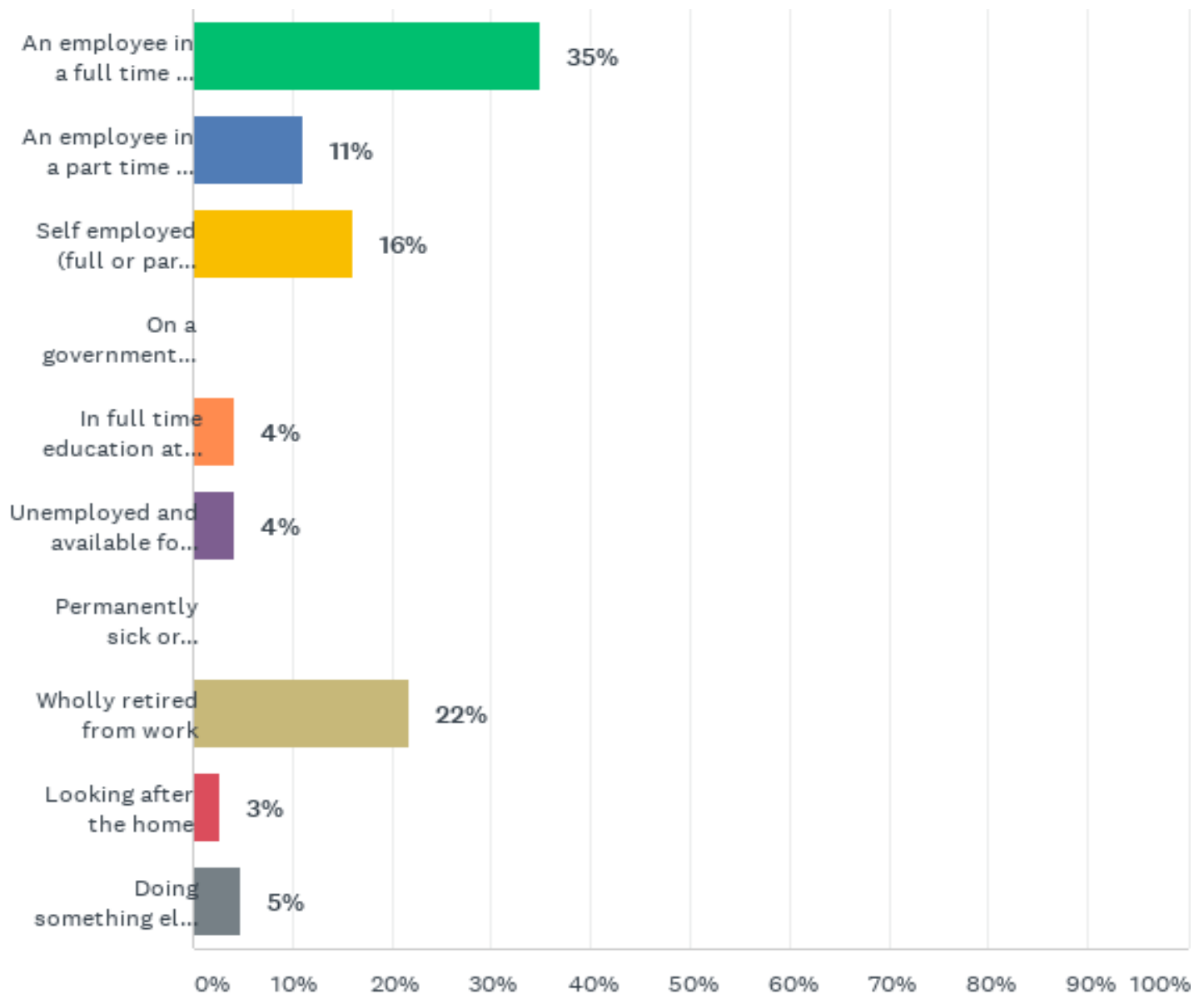
### Q18: Where do you live?

Answered: 146 Skipped: 41



**Q19: Are you currently employed, self-employed, retired or otherwise not in paid work?**

Answered: 143 Skipped: 44



## POLICY AND RESOURCES COMMITTEE – 8 MARCH 2021

### PART I - DELEGATED

#### **8. GREATER LONDON BOUNDARY CHARGE (CED)**

##### **1 Summary**

- 1.1 This report is presented to Members providing details on the possible implementation of a Greater London Boundary Charge, based on the current information being reported.

##### **2 Details**

- 2.1 As is being reported by a number of local and national news outlets, there is information to suggest that TFL officials have been asked by the current Mayor of London to investigate the feasibility of introducing what has been termed as the Greater London Boundary Charge.
- 2.2 It is one of a number of additional income/cost reduction measures being explored by the Mayor of London to lessen the financial impact of the COVID-19 pandemic.
- 2.3 Other financial savings have also been reported as being investigated by the Mayor.
- 2.4 If the charge was to be introduced it would require drivers to pay a charge each time they go past the boundary line.
- 2.5 The boundary line would extend around the capital and surrounding areas, and include those which border the Three Rivers District.
- 2.6 This charge is being reported as being between £3.50 and £5.50 (depending on vehicle emissions), and would be in addition to the £15 Congestion Charge and £12.50 Ultra-Low Emission Zone (ULEZ) fee.
- 2.7 The date of implementation has been reported as October 2023.
- 2.8 It is relevant to note that the Mayor of London hasn't at this time passed comment on this, or any other measures being investigated.

##### **3 Options and Reasons for Recommendations**

- 3.1 The Committee is asked to consider what response, if any, they would like to make to the proposal being considered, and whether the Council wishes to take any action at this time.
- 3.2 Members may wish to consider if the Council should write to the Mayor of London and express its views. This proposal may be considered particularly relevant for Wards like Moor Park and Eastbury, Rickmansworth, Carpenders Park and South Oxhey as the boundary may be across the street in some cases.

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

- 4.1 None.

**5 Policy/Budget Reference, Financial, Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Service, Communications and Website and Risk and Health & Safety Implications**

5.1 There are no risks or implications identified in the proposed recommendation.

**6 Recommendation**

6.1 That:

- The Committee considers if they wish to support the residents of the District by writing to the Mayor of London, and express it's' concern with regards to the implementation of the Greater London Boundary Charge.
- The drafting of the letter be delegated to the Chief Executive, in consultation with the Leader of the Council

Report prepared by: Jamie Russell, Committee Manager

**Data Quality**

Data sources:

- <https://www.telegraph.co.uk/business/2021/02/10/sadiq-khan-launches-500m-road-tax-raid-replace-greater-london/>
- <https://www.onlondon.co.uk/is-a-greater-london-boundary-charge-for-entering-the-capital-likely-to-be-introduced/#:~:text=It's%20called%20the%20Greater%20London%20Boundary%20Charge.&text=The%20charge%20would%20be%20levied,Boundary%20Charge%20could%20be%20introduced>
- <https://www.standard.co.uk/news/transport/driver-550-daily-charge-greater-london-tube-zones-b899871.html>
- <https://www.itv.com/news/meridian/2021-02-13/drivers-heading-to-london-warned-they-could-face-new-boundary-charge>
- <https://www.mylondon.news/news/local-news/sadiq-khan-considering-350-greater-19441739>
- <https://www.route-one.net/news/greater-london-boundary-charge-feasibility-to-be-investigated/>
- <https://inews.co.uk/news/uk/greater-london-boundary-charge-mayor-sadiq-khan-fee-drive-city-792279>

Data checked by:

Data rating:

<b>1</b>	<b>Poor</b>	
<b>2</b>	<b>Sufficient</b>	✓
<b>3</b>	<b>High</b>	



**Background Papers – None**

**APPENDICES / ATTACHMENTS - None**

**DRAFT**

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## POLICY AND RESOURCES COMMITTEE – 8 MARCH 2021

### PART I – NOT DELEGATED

#### 9. CORPORATE FRAMEWORK 2020-2023 (DCES/DoF)

##### 1 Summary

- 1.1 This report enables the Committee to reconfirm its commitment to the Corporate Framework for the remaining two years commencing on 1 April 2021 – 31st March 2023 and the actions for 2021-2022.

##### 2 Details

###### Corporate Framework

- 2.1 The Council adopted its current three-year Corporate Framework (which used to be known as the Strategic Plan) for the period 2020-2023 on 25 February 2020 (minute CL75/19 refers). This was prepared taking into account consultation on priorities with the Local Strategic Partnership and the public and national priorities.
- 2.2 The Corporate Framework includes a vision for the council of ‘We want Three Rivers to be a place for everyone where all our communities enjoy a healthy and sustainable future with access to good quality housing and open spaces, high quality services and a successful economy.’
- 2.3 The document identifies a range of objectives under the four priorities of:
- Housing and Thriving Communities
  - Sustainable Environment
  - Successful Economy
  - High Performing, Financially Independent Council
- 2.4 At its meeting on 9 September 2020 (Minute PR47/20 refers) the Policy and Resources Committee agreed the process whereby the strategic, service and financial plans for the period 2021-2024 would be agreed.
- 2.5 The Corporate Framework Action Plan for 2021-2022 is attached at Appendix 1 and includes the overarching vision of the council, the themes and objectives and key actions that we will be undertaking in the new financial year. The Committee is asked to recommend the contents of the Corporate Framework to Council on 18 May 2021.
- 2.6 Officers have prepared service plans based on the Corporate Framework. These have been presented to relevant committees as draft in November 2020 and final service plans are being presented to the relevant committee during March 2021.
- 2.7 The plans include:-
- Summary of the latest approved budgets
  - Human Resource Management
    - Organisational Chart
  - Performance Management including performance indicators.
  - Project Management

- Contracts
- Risk assessment

### 3 Options and Reasons for Recommendations

3.1 The recommendation enables the Committee to approve the Corporate Framework objectives for the remaining 2 years of the plan.

### 4 Policy/Budget Reference and Implications

4.1 The recommendation in this report is within the Council's agreed policy and budgets.

### 5. Staffing, Customer Services Centre, Communications & Website Implications

5.1 The Corporate Framework has been edited to create a two page document that can be used to communicate with residents the council's ambitions and planned actions for the year ahead. It is planned that we will do this annually.

### 6. Financial Implications

6.1 The financial implications of delivering the objectives within the Corporate Framework form part of the Strategic Service and Financial Planning Framework process, and have been presented to service committees with proposed service plans and growth bids.

### 7. Legal Implications

7.1 Under Local Authority regulations only Full Council can agree a Corporate Framework.

### 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 as required? An equality impact assessment was completed for the Corporate Framework in 2020.	N/A

### 8. Staffing Implications

8.1 None specific.

### 9 Environmental Implications

9.1 Sustainable Environment is one of the priorities of the Corporate Framework.

### 10. Community Safety Implications

10.1 Tackling crime and anti-social behaviour forms one of the objectives within the priority of Housing and Thriving Communities.

**11. Public Health implications**

11.1 Encouraging healthy lifestyles, delivering housing, reducing crime and anti-social behaviour, providing high quality parks and open spaces and implementing a Cycling and Waking Strategy all form objectives of the Framework and will contribute to reducing health inequalities in the District.

**12. Risk and Health and Safety Implication**

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Council does not agree the Corporate Framework.	There is no clear articulation of the priorities of the Council	Council to agree a Framework to direct the work of services	Tolerate	4

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

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

**Impact Score****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%))  
2

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

**5 Recommendation**

5.1 That:

The Committee approves the current Corporate Framework Action Plan and objectives for the next two years, attached as Appendix 1 and recommends to Council.

Report prepared by: Rebecca Young – Head of Community Partnerships

Gordon Glenn – Performance and Projects Manager

**Data Quality**

Data sources:

Data sources are specific to each service plan and mainly come from Performance Indicators, these are included in the Corporate Framework where they support strategic objectives. Please list the sources of any data provided in the report

Data checked by: Gordon Glenn– Performance and Projects Manager

Data rating:

1	Poor	
2	Sufficient	
3	High	✓

**APPENDICES / ATTACHMENTS**

1. Three Rivers District Council Corporate Framework Action Plan 2021-2022



## OUR OBJECTIVES FOR 2021-2023



### HOUSING AND THRIVING COMMUNITIES

- We will work on a local plan to deliver sufficient housing and adopt that plan by 2023
- 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

# WHAT WE ARE DOING IN 2021-2022

We want Three Rivers to be a place for everyone where all our communities enjoy a healthy and sustainable future with access to good quality housing and open spaces, high quality services, and a successful economy. These are our key actions and work planned for 2021-2022.

## PRIORITY

## ACTIONS FOR 2021-2022



### HOUSING AND THRIVING COMMUNITIES

- Undertake consultations on the Local Plan
- We will adopt a new Housing Allocations Policy
- We will develop a Rough Sleeper Protocol
- We will continue to prevent and relieve homelessness
- Deliver the new 'No More' project to support young people with complex needs and avoid serious violent crime and offending
- Review our anti-social behaviour policy and identify local actions and partnership solutions to tackle anti-social behaviour
- Deliver a range of health and wellbeing services to support those most impacted by Covid-19 and to support people to improve their overall health and wellbeing
- Reopen Watersmeet with a diverse programme of films, live theatre and events providing entertainment and enjoyment to support residents' mental health and wellbeing
- Promote benefits of using the leisure facilities across the district to provide opportunities for residents to improve physical and mental health



### SUSTAINABLE ENVIRONMENT

- Adopt the new Climate Emergency and Sustainability Strategy and begin delivery
- Establish baseline carbon emissions for council operations in order to determine the route to net-zero
- Delivery of the Green Homes Grant to lift over 100 homes out of fuel poverty and start reducing district energy emissions
- Undertake a biodiversity audit in partnership with Hertfordshire authorities
- Prepare, consult and deliver a new tree strategy for the district
- Review the recent Waste Composition Analysis to determine key messages and help shape communications work in relation to waste prevention, reuse and recycling



### SUCCESSFUL ECONOMY

- Work to support businesses to reopen and recover from the impact of Covid-19
- Employ two officers to produce an Economic Development Strategy and to build on relationships with the business community
- Ensure our transport and parking improvement programmes actively contribute to increasing and enhancing our visitor economy
- Work with our joint venture to provide more housing in the district for social rent, shared ownership and private ownership



### HIGH PERFORMING, FINANCIALLY INDEPENDENT COUNCIL

- We aim to provide our services in an easy to understand way and at a time that suits our customers by delivering our Customer Experience Strategy
- Secure external funding through large grant programmes to support service delivery
- Take part in the government Kickstart Scheme to provide local job placement opportunities for young people and continue to provide apprenticeships at Three Rivers District Council
- Making better use of council-owned buildings by identifying vacant space and letting to businesses and organisations





# **COMMITTEE SERVICE PLAN 2021 - 2024**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Latest</b>	<b>Latest</b>	<b>Latest</b>
	£	£	£
Net Cost of Service (Direct cost / Income Only)	<b>479,748</b>	<b>484,698</b>	<b>485,038</b>

Further financial analysis can be found by [using this link](#)

## Business Continuity and Single Points of Failure

## Job title of SPOF: Principal Committee Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
One of the Committee Managers could be suitable for progression to the post	<p>Loss of extensive experience and knowledge of Three Rivers as current post holder has been in post for some time.</p> <p>Ability and willingness to be prepared to work non-standard office hours</p> <p>Ability to conduct the administration of Licensing sub-committee hearings</p>	<p>Governance, dealing with Members, attendance at Committee and Council meetings, managing the Civic Office.</p> <p>Confidence to advise members at committee meetings on procedures</p> <p>Ability to refresh and update processes and procedures to ensure continuing improvement and a high performing council providing excellent services.</p> <p>Ability to deal with enquiries without escalating to other Officers</p> <p>Experience and confidence in dealing with members of the public and Councillors</p> <p>Network with National Association of Civic Officers, National</p>	Post holder has significant experience of Three Rivers, Committee and Governance arrangements. Many key stakeholders including Members and Officers rely heavily on the post holder for advice on process and procedures and for decision making protocols	Recruit internally/externally. There have been significant issues around recruiting to the Committee Team posts over a number of years. This is being experienced around England and Wales as evidenced by the number of posts being advertised. This could be due in part to having to work out of office hours at evening meetings with no reimbursement.

		Association of Democratic Services Officers (ADSO), East of England ADSO, Herts Administrators Group, Modern.gov East of England Group Local Government Association		
		Ability to deliver projects on time and in budget		

**Job title of SPOF: Committee Manager x 2 (1 part time)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
The Committee and Web Officer could be suitable for progression to this post	Loss of knowledge and experience in dealing with members and officers on committee work and process.  Ability and willingness to be prepared to work non-standard office hours	Committee work Member of ADSO Elected members and officers Information from Peer authorities Working knowledge of constitution and governance arrangements	Widespread as many Officers rely on post holder for advice	Significant issue around recruiting to Committee posts in recent years due to the nature of the work, being close to London and the unsociable hours and no reimbursement provided.

**Job title of SPOF: Committee and Web Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None. The structure is flat and there is no succession planning. The Grading of the role is lower than CSC reps. It is unlikely therefore that this would be seen as a progression through the Academy system .Lack of financial incentive and the hours of work make this job	Loss of knowledge of the website work, co-ordinating MIB and working with the Chair and Vice Chair in their civic role Loss of knowledge and experience in dealing with the Chair and Vice-Chair	Governance, Chair's civic role, Chairs/Mayors network, co-ordination and publication of MIB Civic role of Chair, dealing with Members  Knowledge of the protocol for the death of a senior royal	The Chair and Vice-Chair would have no support in carrying out the civic duties  MIB would be impacted	Significant issue around recruiting to Committee posts in recent years due to the nature of the work, being close to London and the unsociable and no reimbursement provided. Recruit externally

less attractive to an in-house applicant.	and the civic role they have within the District Ability and willingness to be prepared to work non-standard office hours	National Association of Civic Officers		
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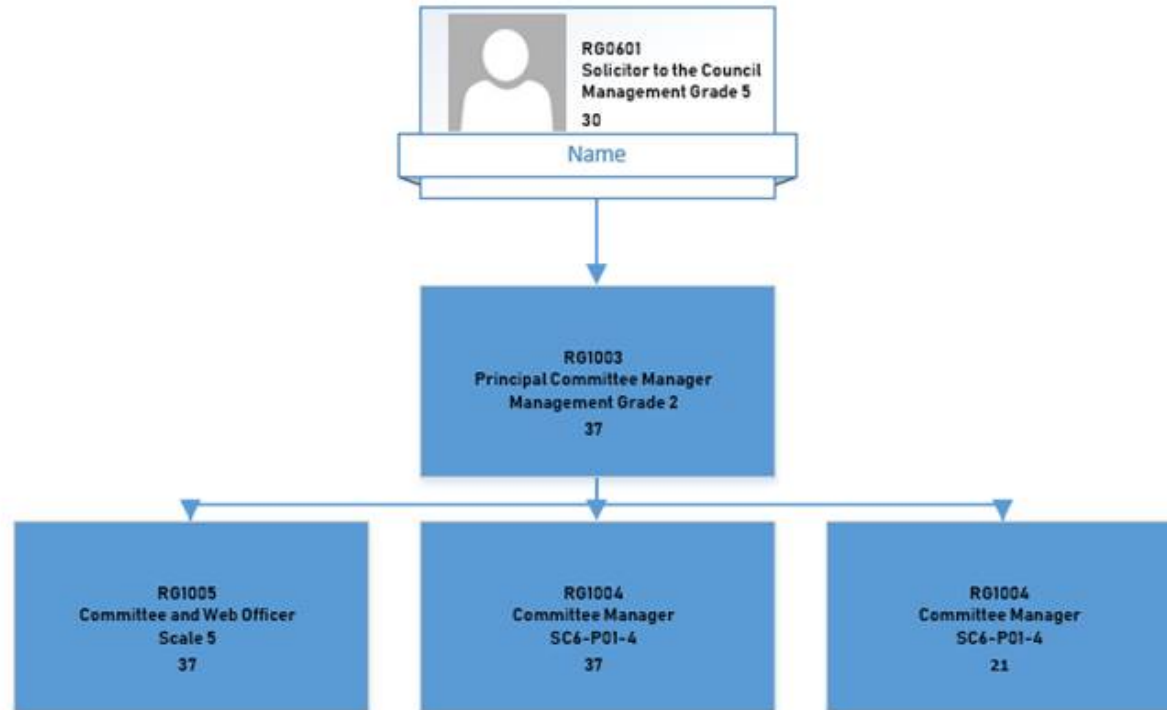
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

Job Title	Qualification	Continuing Professional Development required?
Principal Committee Manager (full time 37 hours)	NVQ Level 4 (HNC level) in Democratic Services Institute of Leadership and Management qualification HNC in Business and Marketing Significant experience in Committee and Governance work and managing the civic office of a Mayor/Chair of the Council Ability to manage the Committee Team Confidence to be able to advise Councillors at Council and Committee meetings on the procedures and governance arrangements Significant experience in IT and Microsoft applications	Completed a Company Secretary training course in 2016 The Council would benefit from this officer undertaking a professional qualification due to the Council's property and investment strategy. Modern.gov training if PID successful
Committee Manager	ADSO qualification in or significant experience in Committee and Governance work or transferable skills from the private sector  Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1 and 2 LLG Training in Licensing Stage 1/2	The Council would benefit from the Committee Managers undertaking the ADSO qualification in Democratic Services. Ongoing training in governance and constitutional matters planned as part of PDR
Committee Manager (Part time 21 hours pw)	ADSO qualification in or significant experience in Committee and Governance work or transferable skills from the private sector  Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1 and 2 LLG Training in Licensing Stage 1/2	The Council would benefit from the Committee Managers undertaking the ADSO qualification in Democratic Services. Ongoing training in governance and constitutional

		matters planned as part of PDR
Committee and Web Officer (full time)	Experience in Committee and Governance work and website updating experience Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1	Support to Chair and Vice-Chair to undertake Chair and vice chairing in civic role Undertake course with NATO





**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Strategic Plan Priority theme</b>	<b>Strategic Plan objective (inc. ref)</b>	<b>Service contribution to the Strategic Priorities</b>
<p><b>Housing and Thriving Communities</b></p>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p>

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p> <p>Paperless committee meetings introduced in 2018/19 and we now only produce one copy of all committee agendas and minutes as required by law.</p> <p>Continued development of new Committee templates for reports, agendas and minutes to enable Members, Officers and Members of the public to navigate the documents easily and quickly thus reducing reliance on the need for paper copies.</p>
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p>

	<ul style="list-style-type: none"> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	<p>New AV equipment set up introduced in Three Rivers House to improve audio and visual arrangements at committee meetings to enhance the experience of Members and Officers attending meetings. This has included providing new drop down screens, larger TV screens, new microphones and click share for presentations. This project has supported the move to paperless meetings as agendas can be followed easily on the screens and will be developed further in the next 2-3 years.</p> <p>The new AV set up for Planning Committee meetings gives the impression of a more professional well run meetings and will be developed further.</p> <p>The implementation of the new AV equipment will make the meeting rooms at Three Rivers House more appealing to users and might increase outside chargeable bookings going forward. This is to be marketed and tested in the next 12 months subject to a safe return to the offices.</p> <p>Continue to provide any admin assistance required to the Company Secretary for Three Rivers wholly owned housing company</p>
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable service departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p> <p>Appropriate advice provided on report writing and checking that the Committee has the relevant authority to make the decision</p> <p>Provide advice on procedures for getting Committee reports produced to meet committee deadlines.</p>

	<ul style="list-style-type: none"> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>PI dealing with speed of response in dealing with enquiries from the public about processes and procedures relating to planning committee meetings are met consistently.</p> <p>Ensure the Council Constitution is kept updated with supervision from the Council's Monitoring Officer on an ongoing basis</p> <p>Member training framework presented to P&amp;R Committee in July 2020 when a new framework for Member training was agreed. The Committee Team co-ordinates supports and organises member training within the budget. This will be done annually going forward.</p> <p>Successful implementation of new format for Member Induction following the Elections in May 2019 ( elections cancelled in 2020) which will be rolled out in future years</p> <p>Evaluation of training to be undertaken for every course provided aiming for an overall result of good. This will continue be carried out for all future training to gauge experiences and expectations as well as ensuing value for money</p> <p>New AV equipment and set up in Three Rivers house to improve audio and visual arrangements at committee meetings to improve the experience of Members and Officers attending meetings. This has included providing new drop down screens, larger TV screens, new microphones and click share for presentations. This project has supported the move to paperless meetings as agendas can be followed easily on the screens. This will be developed further as we become accustomed to the new equipment and its capabilities</p> <p>The new AV set up for Planning Committee meetings gives the impression of a more professional meeting set up and organisation and provides the impression of a professional and well run Council/Committee meeting. This will be developed further as we become accustomed to the new equipment and its capabilities</p>
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		<p>The implementation of the new AV equipment will make the meeting rooms at Three Rivers House more appealing to users and might increase outside chargeable bookings going forward. This is to be marketed and tested in the next 12 months subject to us being back in the offices</p> <p>Making the meetings more democratic for all to participate in and to provide the opportunity for observers of the meeting to be part of the democratic process. In 2019 this included new microphones, new audio visual equipment and better facilities for the planning committee meetings. This is on-going and we will look to make continuous improvements subject to being able to be back in Three Rivers House and subject to the rules on virtual and hybrid meetings being extended/introduced</p>
--	--	--

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
CM01	% of minutes/decisions completed by Committee Services within 4 working days of the meeting to be circulated to officers for review (excluding Full Council and Planning Committee)	100.00%	96.0%	96.0%	96.0%	
CM02	% of Full responses made within 2 working days to enquiries received on all process and procedures relating to a meeting of the Planning Committee	100.00%	85.00%	90.00%	95.00%	

The Principal Committee Manager is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

**2.2 Project Management**

Add the following information for Each of your projects

<b>Project details</b>				<b>Project Manager: Sarah Haythorpe Project Sponsor: Alison Scott</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Committee management system</b>				<b>Implementation of new Committee Management System</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Introduction and development –delays due to covid 19	Implementation and Go-live –delays due to covid 19		Introduction and development moved back here	Implementation and Go-live during 2021	

**2.3 Contracts**

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

<b>Title of Agreement</b>	<b>Service Area</b>	<b>Service Contact</b>	<b>Description of the goods and / or services being provided</b>	<b>Supplier Name</b>	<b>Contract Sum £</b>	<b>Start Date</b>	<b>End Date</b>	<b>Review Date</b>	<b>Option to extend and length of extension</b>
E Petitions	Committee	Sarah Haythorpe	On line petition arrangements	Modern Mind-set Ltd					Termination notice given



**2.4 Risk Management**

As identified in the Risk Management Register for your Service. Simply add the information below

<b>Risk Description</b>	<b>Residual Likelihood Score</b>	<b>Residual Impact Score</b>	<b>Residual Risk Score</b>
Insufficient Staff.	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	2	1	2
Loss of key staff	2	2	4
Covid 19	2	2	4

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

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
V1		Draft	
V			

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# **CORPORATE SERVICES SERVICE PLAN 2021 - 2024**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22 Latest £	2022/23 Latest £	2023/24 Latest £
Net Cost of Service (Direct cost / Income Only)	2,011,772	2,176,008	1,946,896

Further financial analysis can be found [by using this link](#)

**Business Continuity and Single Points of Failure****Job title of SPOF: Emergency Planning and Risk Manager / Data Protection Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Emergency Planning - Nothing identified. Herts Resilience traded service provides 2 days per week.	Statutory service. Knowledge of requirements of Civil Contingencies Act.	Active participation in Herts Local Resilience Forum activities, meetings and events.	Less likely to be able to respond to major incident/civil emergency.	Extend traded partnership arrangements.
Data Protection – nothing identified	Statutory service. Knowledge of Data Protection/FOI/EIR legislation.	County-wide DP group	Delays in responding to requests or data breaches	Could investigate provision via shared service

**Job title of SPOF: Senior Communications Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Could recruit via agency	Loss of experience and knowledge of the Council and its processes and responsibilities	County-wide Communications group	Delays in responding to media requests and press releases	Could investigate provision via shared service

**Job title of SPOF: Graphic Designer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Could use external designer	Loss of Adobe skills		Delays in producing promotional materials	Could investigate external provision or shared service



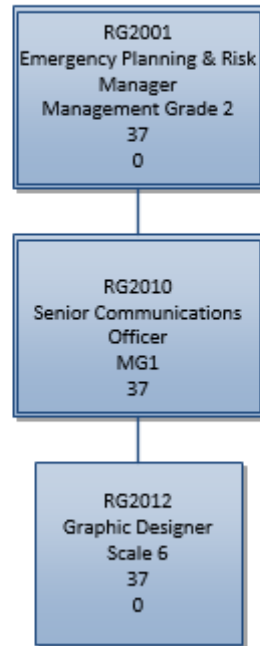
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Emergency Planning & Risk Manager / Data Protection Officer	Knowledge of Civil Contingencies Act requirements and knowledge of Data Protection/FOI/EIR legislation MoR qualification	Yes
Senior Communications Officer	Knowledge and experience of dealing with media, Members and staff	Yes
Graphic Designer	Knowledge and experience of Adobe suite of products	Yes

**1.3 Service, Organisational Chart**

# Corporate Services



**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Strategic Plan Priority theme</b>	<b>Strategic Plan objective (inc. ref)</b>	<b>Service contribution to the Strategic Priorities</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	Corporate Services will support the service departments to meet these priorities.

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul>	

	<p>of the internationally significant Warner Bros Studios.</p>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
CO02	To what extent do you know what services Three Rivers District Council provides in your local area	69%	69%	70%	70%	70%
CO03	Percentage of FOI requests responded to, within timeframe	95.4%	85%	85%	85%	85%
CO04	Numbers of people visiting Three Rivers (a measure of the tourism economy)	N/A	3,000,000	3,000,000	3,000,000	3,000,000
CO05	Contribution to the local economy of visitors	N/A	£150m	£150m	£150m	£150m

The Emergency Planning and Risk Manager is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

**2.2 Project Management**

Add the following information for Each of your projects

None

<b>Project details</b>				<b>Project Manager: Project Sponsor:</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Website Development				Home Page restructure, to improve accessibility and customer experience	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Improvement completed					

## 2.3

**Contracts**

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Website hosting, licence and maintenance	Communications	Phil King	Website hosting, licence and maintenance	Byte9	£19,700	March 2014			Annual renewal

## 2.4

**Risk Management**

As identified in the Risk Management Register for your Service. Simply add the information below

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	1	2	2
Tests reveal that the Business Continuity Plan is not workable	2	2	4
The Council fails to manage its principle risks and that the likelihood of them occurring increases or the impact cannot be reduced	2	2	4



Non-compliance with data protection and Freedom of Information legislation	2	2	4
Failure to tell residents about improvements	2	2	4
Loss of key staff	2	2	4

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

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%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	13/10/2020	First draft	PK
1.1	10/02/2021	Final	PK



**CUSTOMER SERVICES CENTRE  
SERVICE PLAN  
2021 - 2024**

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## INTRODUCTION

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- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## KEY PURPOSE OF THE SERVICE

### Scope of the Service

The Customer Services Centre (CSC) is a department within the Community and Environment directorate. The CSC provides a front line service for the Council on behalf of all departments, supporting all Service and Corporate priorities contained within the Council's Strategic Plan.

- The CSC provides a quality service to all those who contact the Council via the Customer Services Centre. It aims to provide improved access and high levels of customer care for customers to all Council services and is resourced to meet customer access requirements via email, telephone and visitors. Performance is reported weekly. The CSC follows the Corporate Customer Care Standards Policy which is published on the Intranet and Council website. Customer Care is monitored within the CSC monthly by Team Mangers and through the use of Customer Satisfaction Surveys
- Ensure that the service we provide is sustained and sustainable by supporting all our staff with appropriate training and the tools to do the job
- Continue to develop the service in line with corporate and service priorities
- Develop the CSC Academy to recruit, corporately induct and develop staff to provide a pool of quality staff to support all council services with the potential to fill vacant departmental posts in the future.
- Support all service departments in identifying and implementing service improvements.
- Management of Corporate Complaints - to assist all Council departments to improve their services through managing complaints.
- Management of the Council's outsourced standby (out of hours emergency) service
- Delivery of administrative duties on behalf of all Council departments – to improve efficiency & reduce costs.

## SECTION 1: INPUTS

<b>1.1</b>	<b>Budgets</b>
------------	----------------

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Latest</b>	<b>Latest</b>	<b>Latest</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Net Cost of Service (Direct cost / Income Only)	<b>953,930</b>	<b>961,500</b>	<b>964,660</b>

Further financial analysis can be found [by using this link](#)

**Business Continuity and Single Points of Failure****Job title of SPOF: Customer Services Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
CSC Team Manager could progress to this role (or External recruitment)	Call Centre Management, ICT Literate, Excellent Customer Service skills,	Admin knowledge of 8x8, Firmstep and all other Council ICT systems. Knowledge, relationship & awareness of all council services Data Protection	Short term loss of direction/leadership	Training identified to improve skills & provide resilience

**Job title of SPOF: Customer Services Team Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
CSC Advanced Rep could progress to this role (or External recruitment)	ICT Literate, Excellent Customer Service skills, Coaching & mentoring staff	Knowledge, relationship & awareness of all council services Data Protection	Short term loss of management support	Training identified to improve skills & provide build resilience

**1.2.1 Summary of Team Skills/Qualifications**

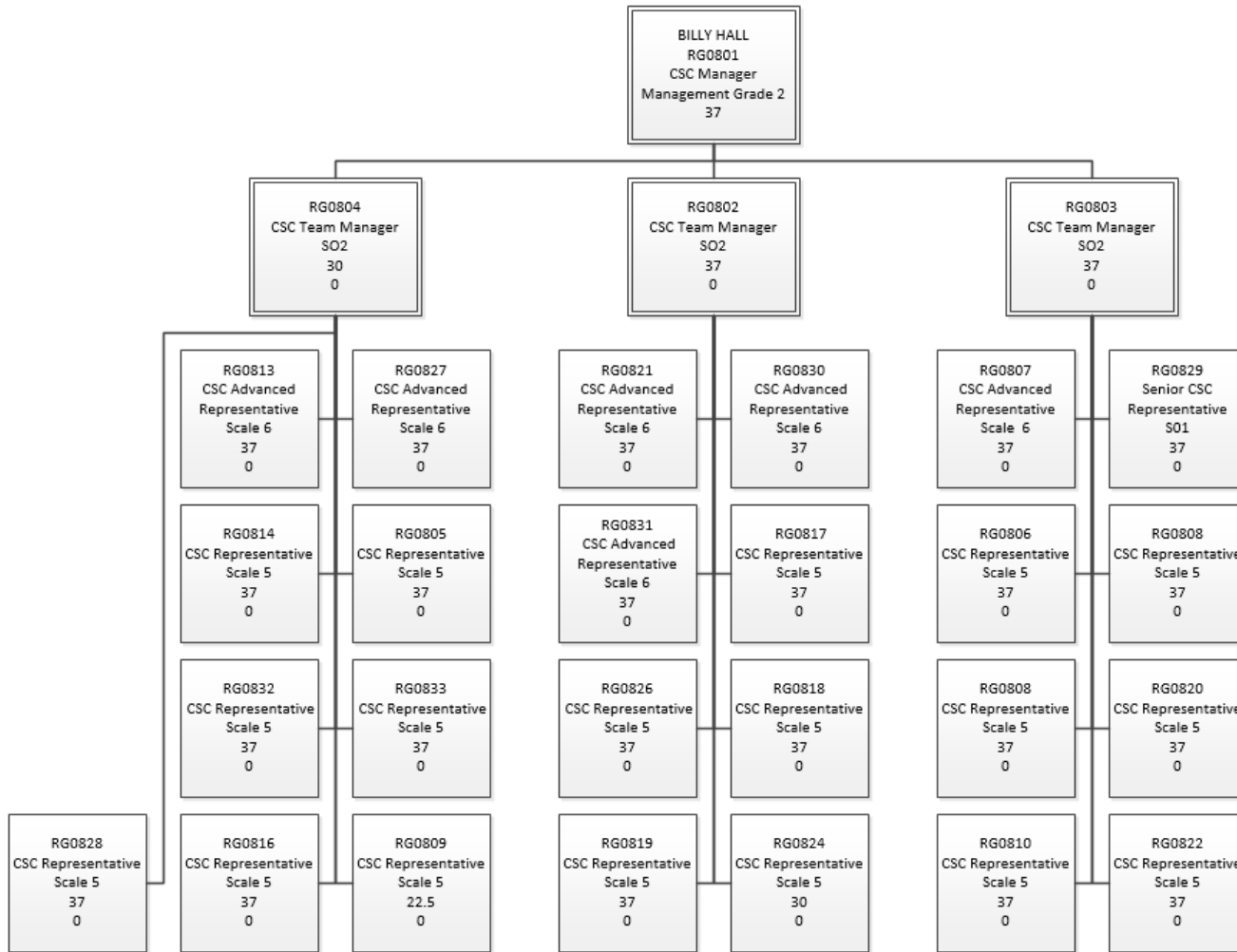
Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Customer Service Manager	Step Up to Leadership – completed Call Centre Management	Continued refreshers in: Managing People System Administration Organisational strategy
Customer Service Team Managers	Step Up to Management – completed	Managing People Call Centre Management

**1.3 Service, Organisational Chart**



# Customer Services



**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	<p>The CSC support council services to achieve corporate objectives through agreed CSC processes &amp; scripting, enabling CSC staff to correctly advise &amp; log reports from residents contacting the council regarding Housing &amp; planning matters.</p> <p>We will need to review CSC scripting &amp; web information with Head of Housing Services &amp; Regulatory services and consider training requirements for CSC staff.</p>

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>The CSC support council services to achieve corporate objectives through agreed CSC processes &amp; scripting, enabling CSC staff to correctly advise &amp; log reports from residents contacting the council regarding refuse, recycling and waste services.</p> <p>We will continue to review CSC scripting &amp; web information with Head of Environmental Services &amp; consider training requirements for CSC staff.</p>
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul>	<p>The CSC support council services to achieve corporate objectives through agreed CSC processes &amp; scripting, enabling CSC staff to correctly advise &amp; log reports from residents contacting the council.</p>

	<p>of the internationally significant Warner Bros Studios.</p>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>The CSC support council services to achieve corporate objectives through agreed CSC processes &amp; scripting, enabling CSC staff to correctly advise &amp; log reports from residents contacting the council.</p>

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

### Key Performance Indicators (KPIs) supporting the Corporate Framework

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
CS04	Volume of enquiries submitted on-line	15%	15%	15%	19%	23%
New PI	First point of contact resolution		New PI	TBA		
New PI	Customer satisfaction measures (on-line, phone, face-to-face)		New PI	TBA		
Currently unable to measure the new PIs – The Customer Experience Strategy should help to identify and provide tools to report on these KPIs						

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
CS01	% of calls answered	98%	97%	97%	97%	97%
CS02	% of calls answered within 20 secs	81%	75%	75%	75%	75%

The Head of Customer Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

**2.2 Project Management**

Add the following information for Each of your projects

Project details				Project Manager: Project Sponsor:	
Project title				Proposed outcome	
None specific					
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

Project details				Project Manager: Project Sponsor:	
Project title				Proposed outcome	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

Project details				Project Manager: Project Sponsor:	
Project title				Proposed outcome	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

**2.3****Contracts**

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
None specific									

**2.4 Risk Management**

As identified in the Risk Management Register for your Service. Simply add the information below

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	1	2	2
Total failure of telephone system	2	2	4
Physical assault on staff or visitors to TRH	2	2	4
Loss of key staff and management skills	2	2	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 -----> 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%))



**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1	12/10/20	First Draft	BH
1.1	10/02/21	Final Draft	BH

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**ECONOMIC AND SUSTAINABLE DEVELOPMENT  
SERVICE PLAN  
2021 - 2024**

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## INTRODUCTION

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- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22 Latest £	2022/23 Latest £	2023/24 Latest £
Net Cost of Service (Direct cost / Income Only)	371,590	333,810	335,260

Further financial analysis can be found [by using this link](#)

**Business Continuity and Single Points of Failure****Job title of SPOF:** Head of Planning Policy & Projects

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
External recruitment. Senior officer could progress to role subject to qualifications and experience	Demonstrable positive communication skills in a wide variety of settings and contexts Ability to advise senior officers, Members and stakeholders on high policy matters Experience of joint working between local authorities and partners Experience of working across professional and technical boundaries Experience of effectively managing a budget and understanding of financial and monitoring systems	A detailed working knowledge of the legislation and planning policy guidance in relation to Local Plans, Neighbourhood Planning, CIL, Brownfield Register, Right to Build Register etc.  A working knowledge of all aspects of development management, listed buildings, conservation areas and an understanding of relevant legislation and regulations  Networks: the Herts LEP, HPG, SW Herts Group, PINS, POS, community groups, developers, other agencies and bodies	Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.	External recruitment for head of post, or consultant.

**Job title of SPOF: Senior Planning Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Planning Officers could progress to this role, external recruitment	Demonstrate positive communication skills in a wide variety of settings and contexts Ability to negotiate and create positive solutions with a variety of stakeholders Ability to analyse complex data Ability to work as effectively part of team and manage projects Ability to work effectively with other partners and the wider community Ability to work under pressure and on occasion in difficult situations	A knowledge of town and spatial planning and understanding of relevant legislation and regulations A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals Knowledge of up to date issues and innovation in the planning area Experience of working with people in other disciplines An understanding of the role of elected representatives	Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.	External recruitment for post, or consultant.

**Job title of SPOF: Senior Conservation Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
External Recruitment, (Vacant Post)		Thorough knowledge and experience in Historic conservation. IHBC		Service currently being provided by Place Services.

**Job title of SPOF: Planning and Conservation Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
External recruitment, secondment opportunity	Demonstrate positive communication skills in a	A knowledge of town and spatial planning and understanding of relevant	Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/	External recruitment for post, or consultant.

	<p>wide variety of settings and contexts</p> <p>Ability to negotiate and create positive solutions with a variety of stakeholders</p> <p>Ability to analyse complex data</p> <p>Ability to work as effectively part of team and manage projects</p> <p>Ability to work effectively with other partners and the wider community</p> <p>Ability to work under pressure and on occasion in difficult situations</p>	<p>legislation and regulations</p> <p>A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals</p> <p>Knowledge of up to date issues and innovation in the planning area</p> <p>Experience of working with people in other disciplines</p> <p>An understanding of the role of elected representatives</p>	<p>Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.</p>	
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**Job title of SPOF: Planning Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
<p>External Recruitment, secondment opportunity</p>	<p>Demonstrate positive communication skills in a wide variety of settings and contexts</p> <p>Ability to negotiate and create positive solutions with a variety of stakeholders</p> <p>Ability to analyse complex data</p> <p>Ability to work as effectively part of team and manage projects</p> <p>Ability to work effectively with other partners and the wider community</p>	<p>A knowledge of town and spatial planning and understanding of relevant legislation and regulations</p> <p>A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals</p> <p>Knowledge of up to date issues and innovation in the planning area</p>	<p>Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.</p>	<p>External recruitment for post, secondment opportunity, or agency staff</p>



	Ability to work under pressure and on occasion in difficult situations	Experience of working with people in other disciplines An understanding of the role of elected representatives		
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**Job title of SPOF:** Community Infrastructure Levy Officer

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Planning Officers could progress to this role subject to training, external recruitment	<p>Risk of loss of CIL money</p> <p>Ability to accurately collate, analyse and present complex information and data in a clear and concise manner</p> <p>Good oral and written communication required to effectively liaise with stakeholders, infrastructure providers, customers and colleagues at all levels</p>	<p>A demonstrable knowledge and understanding of CIL Regulations, statutory guidance and Section 106 Agreements.</p> <p>Experience of working in Town Planning or related area of work relevant to the Community Infrastructure Levy and Section 106s</p>	Delay in CIL being administered.	Managed internally or research agency staffing

**Job title of SPOF:** Economic Development Officer (18 month fixed term contract)

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
External recruitment	Understanding of the concepts and principles of economic development	Key economic development partner organisations including Hertfordshire County Council,	Delay in production of Economic Strategy	External recruitment for post

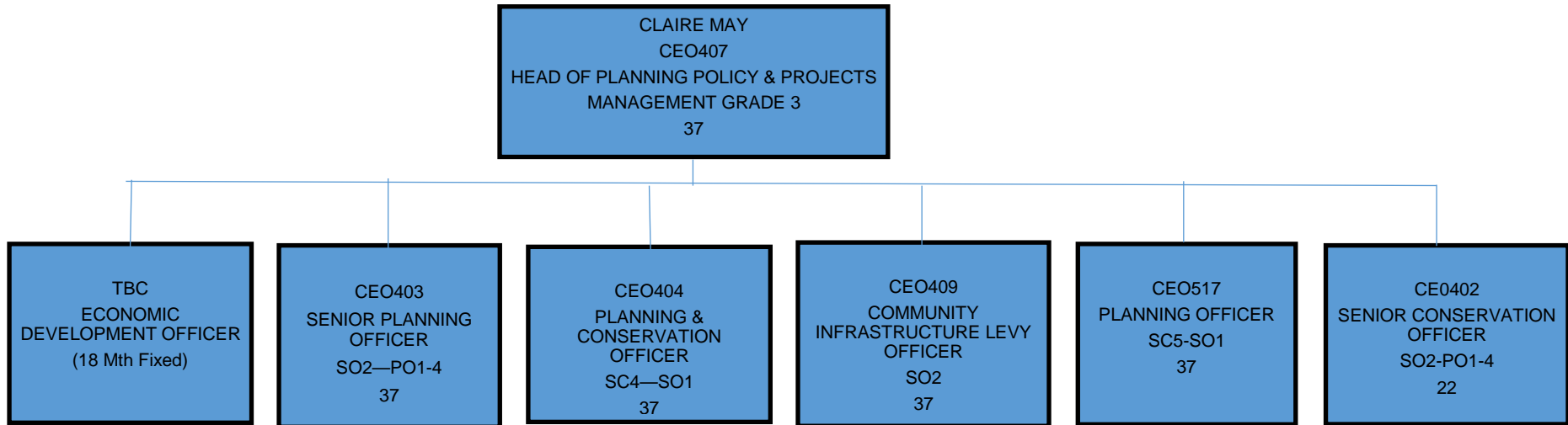
	and project and programme management Ability to carry out analysis of data and information Ability to build effective and productive working relationships with partners	Hertfordshire LEP, Three Rivers Chamber of Trade and Commerce, Watford and West Herts Chamber of Commerce, Visit Herts and Three Rivers businesses		
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**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Skills</b>	<b>Continuing Professional Development required?</b>
Head of Planning Policy and Projects	MRTPI		Yes
Senior Planning Officer	MRTPI		Yes
Planning and Conservation Officer	MRTPI		Yes
Planning Officer	MRTPI		Yes
Senior Conservation Officer	MRTPI, IHBC		Yes
Community Infrastructure Levy Officer			No
Economic Development Officer			No

### Economic and Sustainable Development



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**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan in 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	<p>The Local Plan will allocate land for housing, employment, education, open spaces etc. The Local Plan will contain policies on amount and type of housing required and policies that guide development to encourage healthy lifestyle – e.g. promoting walking, cycling, provision of open space etc.</p>

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	Policies in Local Plan relating to protection and enhancements of Green Infrastructure and sustainable development and carbon emissions reductions
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul>	The Local Plan will allocate land for employment uses.

	<p>of the internationally significant Warner Bros Studios.</p>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>Identify potential opportunities for development opportunities of council assets and non-council owned assets</p>

## 2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Key Performance Indicators (KPIs) supporting the Corporate Framework

Ref	Description	2019/20 Actual	2020/21 Target	2021/22 Target	2022/23 Target	2023/2024 Target
ESD01	Net additional homes provided	448	624	624	624	624
ESD02	Number of affordable homes delivered (gross)	82	112	131	168	92
ESD03	Housing land supply in years	2 years	5	5	5	5
New KPI	Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023	N/A	N/A	Publication (January 2022)	Submission (August 2022)	Adoption (May 2023)
New KPI	Establishment of a timetable and development of a South West Herts Joint Strategic Plan	N/A	31 <sup>st</sup> March 2021	To be developed once SWH JSP LDS agreed	To be developed once SWH JSP LDS agreed	To be developed once SWH JSP LDS agreed
ESD06	Change in employment floorspace	-1.3%	+/-5%	+/-5%	+/-5%	+/-5%
New KPI	Complete a review of Council Economic Role and Completion of Economic Strategy	N/A	New KPI for 2021/23	Review of Economic Role	Completion of Economic Strategy	N/A
New KPI	The amount of employment floorspace developed in the employment site allocations	N/A	N/A	N/A	N/A	To be developed once the Local Plan is adopted
New KPI	Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business	N/A	New KPI for 2021/24	60% as a baseline target	To be agreed once baseline has been established	

New KPI	Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community	N/A	New KPI for 2021/24	60% as a baseline target	To be agreed once baseline has been established	
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### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target	2021/22 Target	2022/23 Target	2023/2024 Target
ESD04	Percentage of new homes built on previously developed land	76%	60%	60%	60%	To be agreed once the Local Plan is adopted
ESD05	Percentage of Conservation Areas in the local authority area with a character appraisal undertaken within the last 10 years.	36%	36%	36%	36%	36%
ESD09	Vacancy rate for town and district centres	7.1%	<6%	<6%	<6%	<6%

The Head of Planning Policy & Projects responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

#### Notes:

**ESD01.** This indicator measures the net increase in dwelling stock during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The net figure is calculated by subtracting the losses against the gross recorded completions and is measured against the District's annual completion target of 180, as outlined in the adopted Core Strategy. In 2019/2020 there were a total of 448 (net) new homes built.

**ESD02.** This indicator measures the gross number of affordable homes that have been delivered during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The gross figure is calculated by identifying the number of affordable units that have been completed from the total gross completions within the financial year. Out of a total of 174 gross completions in 2019/2020 82 were identified as being affordable. The target should be 35% of the *expected completions* for the following three years, as detailed in the Housing Land Supply update (which includes the 5 year housing supply details and published alongside the AMR).

**ESD03.** This indicator measures the Council's housing land supply over a five year period. This is calculated by dividing the amount of housing that can be built on deliverable sites for the five year period against the residual annual target. The Council sends out pro-formas to developers and developers of housing sites of more than five dwellings, in order to calculate the amount of housing that can be delivered over a five year



period. Calculated in December each year and published in The Housing Land Supply Report alongside the Annual Monitoring Report. From 2021/2022 this will be monitored on a quarterly basis and reported on an annual basis in the usual manner.

ESD04. This indicator measures the percentage of new homes that have been delivered on previously developed land (PDL) during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The percentage is calculated by dividing the gross completions on PDL against the total gross completions within the financial year. Out of a total of 468 gross completions in 2019/2020, 357 were on PDL

ESD05. This indicator measures the percentage of Conservation Areas in the District that has a Conservation Area Character Appraisal that has been updated within the last 10 years. This is also reported in the Annual Monitoring Report, which is published every December. The percentage is calculated by dividing the number of conservation areas in the District with character appraisals undertaken within the last 10 years against the total number of Conservation Areas within the district. The percentage increase assumes a rolling programme of two new Character Appraisals being prepared every year. For 2019/2020 8 out of the 22 Conservation Areas had character appraisals dated within the last 10 years.

ESD06. This indicator is to monitor whether planning and other decisions are having an impact on the availability of floorspace for employment. This indicator measures the change in employment floorspace during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The figure is calculated by dividing the net change in floorspace within the financial year against the baseline floorspace. During 2019/2020 there was a net decrease of 2,987sqm giving a total employment floorspace figure of 222,237sqm

ESD09. This indicator measures the vacancy rate for the eight Retail Allocations (Rickmansworth Town Centre, South Oxhey, Abbots Langley, Chorleywood, Croxley Green (Watford Road), Rickmansworth Moneyhill Parade, Croxley Green (New Road) and Maple Cross) that are identified as Primary/Secondary Frontages and Local Shopping Centres in the Council's adopted Site Allocations LDD. The percentage is calculated by the number of vacant units against the total number of units. Site visits were undertaken by the Council at the end of the monitoring year (31 March) but will now be undertaken twice a year in September and March . 7.1% of units in the District were vacant as at September 2020. The survey usually undertaken in March each year but delayed because of COVID so do not necessarily reflect the situation in March 2020 (This excludes South Oxhey Regeneration Area). The National Average Vacancy Rate is between 12% and 14% (Retail Study 2012) and 10% across the SW Herts area (Retail & Leisure Study 2018).

NEW KPI Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023. This is to be measured against the milestones for publication, submission, examination and adoption as set out in the most recent Local Development Scheme.

NEW KPI Establishment of a timetable and development of a South West Herts Joint Strategic Plan. Production and timetable for production of SWH JSP to be agreed by the SW Herts Member Group. KPI to be measured against agreed timetable due in March 2021.

NEW KPI Complete a review of Council Economic Role and Completion of Economic Strategy. Review of economic role of the District to be undertaken by the end of 2021/22 and a decision to be made by the Council as to what the economic role should be. An Economic Strategy then to be completed by end of 2022/2023. Review of economic role of the Council and progression of Economic Strategy will depend on the Councils decisions as to the extent to which TRDC will progress economic development role and the provision of resources (staff and costs).

New KPI The amount of employment floorspace developed in the employment site allocations. New employment allocations to be made through the Local Plan process. This KPI can't be measured until the Local Plan has been adopted which is anticipated to be May 2023.

New KPI Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business. A survey to be sent out for completion to the business community on an annual basis. The survey is to include several questions with one question being: 'How satisfied are you that Three Rivers is a great place to do business? The satisfaction score will be calculated by combining the percentage responses to those stating (A) 'very satisfied' and (B) 'satisfied'. 60% will be used as baseline target for the first survey to be undertaken 2021/2022 and future targets to be agreed once baseline is established.

New KPI Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community. A survey to be sent out for completion to the business community on an annual basis. The survey is to include several questions with one question being: 'How satisfied are you that Three Rivers is improving relationship with the local business community?'. The satisfaction score will be calculated by combining the percentage responses to those stating (A) 'very satisfied' and (B) 'satisfied'. 60% will be used as baseline target for the first survey to be undertaken 2021/2022 and future targets to be agreed once baseline is established.

<b>2.2</b>	<b>Project Management</b>
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<b>Project details</b>				<b>Project Manager: Claire May</b>	
				<b>Project Sponsor: Geof Muggerridge</b>	
<b>Project title</b>				<b>Proposed outcome: Adoption of Local Plan</b>	
<b>Local Plan</b>					
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
LPSC dates 16 June and 22 June	LPSC dates 2 July and 6 July	LPSC dates 8 and 19 October 2020	LPSC meetings to discuss and approve Regulation 18 Consultation Part 2 (dates to be confirmed)	Annual Council (May 2021) to approve Regulation 18 Consultation (Part 1 & Part 2)	LPSC (dates to be confirmed) to approve Submission version of Local Plan
LPSC to consider officer recommendations for the non-strategic policies and sites to be allocated for development in the Local Plan	LPSC to consider officer recommendations for the strategic policies and sites to be allocated for development in the Local Plan	(Regulation 18 consultation Part 1 (policies) and Part 2 (sites) to be considered by LPSC)	P&R Committee (March 2021) to resolve to recommend to Full Council the Regulation 18 Consultation (Part 1 and Part 2) Draft	8 week consultation to take place on Regulation 18 (Part 1 & Part 2) in June and July 2021.	P&R (13 June 2022) to recommend to Full Council to approve Local plan for Submission to Secretary of State for examination
		LPSC meetings to discuss and approve Regulation 18 Consultation Part 2		LPSC (dates to be confirmed) to consider	

	<p>P &amp; R Committee 20 July to approve non-strategic policies</p> <p>P &amp; R Committee 7 September to approve policies</p>	(dates to be confirmed)	Local Plan for consultation.	<p>Regulation 19 publication version of Local Plan)</p> <p>P&amp;R (1 November 2021) to resolve to recommend to Full Council the Publication Version of Local Plan</p> <p>Full Council (14 December 2021) to approve Publication version of Local Plan.</p> <p>Publication version of the Local plan to go out for 6 week statutory consultation (Jan/Feb 2022).</p> <p>LPSC (dates to be confirmed) to approve Submission version of Local Plan</p>	<p>Full Council (12 July 2022) to approve Submission version of Local Plan.</p> <p>Submission of Local Plan for examination August/September 2022</p> <p>Examination of Local Plan (6 months)</p> <p>P&amp; R (13 March 2023) to recommend to Full Council adoption of Local Plan)</p>
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<b>Project details</b>				<b>Project Manager: Claire May</b>	
				<b>Project Sponsor: Geof Muggerridge</b>	
<b>Project title</b>				<b>Proposed outcome: Completion of an Economic Strategy</b>	
<b>Economic Strategy</b>					
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Complete a review of Council Economic			Review of Economic Role of the Council	Completion of Economic Strategy	

Role and Completion of Economic Strategy					
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**2.3 Contracts**  
[See the Contracts Register for your contracts.](#)

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Green Belt Review	ESD	CM	Green Belt Review	LUC	£15,000	Oct 2019	Dec 2019	Nov 2019	N/A
Whole Plan Viability Assessment	ESD	CM	Viability Assessment of Local Plan	BNP	£15,500	Oct 2019	April 2020	N/A	N/A
SA/SEA/HRA	ESD	CM	Sustainability Appraisals for Local Plan	TRL Ltd	£43,950	June 2017	2021 (depends on Local Plan)	At each stage of the Local Plan	Ongoing until Local Plan adopted
Exacom	ESD	CM	CIL/S106 Software	Exacom/ESRI	£6,000pa	April 2015	Ongoing	Annually	N/A
Interactive Policies Map	ESD	CM	Local Plan Interactive Policies Map	Llovell John	£500 pa	2014	Ongoing	Annually	N/A

## 2.4 Risk Management

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Lack of suitably experienced staff	2	2	4
Total failure of ICT systems	2	1	2
Loss of accommodation	2	1	2
Fraudulent activity	1	2	2
Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.	2	2	4
Delays to decision making process of Local Plan	2	2	4
Failure/Delay in delivering Local Plan	3	2	6
Changes in National Policy & regulations which require a significant alteration to emerging Local Plan	2	2	4
Failure of external parties to meet project deadlines	2	2	4
Delays to decision making process	2	2	4
Failure to agree critical cross boundary strategic planning issues with prescribed 'Duty to Co-operate'	2	3	6
Capacity of Planning Inspectorate (PINS) and other statutory consultees	2	2	4
Local Plan found 'unsound'	2	3	6
Preparation of SW Herts Joint Strategic Plan fails to meet key project milestones.	2	2	4
Delays to decision making process in SW Herts JSP	2	2	4
Changes in national policy & regulations which require a significant alteration to emerging joint strategic plan	2	2	4
Changes in local politics of the participating authorities (SW Herts JSP)	2	2	4
Staff changes (SW Herts JSP)	2	2	4
Potential political change/issues within the partnership that could lead to a withdrawal or variation in support to the Programme from one of the partners.	2	2	4
SW Herts JSP not agreed by Districts, fail at examination or there is significant slippage in the timescales that are beyond the tolerance of the programme.	2	2	4
Delay in progressing Economic Strategy	2	2	4

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

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	3/10/2019	New Template	CM
2.0	25/02/2020	Corporate Objectives, Performance Indicators added	GG
3.0	28/02/2020	Update on PIs and inclusion of the Local Plan in the Project section	CM
4.0	12 /10/2020	Update Service Plan	CM
5.0	21/10/2020	Update milestones for Local Plan	CM
6.0	27/01/2021	Update to include Economic Development Officer (18 month Fixed term Contract)	CM

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# **ELECTIONS SERVICE PLAN 2021 - 2024**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

<b>1.1 Budgets</b>			
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Latest</b>	<b>Latest</b>	<b>Latest</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Net Cost of Service (Direct cost / Income Only)	<b>242,540</b>	<b>242,540</b>	<b>243,770</b>

Further financial analysis can be found [by using this link](#)

## Business Continuity and Single Points of Failure

## Job title of SPOF: Electoral Services Manager

Succession Planning for this post	Risks Skills required	Knowledge and Networks	Impact on Service	Future options for providing the services
Electoral Services Officers in post are being trained and developed for progression to this role & may be suitable in the future	Failure to deliver statutory and legal requirements for elections and electoral registration  Significant experience of elections & registration a min requirement	Extensive knowledge of electoral law, local authority workings and membership/qualifications with AEA (professional association)	A significant risk to the Returning Officer / Electoral Registration Officer carrying out their statutory legal duties and huge reputational damage to the council	Internal promotion, external recruitment, specialist elections consultant brought in, plus if suitably developed existing elections officers in post

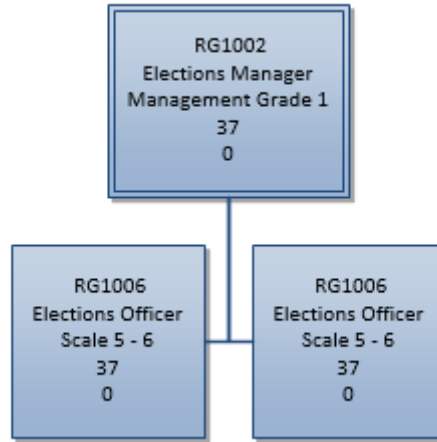
## Job title of SPOF: Electoral Services Officer

Succession Planning for this post	Risks Skills required	Knowledge and Networks	Impact on Service	Future options for providing the services
CSC staff (from academy) are suitable for this role with additional training & support as currently support the service at the front end. Additionally many TR staff have some elections experience which could be developed	Lack of understanding of complex electoral legislation and use of specialist elections management systems.  Experienced & knowledgeable office administrator willing to learn the job and undertake intensive training	Basic knowledge of council democratic functions, experience of elections in minor capacity and become a member of the AEA to increase knowledge and skills	A small committed team of electoral administrators with any loss of personnel creating a significant impact	Ensure wider team of people supporting the service undertake all of the current basic elections/registrations tasks i.e. polling jobs, counting roles, canvassing duties etc. to increase understanding of the service and fill in where required

**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

Job Title	Qualification	Continuing Professional Development required?
Electoral Services Manager	AEA certificate/diploma in Electoral Administration and/or equivalent management qualification; detailed working knowledge of electoral law; experience of leading large teams; able to work effectively under pressure and to statutory deadlines, working outside of normal office hours; able to work with and advise councillors and senior council staff on electoral matters; excellent budget management skills; significant ICT skills; strong customer service skills to deal with and manage customer's expectations or complaints	Yes – on-going with professional electoral body, see PDR in order to maintain up to date knowledge on constant changes in electoral law
Electoral Services Officers	Basic knowledge of democratic services in local authorities; strong customer service skills to meet all customer needs; good ICT skills and ability to work with elections IT systems preferably Xpress electoral registration system; flexible, able to work outside of normal working hours; able to work under pressure to meet strict statutory deadlines; accuracy & attention to detail	Yes – on-going with professional electoral body, see PDR's. All service training & development needs are provided by AEA or Xpress on a regular basis



**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul>	



	<p>of the internationally significant Warner Bros Studios.</p>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• <i>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</i></li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>We aim to raise awareness and increase participation levels of residents in the democratic processes of registering to vote, and in having their say at elections through voting.</p> <p>Through canvass reform and other legislative changes we aim to increase digital interactions for voters to increase efficiency and performance as options for voters will increase, costs will reduce, storage capacity needs will decrease as will the necessity for large volumes of paper registration forms to be managed.</p>

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
ES01	Annual Canvass Return – electoral register published on 1 <sup>st</sup> December (across the district and for individual wards)	91.39%	90%	90%	90%	90%
ES02	New electoral registrations – monthly alterations to the register including amendments, deletions as well as additions (under rolling registration process – during and outside of elections)	100%	100%	100%	100%	100%

The Head of Electoral Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

<b>2.2</b>	<b>Project Management</b>
------------	---------------------------

<b>Project details</b>				<b>Project Manager: Michael Summerville, ESM</b>	
				<b>Project Sponsor: Joanne Wagstaffe, RO</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Combined PCC, County &amp; District elections – 6 May 2021</b>				<b>Successfully delivered and unchallenged elections</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Preparation, planning & consultation period	Combined local elections held on Thursday 6 May 2021	Post-election activities and review	Voter registration period	District & Parish council elections: 5 May 2022	District & Parish council elections: 4 May 2023

<b>Project details</b>				<b>Project Manager: Michael Summerville, ESM</b>	
				<b>Project Sponsor: Joanne Wagstaffe, ERO</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Canvass Reform and Rolling Electoral Registration</b>				<b>Successful transition to and continuance of revised electoral registration process as required by law</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
National electoral register data matching test against DWP records	Analysis and review of data match of register – how many matched or unmatched	Undertake local data matching against council records to improve accuracy and completeness & reduce costs	Annual Canvass period and assessment against performance standards by Electoral Commission	The compilation of a complete and accurate electoral register published annually on 1 December 2021	The compilation of a complete and accurate electoral register published annually on 1 December 2022

## 2.3

**Contracts**[See the Contracts Register for your contracts.](#)

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Printing	Elections	Michael Summerville	Ballot papers, postal votes and poll cards	Civica Election Services	£8,000.00	01/11/2020	31/05/2021	05/01/2021	Yes
Printing & Automated response services	Electoral Registration	Michael Summerville	Online, telephone & text registration services for annual canvass & rolling registration	Civica Election Services	£10,000.00	01/04/2020	31/12/2020	01/06/2020	Yes
Polling Station equipment	Elections	Michael Summerville	Polling booths, presiding officer packs and polling station sundries	Shaw & Sons Ltd	£6,000.00	01/04/2020	31/03/2021	03/01/2021	Yes
Elections system software license	Elections & Electoral Registration	Michael Summerville	Software license for use of registration system incl telephone & online support	Civica Election Services	£15,000.00	01/09/2020	30/08/2021	03/01/2021	Yes
Elections Staff Training	Elections & Electoral Registration	Michael Summerville	Online and in-person training of core and wider elections staff	Association of Electoral Administrators	£8,000.00	01/10/2020	31/05/2021	01/03/2021	Yes

**2.4 Risk Management**

**[Risk Management Registers](#)**

<b>Risk Description</b>	<b>Residual Likelihood Score</b>	<b>Residual Impact Score</b>	<b>Residual Risk Score</b>
Insufficient staff	2	2	4
Total failure of ICT systems	2	3	6
Loss of accommodation	1	3	3
Fraudulent activity	2	1	2
Failure to provide statutory elections or referenda	1	3	3

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

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	25/09/2020	First draft by ESM	MS
2.0	02/10/2020	Agreed by ERO/RO	MS
3.0	27/01/2021	Minor amendments to contracts	MS

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# **FINANCE SERVICE PLAN 2021 - 2024**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22	2022/23	2023/24
	Latest	Latest	Latest
	£	£	£
Net Cost of Service (Direct cost / Income Only)	<b>589,260</b>	<b>540,120</b>	<b>541,190</b>

Further financial analysis can be found [by using this link](#)

## Business Continuity and Single Points of Failure

## Head of Finance:

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Development of Section Heads and Finance Managers to build experience and competencies.	Loss of commercial skills and investment knowledge resulting in poor decision making. Loss of cover for Director of Finance and reduction in overall ability to respond to the large number of new initiatives. Qualified accountant with significant post qualification experience including political sensitivity, management skills, commercial and treasury management.	Management of the Finance Function. Detailed knowledge of key commercial projects and joint ventures, including finance and legal structures. Overview and understanding. Extensive networks with partner organisations, professional advisers and fellow finance professionals. Technical accounting knowledge.	Reduction in service levels. Risk to successful delivery of commercial agenda. Failure to meet due diligence requirements for investment management.	Continue to evolve finance function to improve depth of skills and knowledge.

**Section Head Financial Planning and Analysis:**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Development of Finance Managers to build experience and competencies	Failure to deliver core budget setting and management (revenue and capital). Loss of knowledge of organisations and financial arrangements. Qualified accountant with significant post qualification experience including political sensitivity and management skills.	Management of the Finance Function. Detailed knowledge of core funding and budgets. Extensive networks with Budget Managers and senior leadership.	Reduction in service levels. Risk to delivery of budgets.	Continue to evolve finance function to improve depth of skills and knowledge

**Section Head Financial Accounting and Technical:**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Development of Finance Managers to build experience and competencies	Failure to successfully close the authority's accounts and secure an unqualified audit opinion. Potential loss of financial investment Loss of knowledge of organisations and financial arrangements. Qualified accountant with significant post qualification experience including political sensitivity and management skills.	Management of the Finance Function. Detailed knowledge of full closedown process. Detailed knowledge of treasury management. Extensive networks with Budget Managers and senior leadership.	Reduction in service levels. Risk to closure of accounts. Risk of loss of financial investment	Continue to evolve finance function to improve depth of skills and knowledge

**Fraud Manager:**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Development of fraud team to build experience and competencies.	Failure to deliver service and manage fraud risks leaves the Council exposed to both financial and reputational losses. Knowledge of statutory legislation and accredited counter fraud training. All investigations need to fully comply with relevant legislation and Council Policies	Detailed knowledge of emerging risks and best practice. Collaboration, joint working. Sharing of best practice, data, fraud alerts and new threats.	Reduction in service levels. Risk of increased loss due to fraud.	Continue to develop and look at sharing intelligence and enforcement functions within the Council.

**Finance Managers:**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Development of assistant finance managers. Recruitment of apprentices.	Inability to provide support to budget managers and financial reporting. Qualified accountant.	Detailed knowledge of systems and forms and associated processes. Support networks and consultants.	Significant impact on front line services.	Develop additional capacity and succession planning.

**Finance Officer (Insurance):**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Some assistance from other Finance Officers. Develop other learning.	Inability to provide advice, claims not dealt with and renewals not completed. Increased insurance costs.	Detailed knowledge of insurance contracts and risk management.	Risk of insufficient insurance and consequential loss of assets.	Develop additional capacity and succession planning.

**Customer Contact Programme Manager (directly reports to Director of Finance):**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Bid made for apprentice otherwise none	Customer contact systems fail with no detailed knowledge or back up internally to reinstate. Would have to rely on consultants subject to availability. Individual form failure – consultants would struggle to fix. CRM and API knowledge. Social media.	Technical accounting knowledge, knowledge of budgets and processes, knowledge of financial systems. Budget holders, auditors, systems suppliers, banks and finance networks.	Reduction in support provided to budget managers. Risks of failure to deliver budgets and financial reporting.	Develop breadth of knowledge and ability to cover within team.

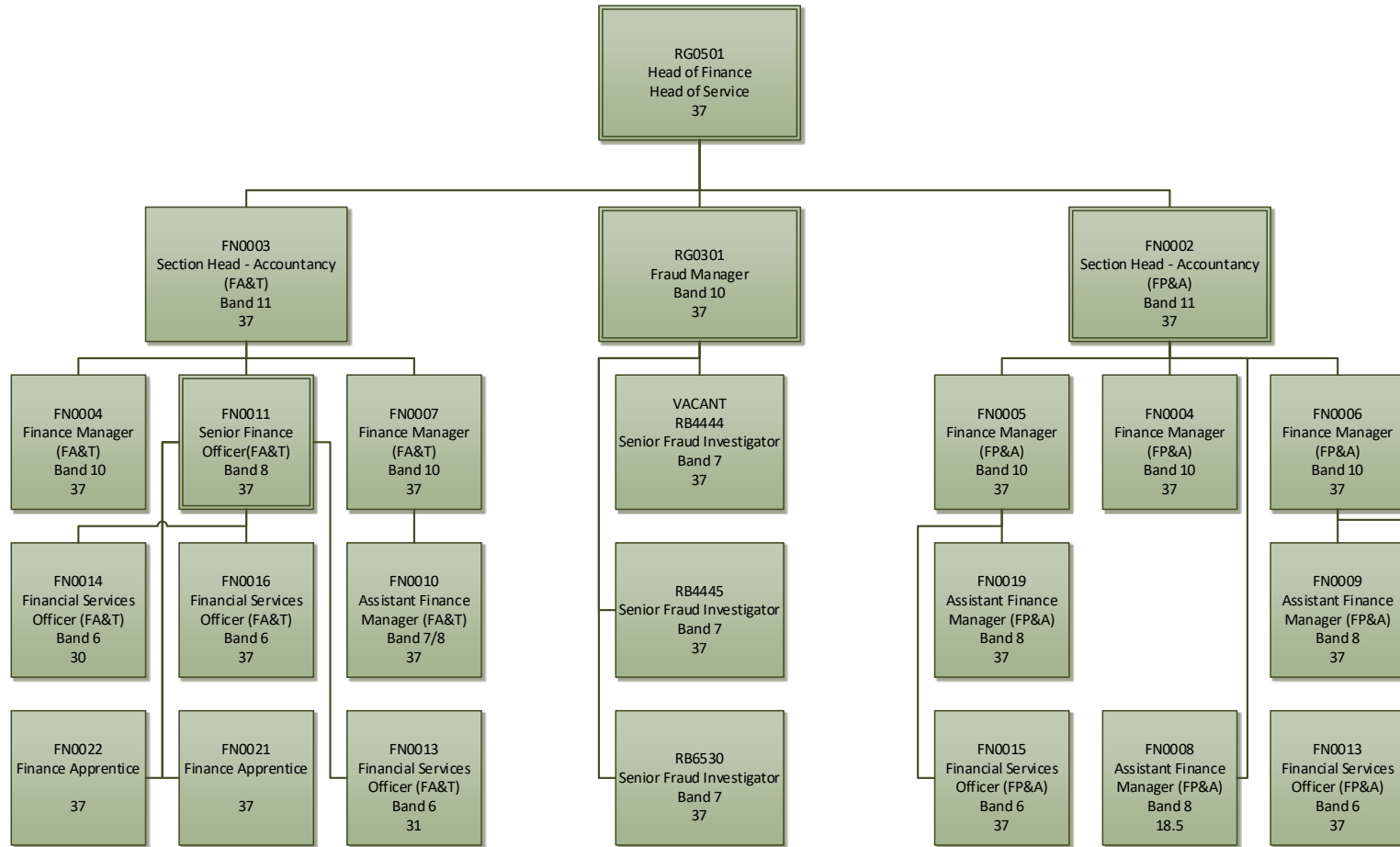
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Head of Finance	Qualified accountant from an IFAC member body (preferably CIPFA).	Yes
Section Head		Yes
Finance Manager		Yes
Assistant Finance Manager	Part Qualified/Accounting Technician (AAT)	Yes
Finance Officer	Part Qualified/Accounting Technician (AAT)	Yes
Apprentice		
Fraud Manager	Accredited Counter Fraud Specialist, Professionalism in Security, Knowledge of, and ability to implement, relevant legislation including Police and Criminal Evidence Act 1984., Human Rights Act 1998, Data Protection Act 2018, Regulation of Investigatory Powers Act 2000, Proceeds of Crime Act 2002, Fraud Act 2006,	Yes



# Finance



Note: The Customer Contact Programme Manager reports directly to the Director of Finance

## SECTION 2: OUTPUTS AND OUTCOMES

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	<p>Finance will support services in the delivery of corporate plan objectives through</p> <ul style="list-style-type: none"> <li>• The realignment of budgets to support priorities, effective budget management and identification of resources.</li> <li>• Direct involvement in commercial delivery of housing, governance of joint ventures and income generation.</li> <li>• Development of the Commercial Strategy.</li> <li>• Being a representative on any working groups project boards etc. for any new workstreams and initiatives to provide advice and support e.g. on VAT, budgets etc.</li> <li>• Finance projects to improve access for customers to pay for services.</li> </ul>
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> </ul>	

	<ul style="list-style-type: none"> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of financial regulations and procedures to make sure they are up to date and relevant for the way we operate and to have in place the appropriate safeguards for the Council and its staff.</li> <li>• Internal audits to assist managers in improving service delivery and in providing assurances that services are operating efficiently and effectively and are adequately protected from fraud and misuse.</li> </ul>
<p><b>Successful Economy</b></p>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• We will progress our Customer Service Strategy that provides a range of contact channels for</li> </ul>	

	<p>customers and sets out corporate expectations of how they should be treated</p> <ul style="list-style-type: none"> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	
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<b>Watford Borough Council</b>	<b><i>“To create a bold and progressive future for Watford”</i></b>
Manage the borough’s housing needs	We will support and enable the service departments to meet these priorities
Enable a thriving local community	
Enable a sustainable Town and Council	
Celebrate and support our community	

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Key Performance Indicators (KPIs) supporting the Corporate Framework (Three Rivers)

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
FN04 SSF7	Auditor Approval of the annual Statement of Accounts	Yes	Yes	Yes	Yes	Yes
New PI	Private investment, leveraged through the capital investment by the council (simple calculation of amount)		New PI	TBA		
New PI	% of Commercial income received		New PI	85%	85%	85%

### Service Performance Indicators (PIs) (Three Rivers)

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
FN09 (1) SSF2	Creditor Payments paid within 30 days	98.47%	95%	97.5%	97.5%	97.5%
FN08 SSF3a	Compliance with Treasury Management Policy*.	New PI	New PI	100%	100%	100%

**Service Performance Indicators (PIs) (Watford)**

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
FN09 (1) SSF2	Creditor Payments paid within 30 days	98.47%	95%	97.5%	97.5%	97.5%
FN08 SSF3a	Compliance with Treasury Management Policy*.	New PI	New PI	100%	100%	100%
FN03 SSF5	Budget Monitoring	100%	100%	100%	100%	100%
FN04 SSF7	Auditor Approval of the annual Statement of Accounts	Yes	Yes	Yes	Yes	Yes

The Head of Finance is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

\* Amended to cover compliance with all Treasury Management Policies.

**2.2 Project Management – Three Rivers**

<b>Project details</b>				<b>Project Manager: tbc</b>		<b>Project Sponsor: Alison Scott</b>	
<b>Project title</b>				<b>Proposed outcome</b>			
Fixed Asset Property System				To procure an integrated FA module that categorises all the Council's assets including leasing terms and conditions. Two systems to be procured for Three Rivers and Watford as needs are different for each authority.			
<b>2021/22 Milestones</b>				<b>2021/22 Milestones</b>		<b>2022/23 Milestones</b>	
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>				
Systems identified and procured.	System implemented.						

<b>Project details</b>				<b>Project Manager: tbc</b>		<b>Project Sponsor: Alison Scott</b>	
<b>Project title</b>				<b>Proposed outcome</b>			
Housing Joint Ventures				To develop projects for the Three Rivers Homes joint ventures, including identification of new sites.			
<b>2021/22 Milestones</b>				<b>2021/22 Milestones</b>		<b>2022/23 Milestones</b>	
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>				
Delivery of additional sites	Previously identified schemes to start on site.		Previously identified schemes to start on site.	New schemes start			

Project details				Project Manager: Alison Scott Project Sponsor: Joanne Wagstaffe	
Project title				Proposed outcome	
Commercial Strategy				To develop and implement a commercial strategy including: <ul style="list-style-type: none"> <li>• Concluding exploration of current income generation opportunity</li> <li>• Identifying further options for Three Rivers Homes</li> <li>• Identifying opportunities for Three Rivers to become active partners in the development of the borough</li> <li>• A review of fees and charges.</li> <li>• Continue to develop commercial reporting as part of budget monitoring</li> </ul>	
2021/22 Milestones				2022/23	2023/24 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Strategy approved.	Review of fees and charges to feed into budget setting process	Opportunities identified as part of budget process.	Agreement of Three Rivers Homes business plan	Exploitation of opportunities	Exploitation of opportunities. Update to strategy.

2.2 Summary of key projects delivered to Watford Borough Council under Shared Service Arrangements	
Project title	Proposed outcome
Riverwell	Continue to manage and develop relationship with Kier. Develop solution for provision of multi storey car park at Riverwell.
Town Hall Quarter	Development of solution to deliver housing and public real improvements based on the Town Hall site
Project title	Proposed outcome
Watford Commercial Services and Hart Homes	Explore new opportunities for Watford Commercial Services and deliver a sustainable business plan for Hart Homes.



<b>Project title</b>	<b>Proposed outcome</b>
Temporary Accommodation and Complex Needs	Work with Housing to deliver accommodation to meet the Temporary Accommodation Strategy, including the complex needs scheme.
<b>Project title</b>	<b>Proposed outcome</b>
West Herts Crematorium	Provide financial support to the West Herts Crematorium Joint Board, including the project to build a new crematorium.

## 2.3

**Contracts**

[See the Contracts Register for your contracts.](#)

Title of Agreement	Service Area	Description of the goods and / or services being provided	Supplier Name	Contract Sum	Start Date	End Date	Review Date	Option to extend and length of extension	
Office supplies and stationery	Accountancy	Office stationery	Lyreco	114,000	23/05/2018	02/04/2023	01/04/2022		
Cash in transit		Cash in transit	G4S	14,300	29/10/2014	28/10/2019	28/09/2019	Option for 2 years	
Brokerage Services		Brokerage services	Aon	3,000	01/04/2019	31/03/2022	31/03/2021	Option for 2 years	
Insurance		Computer, Liability, Motor and Property	Zurich Municipal Ltd	190,000	01/04/2019	31/03/2022	31/03/2021	Option for 2 years	
		Personal Accident, Engineering and Fidelity		190,000	01/04/2019	31/03/2022	31/03/2021	Option for 2 years	
		Insurance - Terrorism	Aon	6,630	01/04/2019	31/03/2022	31/03/2021	Option for 2 years	
Internal Audit Services		Internal Audit Services for TRDC and WBC	SIAS	135,000	01/04/2013	Annual rolling contract	Annually		
External Audit Services		External Audit Services	Ernst & Young	50,000	01/04/2018	31/03/2023	31/03/2022		
Treasury Management Advice		Specialist Advice	Link Asset Services (formerly Capita)	9,200	01/11/2011	Annual rolling contracts	Ongoing	Annually	
Treasury Management		TM system	Logotech	1,500	01/01/2015				
VAT advice		VAT specialist advice	LAVAT	1,650					
National Anti-Fraud Network		Intelligence Organisation	Tameside MBC	2,500					
National Fraud Initiative		Cabinet Office data matching	Cabinet Office	2,200					
ID Scan		Document verification	ID Scan Biometrics	1,200					
JSP Law	Solicitors	JSP Law	7,000						
Transcription Services	Preparation of Interview under caution transcripts	Transcription Services	1,500						
Translation services	Interview translation services	Language Direct	250						
Vehicle leases	Staff Vehicle leases	Alphabet (UK) Fleet Management Ltd	10,800						
Finance Accounting Systems	Finance	Finance accounting systems for TRDC and WBC	Advanced Business Solutions	321,620	01/06/2009	31/05/2021	01/04/2020	Contract extended	
Income Management system (AIM)		Income management, card processing and merchant services for TRDC and WBC	Capita	37,500	1/04/2011	1/04/2022	01/04/2021		

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
The Medium term financial position worsens.	2	3	6
Revenue balances insufficient to meet estimate pay award increases	3	2	6
Revenue balances insufficient to meet other inflationary increases	3	1	3
Interest rates resulting in significant variations in estimated interest income	2	1	2
Inaccurate estimates of fees and charges income	2	2	4
The estimated cost reductions and additional income gains are not achieved	2	2	4
Revenue balances insufficient to meet loss of partial exemption for VAT	1	4	4
The Council is faced with potential litigation and other employment related risks	1	3	3
Fluctuations in Business Rates Retention	2	3	6
Failure to deliver the South Oxhey Initiative to desired outcomes and objectives	2	2	4
Failure of ICT systems	3	3	9
Property Investment	1	3	3
Commercial Investment	2	2	4
Loss of key personnel	3	3	9

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

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1	1/10/19	Draft	NP
2	23/10/19	Draft	GT
3	26/11/19	Final Draft	AS
		Add projects document WBC	
4	25/02/2020	Corporate Objectives, Performance Indicators and Budgets added	GG
5	15/02/21	Draft for 21/22	TS

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**LEGAL SERVICE PLAN  
2021 – 2024**

**LEXCEL ACCREDITED**

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<b>2</b>	<b>Outputs and Outcomes</b>	<b>5</b>
2.1	Performance management	6
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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Corporate Management Team on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22	2022/23	2023/24
	Latest	Latest	Latest
	£	£	£
Net Cost of Service (Direct cost / Income Only)	372,740	376,350	378,770

Further financial analysis can be found [by using this link](#)

**Business Continuity and Single Points of Failure**

**Job title of SPOF:** Solicitor to the Council and Monitoring Officer

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
One of Principal Solicitors would be suitable for progression to this post	Loss of extensive knowledge of Three Rivers as current post holder has been in post for some time.	Governance, dealing with Members	Post holder has significant experience of Three Rivers and legal services, committee services, and governance arrangements	Recruit Internally/externally. There have been significant issues around recruiting to legal positions in recent years Outsourcing this role is not recommended

**Job title of SPOF:** Principal Solicitor (contracts)

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None. Structure is so flat all professional officers are specialist in their own discrete areas of law with little overlap or opportunity of sharing the work	Loss of knowledge of projects and contracts such as Herts building Control and Lead authority arrangements. Work balance of this post is extremely wide and fairly specialist Understanding of way TRDC has operated over the years will be lost	Wide mix of knowledge and work undertaken by this post. FoI, data protection, procurement, contracts, employment, property. Acts as deputy MO	Widespread as many Clients rely on this post holder for advice, may have to outsource at a cost	Significant issues around recruiting to legal positions in recent years. Recruit externally. Issues over being so close to London. Covid 19 implications unknown at this time Little in the way of resilience or ability to grow in house Some form of shared service a possibility Covid 19 might impact on recruitment with benefits of home working

**Job title of SPOF: Principal Solicitor (Planning)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None. Structure is so flat all professional officers are specialists in their own discrete areas of law with little overlap or opportunity to share the work	Loss of significant knowledge and experience of TRDC planning policies and procedures. Knowledge of long term projects such as Leavesden will be lost	Wide ranging knowledge of planning law and policies Good contacts with HCC, District and London authorities, Counsel and external Solicitors	If cannot fill the post will have to go externally for the advice at a cost. May also be issues over ability to provide the advice as and when needed and to react to situations	Recruit externally Significant issues over recruitment to legal vacancies over recent years. This is a specialist post and many authorities struggle to recruit especially so close to London. Little in the way of resilience and without increasing establishment no ability to grow in house Some form of shared service a possibility Covid 19 might impact on recruitment with benefits of home working

**Job title of SPOF: Principal Solicitor (Civil Litigation)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None-the legal apprentice can and will pick up some routine county court litigation type work but the more specialist work needs to be undertaken by a specialist in this area of law	Loss of significant knowledge. Increase in amount of ASB work that needs legal input so essential there is sufficient resource to provide the support. Housing challenges around increased	Wide ranging knowledge of civil litigation homelessness legislation and licensing.	If cannot fill the post will have to go out externally for advice at a cost. May be issues over ability in those cases to advise promptly.	Recruit externally. Significant issues over recruitment to legal vacancies over recent years. This is a specialist post and many authorities struggle to recruit especially so close to London. Some overlap with licensing

	homelessness has impact on service			but this is a part time post so difficulties over resources Some form of shared service a possibility Covid 19 might impact on recruitment with benefits of home working
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**Job title of SPOF: Principal Lawyer (Criminal Litigation)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None other than shared area of work in licensing matters	Knowledge of Court processes and procedures Advocacy experience in the Magistrates and Crown Court	Widespread knowledge of judiciary and court systems Work with other litigators on occasion	Delay in advice, no ability to advise clients on next steps in cases. Buy in services at a cost	Recruit externally. This post was vacant between June and December 2019 and it took 3 attempts to fill the vacancy reflecting what is said above about difficulties recruiting to legal posts  This is a part time post so difficulties over resources Some form of shared service a possibility Covid 19 might impact on recruitment with benefits of home working  Additional funding for ASB work from Community Partnerships

				team as the current hours are insufficient to meet the needs –some consideration to be given to make this a more permanent arrangement
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**Job title of SPOF: Legal officer (Property)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None. Specialist area of law. Flat structure and specialisms in key areas does not provide adequate cover or resilience for this role.	In depth knowledge of property and land related law including advice on landlord and tenant. Impact on Councils own portfolio in the absence of professional advice Councils desire to improve resources through property transactions impacted. Post in reality requires a very experienced and competent property lawyer given level of work undertaken.	Widespread knowledge of Landlord and tenant, CPO, boundary disputes, Land Registry matters and ability to draft complex legal documentation External Solicitors, other Hertfordshire authorities	If advice not available will have to source externally and at a cost	Recruit externally. This post was vacant for 2 years and filled by part time agency workers until recruitment in February 2019. The postholder left in February 2020 and it was not until August 2020 that the post could be filled by a suitably qualified conveyancer. This evidences the difficulty in recruiting to specialist legal roles so close to London. This post actually requires and currently is filled on a temporary basis by a qualified solicitor with significant property experience, yet it is

				graded only at Legal Officer level Some form of shared service a possibility Covid 19 might impact on recruitment with benefits of home working
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**Job title of SPOF: Legal apprentice**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
This is part of succession planning. This role was created to take over responsibilities from a long serving colleague who left in 2019				If post holder obtains legal qualification it is possible she could develop further and take on additional duties as appropriate

**Job title of SPOF:**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>

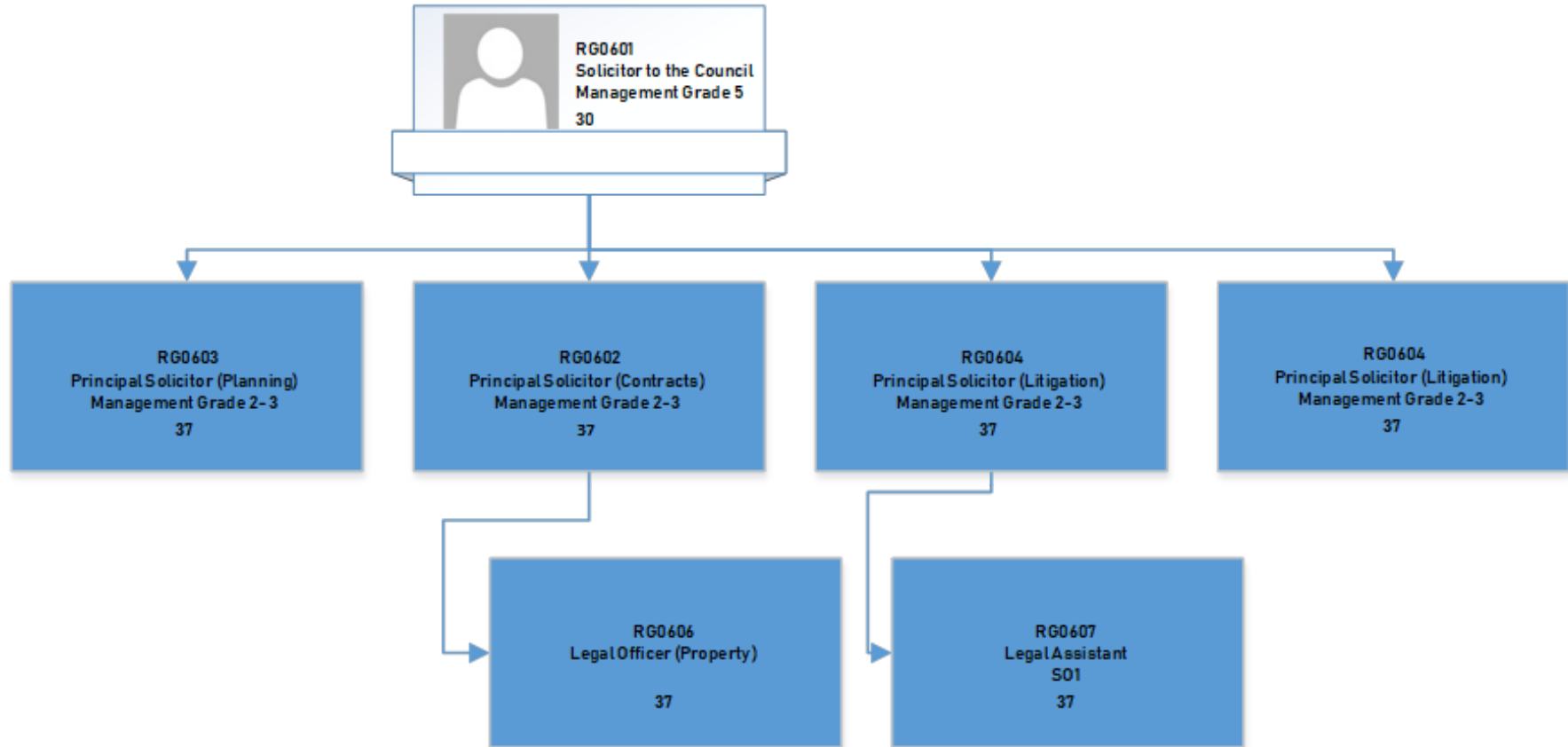
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Solicitor to the Council and Monitoring Officer (P/T) 30 hours pw	<p>Qualified Solicitor/Barrister</p> <p>Significant experience in Local Government law across all areas</p> <p>This post holder is the statutory Monitoring Officer and requires significant experience of governance and constitutional arrangements.</p> <p>Ability to supervise and manage the Legal and Committee team</p> <p>Confidence to advise at Council and at meetings on the law and procedure</p>	Y (Professional requirements by Solicitors Regulation Authority/Bar Council)
Principal Solicitor (contracts)	<p>Qualified Solicitor/Barrister with significant experience in contracts, procurement, employment law freedom of Information and data protection as it affects Local Government. Post holder acts as Company Secretary for the Councils property company. Ability to deal and advise on investment opportunities and strategies for the Council including vires, state aid, public procurement</p> <p>Post holder is Deputy Monitoring Officer so requires significant governance experience and knowledge</p>	Y(Professional requirements by Solicitors Regulation Authority/Bar Council)
Principal Lawyer (criminal litigation) P/T 19 hours pw	<p>Qualified Solicitor/Barrister with criminal litigation and criminal advocacy experience. Ability to advise on and draft proceedings in Court as part of a multi-disciplined enforcement team across the Council dealing with a wide range of different areas of the law. Post covers Anti Social Behaviour and community protection. Post holder is also required to have the knowledge and experience to cover Licensing advice and to sit as Legal adviser on Licensing hearings (shared with civil litigation role)</p>	Y(Professional requirements by Solicitors Regulation Authority/Bar Council)

Principal Solicitor (civil litigation) P/T 18 hours pw	Qualified Solicitor/Barrister with civil litigation and civil litigation advocacy experience. Must be able to deal with High Court challenges such as Judicial review proceedings. Good working knowledge of housing and homelessness law is required. This post holder is also required to have the knowledge and experience to cover Licensing advice and to sit as Legal adviser on Licensing hearings(shared with criminal solicitor role)	Y(Professional requirements by Solicitors Regulation Authority/Bar Council
Principal Solicitor (Planning)	Qualified Solicitor/Barrister with significant experience in and knowledge of planning law (CIL, Enforcement, Clopuds, Cleuds, Section 106 planning obligations, and local plan advice) as it affects Local Government. Must be able to give high level advice and draft complex documents	Y(Professional requirements by Solicitors Regulation Authority/Bar Council
Legal Officer (Property)	Qualified Solicitor/Barrister/Legal Executive with significant property experience given the Council's desire to maximise use of its own portfolio and to develop the opportunities to invest in property more widely –(joint ventures, loans )	Y(Professional requirements by Solicitors Regulation Authority/Bar Council/Cilex
Legal Apprentice.	Working towards Law Degree. Knowledge of working in a legal office, ability to daft legal documentation including court proceedings for charging orders and other debt recovery	Y undertaking qualification through university





**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

Corporate Framework Priority theme	Corporate Objectives	Service contribution to the Corporate Themes
<p><b>Housing and Thriving Communities</b></p>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li>   <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> </ul>	<p>Advice on wording for Planning conditions to be given in timely manner and section 106 obligations to be drafted within statutory period to be monitored by measuring performance through PI</p> <p>Legal will secure through Section 106 planning obligations drafted and completed within 8 and 13 week deadlines to ensure provision of affordable housing deadlines monitored on quarterly basis through PI LP03</p> <p>Alternatively will advise on use of appropriate planning conditions to secure affordable homes. Meet service level standards agreed.</p> <p>Agreements negotiated and drafted (e.g. nominations agreements with Housing Associations) in timely manner to meet any contractual deadlines</p> <p>Review of tenancy agreements</p>

	<ul style="list-style-type: none"> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	<p>Continue to advise on the new Leisure contracts</p> <p>Legal will secure through Section 106 planning obligations drafted and completed within 8 and 13 week deadlines to ensure provision of open spaces or commuted sums and undertake any necessary conveyancing work associated with the provision of open spaces 8 and 13 week deadlines monitored on quarterly basis through PI.</p> <p>Wholesale review of bylaws and implementation of up to date bylaws for the District part live in 2020.</p> <p>Preparation and advice on new Nominations agreements  Legal work involved in the acquisition of property to use as TA  Advise on homelessness challenges and deal with judicial review applications and other appeals in a timely manner  Advice and drafting on children/ vulnerable adults safeguarding contracts including data sharing arrangements</p> <p>Enforce any Public Space Protection Orders in force and utilise Community Protection Notices (CPN) with issue of proceedings for breaches and advice on use of and wording for CPN generally</p> <p>Issue proceedings for offences (e.g. fly tipping/graffiti) in 15 working days of full instructions to be reported annually to members via MIB  COVID 19 has had implications for court hearings and this will be kept under review  Advice on use of community protection warnings, community protection Notices and use of Fixed penalty notices to reduce the impact of fly tipping</p>
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		<p>Provision of advice on, use of and training on powers under the Anti-Social Behaviour Crime and Policing Act 2014 to obtain remedies such as Closure orders, Public Spaces Protection orders. Some issues around prioritisation of such hearings at Court due to Covid 19</p> <p>Advice on legislation and interpretation. Assistance with interviews under caution. Drafting and issuing court proceedings where offence have been committed. Applications for food closure orders.</p> <p>Effective enforcement of breaches of planning where Green Belt Deed land involved Enforcement notices issued in time. Few successful appeals. Prosecutions or other action where failure to comply. Covid has affected Court hearings in 2020/21 and this will have to be kept under review with virtual hearings a possibility in the future</p>
<p><b>Sustainable Environment</b></p>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>Advice on wording for Planning conditions with the necessary emphasis on sustainability and reduction /changes in transport /parking arrangements to be given in timely manner and section 106 obligations to be drafted within statutory period to be monitored by measuring performance through Performance indicators</p> <p>Appropriate advice on Community Infrastructure levy (CIL) will be provided as and when necessary</p> <p>Review of contract terms and conditions to ensure the Council achieves its objectives around sustainability</p> <p>Appropriate use of legal remedies such as cautions, prosecutions, FPN where there are offences reported to try to reduce incidences affecting the environment –fly tipping open spaces, trees, parks and woodland</p>

		Provide advice on making tree preservation orders, including advice on breaches of TPO and prosecutions
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	<p>Legal will secure financial contributions through Section 106 planning obligations drafted and completed within 8 and 13 week, monitored on quarterly basis through PI LP03</p> <p>Advise on joint committee arrangements for the Herts Growth Board and keep the legal implications under review.</p> <p>Give appropriate advice on Community Infrastructure levy (CIL) as and when necessary</p>
<b>High Performing, Financially Independent Council</b>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> </ul>	<p>Provide timely advice on policies and procedures and on reports to meet committee deadlines including income generating initiatives.</p> <p>Continue to give advice as necessary around any changes in legislation/regulations affecting Council services as a result of Covid 19</p> <p>Provide advice on legal powers and vires to enable the Council to undertake new investment opportunities</p>

	<ul style="list-style-type: none"> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li>   <li>• 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</li>   <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>A Legal Officer will continue to act as Company Secretary for Three Rivers wholly owned housing company –Legal officers will form part of project team on future joint developments for affordable housing and housing for sale            Form part of project team on other property investment matters advising on vires and legal options</p> <p>Achieve Lexcel accreditation an independent assessment by the Law Society on legal practices</p> <p>Meet PI objectives consistently</p> <p>Work with the auditors on the annual governance review</p> <p>Monitor and encourage high standards of behaviour and ethics amongst Councillors and arrange any necessary training. Look to adopt new code of conduct in 2021</p> <p>Ensure the Council meets its legal and constitutional obligations and acts within the law and in accordance with its governance arrangements. Virtual meetings and new arrangements covered</p> <p>Work as part of internal governance group</p> <p>Keep the Council's Constitution under review to ensure it is up to date and fit for purpose –reviewed in October 2020</p>
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## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
LP01	% draft enforcement notices prepared for planning department within 5 working days	100%	95%	95%	95%	95%
LP02	% certificates of lawfulness drafted for issue within the 8 week statutory period	100%	95%	95%	95%	95%
LP03	% of Section 106 obligations completed within the 8 or 13 week period	100%	95%	95%	95%	95%
LP04	% of action for housing possession cases & civil litigation commenced within 15 working days	100%	95%	95%	95%	95%
LP05	Contract Oversight (new contracts)		New PI	75%	80%	85%
LP06	Satisfaction with Legal Services			85%	85%	85%
	Cost and efficiency To keep hourly rates at least 25% less than comparable private Solicitors hourly rates Our hourly rates are £75 (Sols) £45 unadmitted staff	100%				

The Solicitor to the Council is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

<b>2.2</b>	<b>Project Management</b>
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Add the following information for Each of your projects

<b>Project details</b>				<b>Project Manager: Anne Morgan Project Sponsor: Joanne Wagstaffe</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Online case management system such as IKEN as we move to paperless offices				Fully digitised case management and reduction in files and improved service efficiency	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Research other local authorities	Procurement exercise	On-site visits	Choice of provider	Procure product.	



## 2.3

**Contracts**

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Legal publications and research on-line 79140000	Chief Executive Legal	Anne Morgan/James Baldwin	Reference law books and research facilities (Practical law, Westlaw) on line and some print subscriptions via Public Law Partnership to achieve savings across multiple users	Thomson Reuters re Westlaw UK Services	11,446 plus VAT	April 2019	April 2022	December 2021 (3 yr'ly Subscription)	

## 2.4

**Risk Management**

As identified in the Risk Management Register for your Service. Simply add the information below

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	1	2
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	1	2	2
Loss of key staff	2	2	4
Covid 19	2	2	4

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

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%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
V1	October 2020	AEM added 1 <sup>st</sup> draft	AEM
V2		Corporate Objectives, performance Indicators and Budgets added	GG
V3		Final	AEM

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# **PROPERTY SERVICES, SERVICE PLAN 2021 - 2024**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22 Latest £	2022/23 Latest £	2023/24 Latest £
Net Cost of Service (Direct cost / Income Only)	<b>(1,154,740)</b>	<b>(1,140,550)</b>	<b>(1,160,800)</b>

Further financial analysis can be found by [using this link](#)

**Business Continuity and Single Points of Failure****Job title of SPOF: Head of Property**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Recruitment via a specialist agency	Ability to deliver residential development schemes would be difficult without skills relating to negotiation, financial analysis and communication.	Knowledge of relevant legislation on residential and housing matters, market knowledge, and contacts with current and potential development partners and consultants.	Lose the ability to deliver successfully existing and new schemes.	Buy in an interim resource at £500+ per day (ex VAT).

**Job title of SPOF: Principal Property & Asset Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Recruitment via a specialist agency	Ability to carry out focused and specific landlord and tenant activity under the direction of the Head of Property, would be difficult without skills relating to negotiation, financial analysis, legal procedures and communication.	Knowledge of relevant legislation and industry approach on commercial property matters.	Lose the ability to manage the council's property income effectively resulting in opportunities lost to optimise income.	Outsource to a property management agency, if they would be prepared to accept the instruction.

**Job title of SPOF: Property Officer**

Direct permanent employee or secondment	Understanding of council processes and ability to administer property matters under the supervision of the Head of Property	Knowledge of relevant legislation and industry approach on commercial property matters.	Lose the ability to manage the council's property income effectively resulting in opportunities lost to optimise income.	Outsource to a property management agency, if they would be prepared to accept the instruction.
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**Job title of SPOF: Development or Project Manager/Surveyors**

Recruitment via a specialist agency on a fixed term and as required by workload and projects	Ability to manger specific allocated projects under the direction of the Head of Property, understand industry and council processes and procedures and experience including financial of delivering outcomes.	Knowledge of relevant legislation and industry approach on commercial property matters.	Lose the ability to manage the council's property income effectively resulting in opportunities lost to optimise income.	Outsource to a property management agency, if they would be prepared to accept the instruction.
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**Job title of SPOF: Property Management Building Surveyor**

Direct permanent employee or secondment	Ability to manger specific allocated property management orientated smaller projects such a refurbishment, property disputes, tents alterations etc under the direction of the Head of Property	Knowledge of relevant legislation and industry approach on commercial property matters.	Lose the ability to manage the council's property income effectively resulting in opportunities lost to optimise income.	Outsource to a property management agency, if they would be prepared to accept the instruction.
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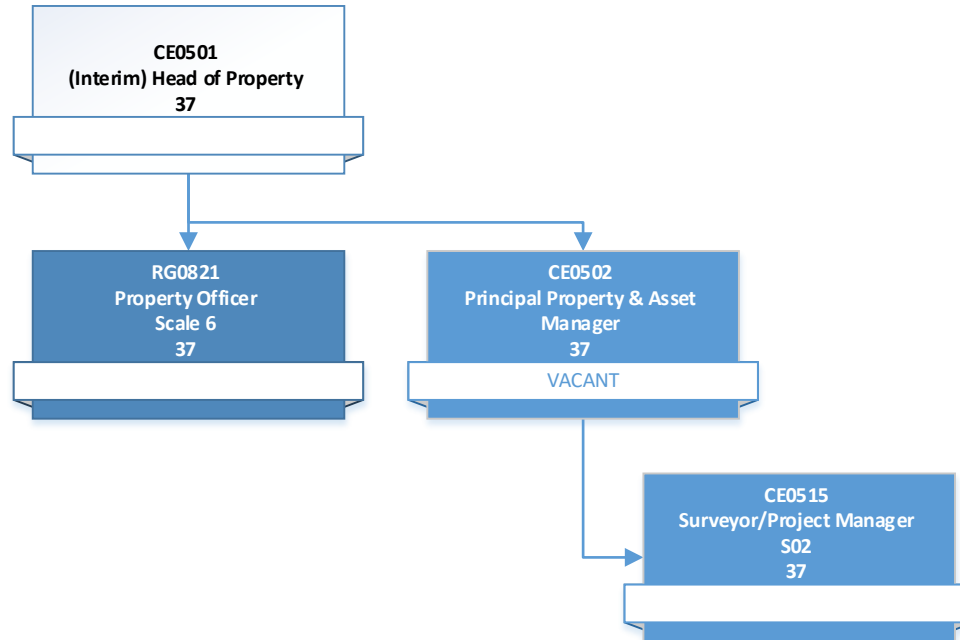
**Job title of SPOF: Facilities Manager**

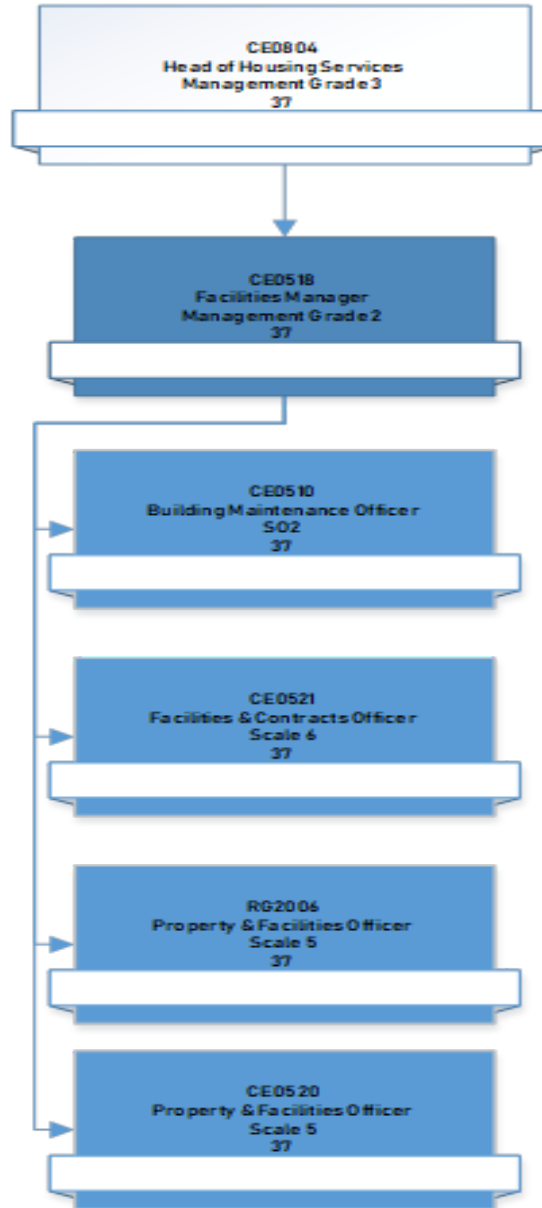
<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Officers within the team would be suitable for progression or external recruitment	Experience and knowledge of facilities and contract management.	Knowledge of Health & Safety and statutory compliance requirements. Established relationships with partners, tenants and contractors	Loss of knowledge and contacts. Increased stress and reliance on Head of Housing Services.	In partnership with another LA. Agency Cover. Additional training for team members.

**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

<b>Job Title</b>	<b>Qualification</b>	<b>Continuing Professional Development required?</b>
Head of Property	RCIS or equivalent or relevant experience	Yes
Principal Property & Estates Manager	RCIS qualifications or equivalent or relevant experience	Yes
Property Officer	RICS qualifications or equivalent or relevant experience	Yes
Development or Project Management Surveyor	RCIS qualifications or equivalent or relevant experience	Yes
Property Management Building Surveyor	RCIS qualifications or equivalent or relevant experience	Yes
Facilities Manager	Statutory Compliance Certificate	Yes
Building Maintenance Officer	Health & Safety Certificate. Statutory Compliance Certificate	Yes





**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	<p>The service supports the increase in housing supply and affordable homes. The amount it delivers is dependent on the resources it has with which to operate. More resources = greater service delivery through more projects being analysed and brought forward concurrently.</p>

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>The service provides information on “the art of the possible” in relation to carbon reduction, build quality and specification of new constructions that the Council brings forward itself (either individually or via a JV).</p> <p>The service also monitors and puts in place measures to reduce utility/energy supply and consumption.</p> <p>Three Rivers House transformation project. Programme to replace Office lights to LED. TRH 100% green electricity Batchworth depot project proposed BREEAM rating “Very Good”</p> <p>Replacement programme of Lamp posts in the district</p>
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> </ul>	<p>The service ensures any Council-owned commercial unit that falls vacant is ready for letting to a new tenant as soon as possible.</p>

	<ul style="list-style-type: none"> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>The provision of Input into the Council's commercial strategy, and the ownership of the property investment strategy.</p>

## 2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Key Performance Indicators (KPIs) supporting the Corporate Framework

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
New PI	Undertake a review of the energy efficiency of the Council's operational buildings		New PI	TBA		
New PI	Continue to fund Visit Herts		New PI	TBA		
New PI	Property investment strategy agreed		New PI	TBA		

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
PS01	Staff Satisfaction with internal facility services (bi-annual)	90%	-	90%	-	90%
PS02	Staff Satisfaction with the office environment (bi-annual )	New PI	-	70%	-	70%
PS05	Occupancy rate for the TRDC estate is above 90%	N/A – new PI in 2019/20	90%	>90%	>90%	>90%

Note: PS01, is collected bi-annually

The Head of Property Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.



**2.2**

**Project Management**

<b>Project details</b>				<b>Project Manager: Facilities Manager Project Sponsor: DCES</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Three Rivers House Transformation</b>				<b>More efficient use of building and greater areas for income generation.</b>	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
All desk location reorg will have been completed. Progress on the remaining elements covering reception area and potential library space is on hold until decision made on what the future looks like.	The lower ground floor space previously occupied by the CAB and Elco are in the process of being re-let and adapted where necessary.  Proposals for the rest of the building have been put on hold due to the food hub. The situation is to be reviewed as part of a review following the pandemic				

<b>Project details</b>				<b>Project Manager: Facilities Manager Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Batchworth Depot Renewal</b>				<b>More efficient and modern working conditions and facilities.</b>	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

		New building erected.	Groundworks and lining of the hard standing.	Complete.	
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<b>Project details</b>				<b>Project Manager: Estates Officer Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Property System and Data</b>				<b>Assembling accurate estate and tenancy data and procuring a new property system for efficient property management</b>	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Data assembly. Procurement of new system.	Data assembly. Procurement of new system.	Data assembly and data shaping for translation to new system	Training on new system System integration	System goes live	

<b>Project details</b>				<b>Project Manager: Asset Manager &amp; Estates Officer Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Portfolio Condition Survey</b>				<b>Knowledge of the state and condition of the property portfolio together with estimated costs from a programme of addressing backlog maintenance</b>	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Procurement	Surveys carried out	Report received.			

<b>Project details</b>				<b>Project Manager: Project Manager Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Former Garage Sites redevelopment to Temp Accom</b>				<b>Delivery of 12 temporary accommodation units</b>	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

On-site progression of works	<p>Completion</p> <p>An additional full audit has been completed of all 90 garage sites which has revealed a possible further 7/8 residential development options. Following councillor consultation delivery is to be handed over to WCHT</p>				
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<b>Project details</b>				<b>Project Manager: Project Manager</b>	
				<b>Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
South Oxhey Initiative Phase 2				Regeneration and delivery of new housing in South Oxhey	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
On-site progression of works	On-site progression of works	Completion.			

<b>Project details</b>				<b>Project Manager: Project Manager</b>	
				<b>Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
South Oxhey Initiative Phase 3				Regeneration and delivery of new housing and retail in South Oxhey	
<b>2021/22 Milestones</b>				<b>2022/2 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Vacant possession and building out begins.	On-site progression of works	On-site progression of works	On-site progression of works	Existing scheme completion 03/22	Enhanced scheme not due to complete until at least 03/25

**2.3 Contracts**

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Manned Security	Property Services	Mechanical and Electrical Engineer	Manned security	Securitas		01/04/2009	31/03/2016	In progress	
Office and Window Cleaning	Property Services	Mechanical and Electrical Engineer	Office and Window Cleaning	Tenon FM Ltd		02/01/2018	01/01/2023		5 years
Postal Equipment	Property Services	Mechanical and Electrical Engineer	Franking Machine and postal equipment	Neopost		10/09/2015 Renewed Feb 2021	10/09/2021 31/01/2027	01/01/2021	
Printers	Property Services	Mechanical and Electrical Engineer	Printers (Framework Agreement GPSRM1599)	Canon		01/03/2013	28/02/2018	In progress	
Vending Machines	Property Services	Mechanical and Electrical Engineer	Vending Machines	Selecta		01/04/2019	31/03/2024		None
Building Engineering Services	Property Services	Mechanical and Electrical Engineer	Building engineering and maintenance services	Orion Heating Services Ltd		01/04/2013 renewed 1/11/2020	31/03/2018 1/11/2025	In progress	Option for further 2 years
Supply of Electricity (HH and NHH)	Property Services	Mechanical and Electrical Engineer	Supply of Electricity (procured via Framework Agreement)	Laser Energy Buying Group		Renewed	01/10/24		

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Supply of Gas	Property Services	Mechanical and Electrical Engineer	Supply of Gas (procured via Framework Agreement)	Laser Energy Buying Group		Renewed	1/10/24		
Water utilities	Property Services	Mechanical and Electrical Engineer	Utilities	Affinity Water			ongoing		
CCTV Maintenance	Property Services	Mechanical and Electrical Engineer	Maintenance of CCTV equipment (offices, depot and open spaces)	ADT Fire and Security PLC			ongoing		N/A
CCTV Maintenance	Property Services	Mechanical and Electrical Engineer	Maintenance of CCTV equipment (offices, depot and open spaces)	MRFS Group			ongoing		N/A
Fire Alarms	Property Services	Mechanical and Electrical Engineer	Rental and maintenance of fire alarm equipment	ADT Fire and Security PLC			ongoing		N/A
Intruder Alarms	Property Services	Mechanical and Electrical Engineer	Rental and maintenance of intruder alarm equipment	ADT Fire and Security PLC			ongoing		N/A
Fire Extinguishers	Property Services	Mechanical and Electrical Engineer		Chubb Fire & Security Ltd			ongoing		N/A
Fire Suppression Maintenance	Property Services	Mechanical and Electrical Engineer	Server room fire suppression maintenance	Secure I.T. Environments Ltd			ongoing		N/A
Lift Maintenance	Property Services	Mechanical and Electrical Engineer	Maintenance of lift at Three Rivers House	Liftec			ongoing		N/A

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Interior Plants	Property Services	Mechanical and Electrical Engineer	Provision and maintenance of interior plants at Three Rivers House	Frosts Landscapes Construction Ltd			ongoing		N/A
Water Dispensers	Property Services	Mechanical and Electrical Engineer	Provision and maintenance of water dispensers at Three Rivers House	Angel Springs		01/08/20	31/07/22		1 year
Dust Mats	Property Services	Mechanical and Electrical Engineer	Provision and maintenance of dust mats at Three Rivers House	PHS Group plc			ongoing		N/A
Audio/Visual Equipment	Property Services	Facilities Manager	Provision of audio/visual equipment for Council Chamber and Committee Rooms	Carillion	£53,000	01/08/2019	31/07/2022		
Building Maintenance	Property Services	Mechanical and Electrical Engineer	Building maintenance and repairs	Capital Construction (Herts) Ltd			ongoing		
Electrical & Mechanical Engineering	Property Services	Mechanical and Electrical Engineer	Electrical & Mechanical Engineering	H G Smith Electrical			ongoing		
Watersmeet toilet refurbishments	Property Services	Mechanical and Electrical Engineer and Surveyor	Refurbishment of toilets at Watersmeet	Focus Washrooms	£38,000	01/06/2019	31/08/2019 continuing		N/A
Garage refurbishment	Property Services	Facilities Manager	Refurbishment of Council garages - phase 7	GPS Facilities Ltd	£293,390	01/02/21	30/10/21		

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
South Oxhey Initiative - Legal Consultants	Property Services	Head of Property	Legal consultancy for the South Oxhey Initiative project	Womble Bond Dickinson	£250,000	18/12/2015	31/12/2022		N/A
South Oxhey Initiative - Procurement and Property Advice consultants	Property Services	Head of Property	Procurement and property advice consultancy for the South Oxhey Initiative project	Deloitte Real Estate	£449,540	01/06/2012	31/12/2022		N/A
South Oxhey Initiative - Development services of real estate	Property Services	Head of Property	Design and execution	Countryside Properties (UK) Ltd and Homegroup	£161,641	18/12/2015	31/12/2022		N/A
Clerk of Works for garage redevelopment sites	Property Services	Head of Property	Clerk of Works	Calfordseaden Consultancy	£40,000	01/02/2019	31/08/2020 ongoing		N/A
Construction at Ashridge Drive and Bowring Green former garage sites	Property Services	Head of Property	Construction of 6 units for temporary accommodation	Bugler Group	£2,300,000	01/09/2019	31/08/2020 ongoing		N/A

## 2.4 Risk Management

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
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Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	1	2	2
Failure of Royal Mail to deliver or collect mail	1	2	2
Failure to deliver the South Oxhey Initiative Project	2	2	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	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%))



**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.1	13/10/2020	First Draft completed. Corporate Plan, Performance Indicators, Contracts and Risks added.	GG
1.2	14/10/20	Updates added, Structure chart added	MB/GG
1.3	01/02/2021	Replacement of Facilities services, information and data, which had been transferred to the Housing services service plan, now replaced. As agreed with KG	GG
1.4	04/02/21	Updated titles and revisions to contract information	TL

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# **Revenues and Benefits SERVICE PLAN 2021 - 2024**

## CONTENTS

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	2021/22 Latest £	2022/23 Latest £	2023/24 Latest £
Net Cost of Service (Direct cost / Income Only)	1,361,250	1,366,300	1,369,930

Further financial analysis can be found [by using this link](#)

## Business Continuity and Single Points of Failure

## Job title of SPOF:

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Systems and Subsidy Team Leader	Ability to SQL and QBF  Extensive subsidy knowledge	Software providers, user group meetings.  As above	Loss of data that can be provided using SQL and QBF for the service and for FOI responses.  Loss of subsidy	Buy in additional support services from Capita Software Services whilst other key Revs and Bens officers are trained.  Train other staff. Buy in support to help with clearing subsidy integrity errors and balancing the systems while training takes place.

## Job title of SPOF:

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services

## Job title of SPOF:

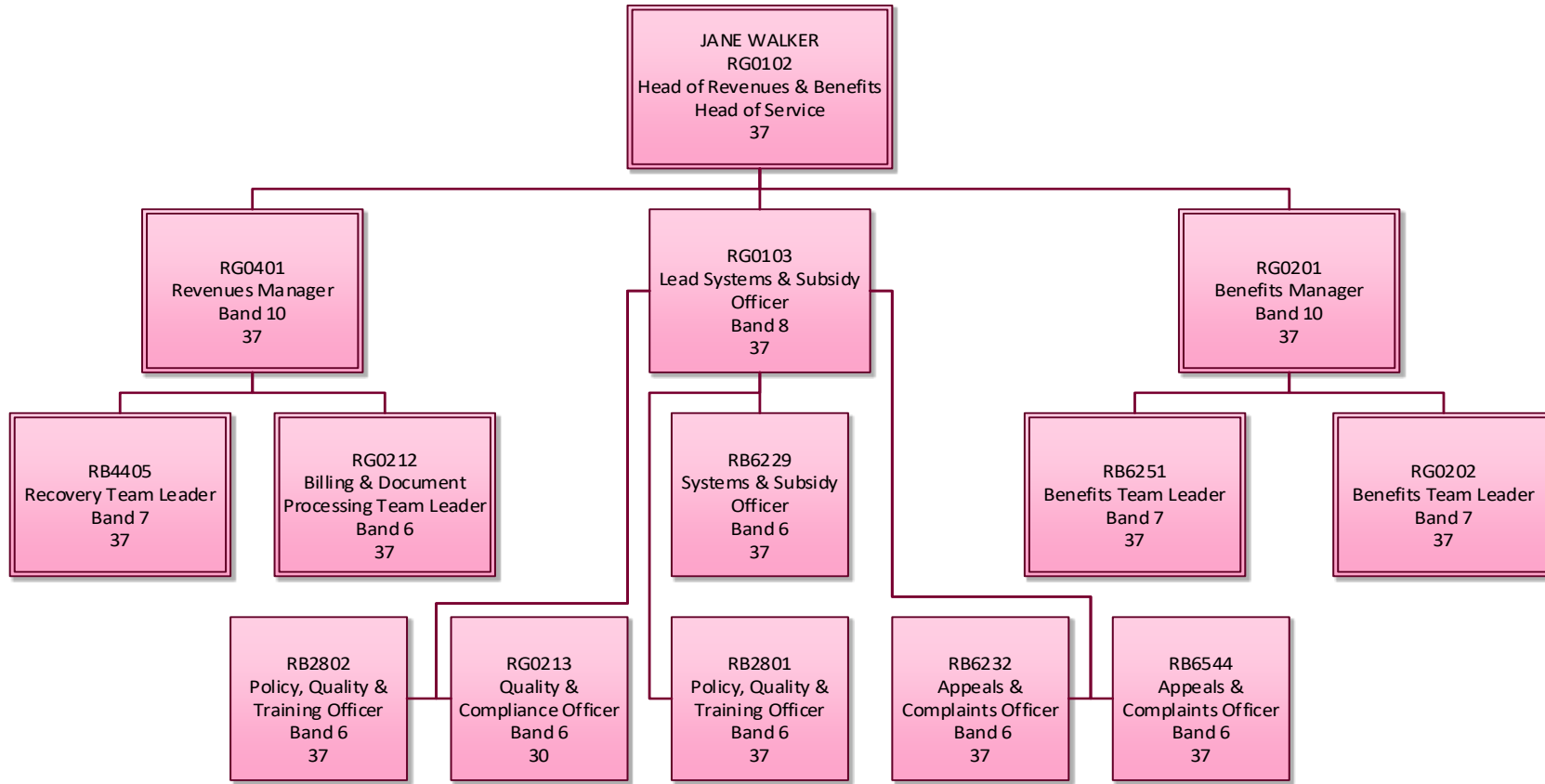
Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services

**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

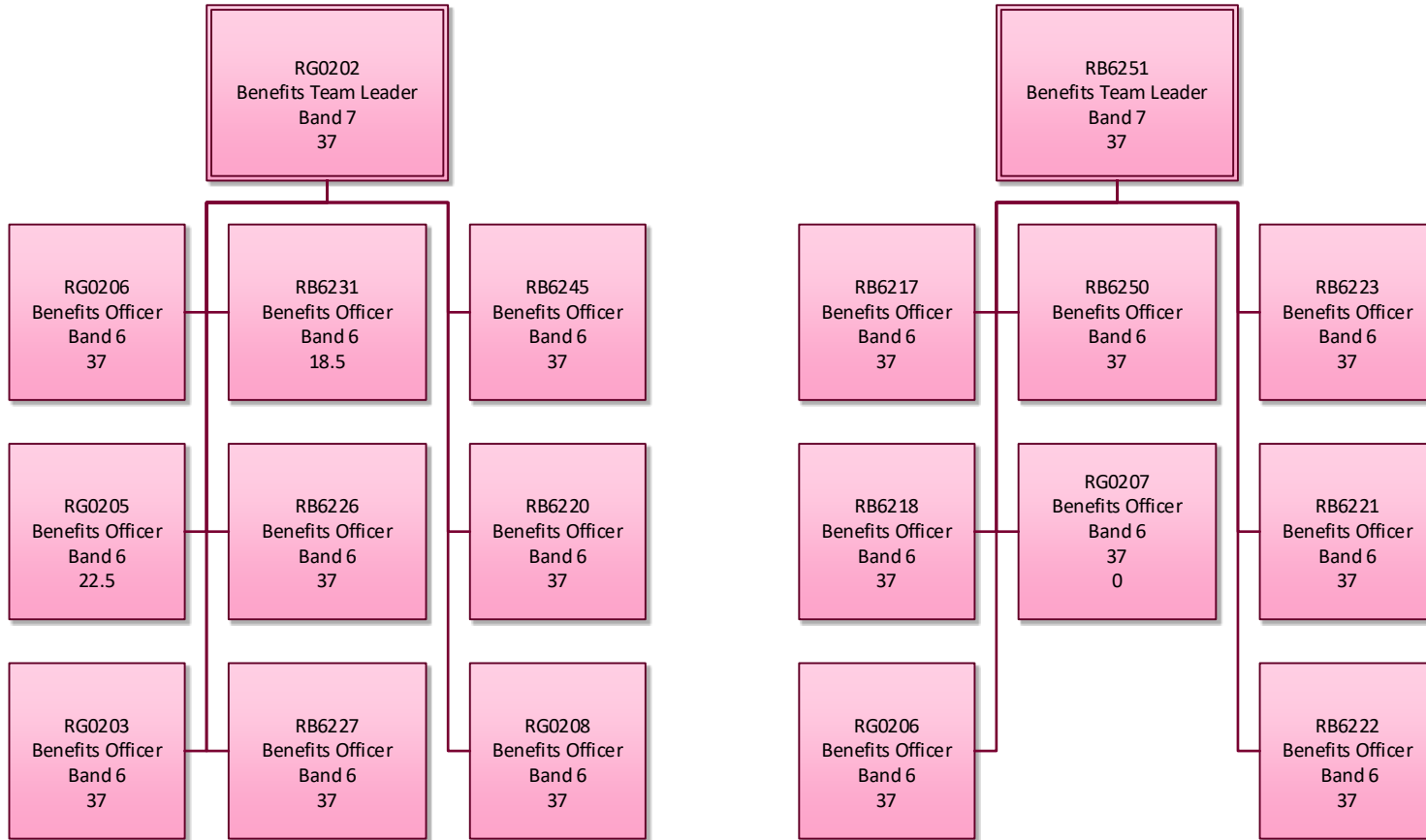
Job Title	Qualification	Continuing Professional Development required?

# Revenues & Benefits

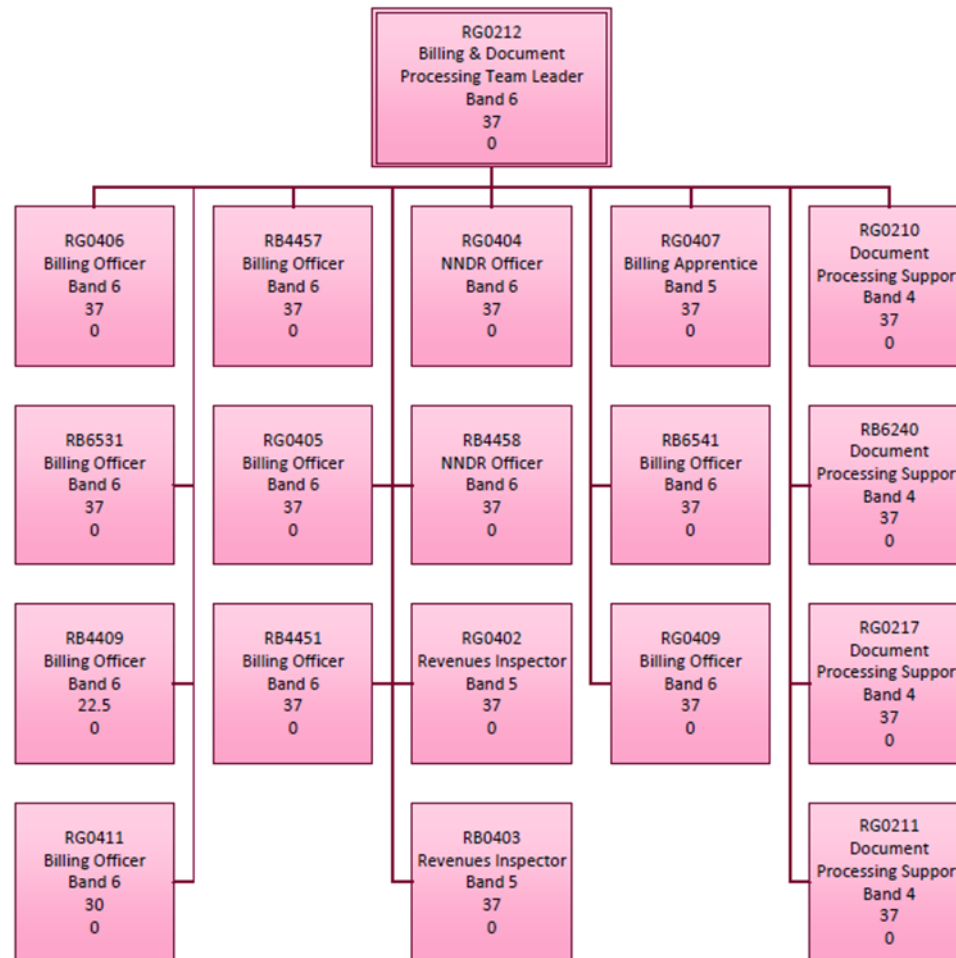




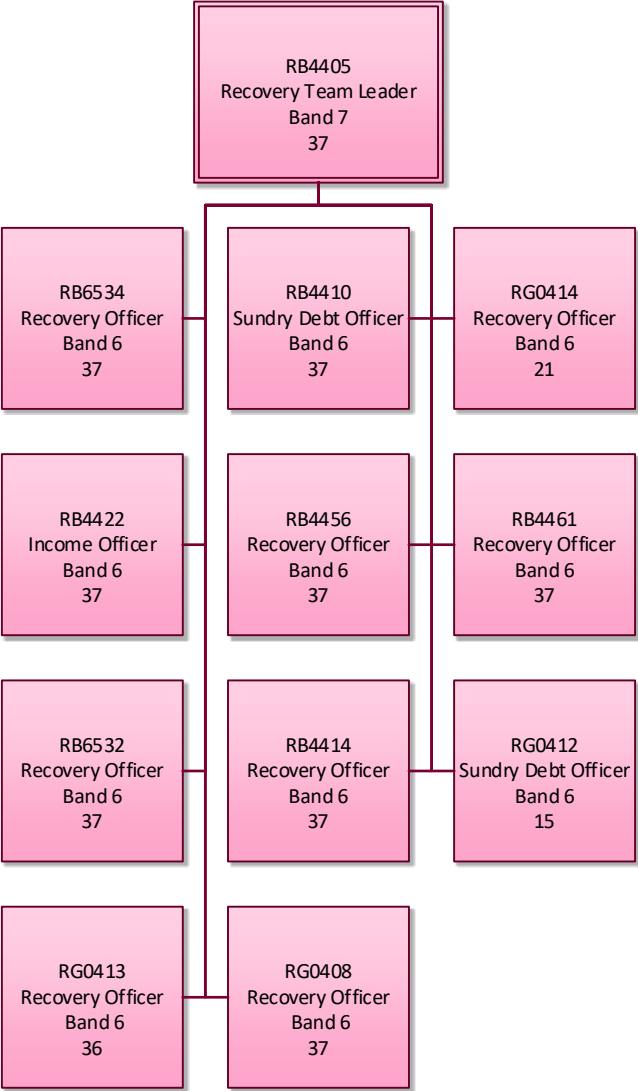
# Benefits



# Billing Team



# Recovery Team



**SECTION 2: OUTPUTS AND OUTCOMES**

**2.1 Performance management**

**2.1.1 Contribution to the Councils' Strategic Aims and Objectives**

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Service contribution to the Strategic Priorities
<p><b>Housing and Thriving Communities</b></p>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	<p>Much of the service actions would be business as usual and as the current benefit processing times and the Council Tax volumes and collection rates are good this should ensure that there would be no delay to the delivery of these priorities from a revenues and benefits perspective.</p> <ul style="list-style-type: none"> <li>• Council tax discount scheme policy</li> <li>• Hardship policies</li> <li>• Discretionary housing payment policy</li> <li>• Bailiff collection protocol's</li> <li>• Business rates discretionary rate relief policies</li> <li>• Write off policies</li> </ul> <p>Subject to the increase in housing not being substantial no additional resources would be required.</p> <p>If all policies were to be reviewed this may involve additional resource being engaged to ensure they are completed within the relevant timescales if fundamental changes were required. If the CTDS is to be reviewed for an April start date then this work would need to commence straight away, however, this was reviewed last year and no significant changes are anticipated this year.</p>

<p><b>Sustainable Environment</b></p>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>To continue to review the delivery methods for our services. To cut down on operational methods that would increase the carbon footprint of the Council, e.g. to continue with the move to providing services digitally where appropriate, to ensure that our customers do not have to make unnecessary journeys to our offices.</p> <p>To ensure that where possible our services are not adding to the TRDC waste stream, even if the majority of the waste is recycled, e.g encouraging our residents to sign up for e-billing for Council Tax.</p>
<p><b>Successful Economy</b></p>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	<p>To continue to collect council tax and business rates, ensuring that benefit payments are processed on time and ensuring that any applications for discounts and exemptions (Council Tax and Business rates) are processed promptly.</p>

<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>Involvement in the development of the customer services strategy – we can provide help and advice from our recent improvement journeys.</p>

### 2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

Ref	Description	2019/20 Actual	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next Year)	2023/24 Target
RB01 - Council Tax	Percentage of current year Council Tax collected in year	98.78%	99%	99%	99%	99%
RB02 - Business Rates	Percentage of current year Non Domestic Rate collected in year	98.30%	99%	99%	99%	99%
RB05 - Benefit	New claims – average time to process from date of receipt of claim to date claim processed	7 days	7 days	7 days	6 days	6 days
RB04 - Benefit	Time taken to process Housing Benefit and Council Tax Support change in circumstances	4 days	4 days	6 days	5 days	5 days

The Head of Revenues and Benefits is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

<b>2.2</b>	<b>Project Management</b>
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<b>Project details</b>				<b>Project Manager: Project Sponsor:</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

<b>Project details</b>				<b>Project Manager: Project Sponsor:</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

<b>Project details</b>				<b>Project Manager: Project Sponsor:</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		



## 2.3

**Contracts**

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Provision of Bailiff and Collection Services for Revenues and Benefits and Parking Services	Revs & Bens	Revs & Bens	Bailiff / Enforcement Agent Services	JBW Group Ltd	Framework Agreement	01/01/2019	31/12/2022	Annual	
Provision of Bailiff and Collection Services for Revenues and Benefits and Parking Services	Revs & Bens	Revs & Bens	Bailiff / Enforcement Agent Services	Marston (Holdings) Limited	Framework Agreement	01/01/2019	31/12/2022	Annual	
Provision of Bailiff and Collection Services for Revenues and Benefits and Parking Services	Revs & Bens	Revs & Bens	Bailiff / Enforcement Agent Services	Newlyn plc	Framework Agreement	01/01/2019	31/12/2022	Annual	
Provision of Bailiff and Collection Services for Revenues and	Revs & Bens	Revs & Bens	Bailiff / Enforcement Agent Services	Rundle & Co Ltd	Framework Agreement	01/01/2019	31/12/2022	Annual	

Benefits and Parking Services									
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**2.4 Risk Management**

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	3	6
Total failure of ICT systems	2	3	6
Loss of accommodation	2	2	4
Fraudulent activity	2	2	4

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

Impact Score	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%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1	Oct 2020	Draft	JW
2	Feb 2021	Final Version	GG

## POLICY AND RESOURCES COMMITTEE – 8 MARCH 2021

### PART I - NOT DELEGATED

#### 10. BUDGET MONITORING – MONTH 10 (January) (DoF)

##### 1 Summary

1.1 Budget monitoring report is a key tool in scrutinising the Council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.

1.2 This report seeks approval to a change in the Committee's 2020 - 2024 medium-term revenue financial plan. The report shows the Council's overall consolidated medium term financial plan for both revenue and capital.

##### 2 Details

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

##### **Revenue**

2.2 The Council's original net revenue budget for 2020/21 was £12.771 million. The latest is **£13.203 million**. The forecast outturn at period 10 is estimated to be **£13.054 million** which gives a variance compared to the latest budget of **(£0.149 million)**. The table below shows how the forecast outturn has been constructed.

Net Revenue Budget 2020/21	£ million
<b>Original Net Revenue Budget</b>	<b>12.771</b>
Variances Previously Approved	0.432
<b>Latest Approved Budget</b> (Council February 2021)	<b>13.203</b>
Variances Reported This Period – Period 10 ( <i>to be approved</i> )	(0.149)
<b>Forecast Outturn</b>	<b>13.054</b>

2.3 The document attached (Budget Management 2020/21 - Annex 1) contains detailed information on the variance and the impact on the Council's medium term financial plan.

##### **Capital**

2.4 The original budget for 2020/21 was £9.624 million. The latest budget is **£8.959 million**. Services have identified a variance of **£1.714 million** which has increased the 2020/21 forecast outturn to **£10.673 million**. The table below shows how the forecast outturn has been constructed.

<b>Capital Investment Programme 2020/21</b>	<b>£ million</b>
<b>Original Budget</b>	<b>9.624</b>
Rephasing from 2019/20	1.604
Variances Previously Approved	(2.269)
<b>Latest Approved Budget (Council February 2021)</b>	<b>8.959</b>
Variances Reported This Period – Period 10 ( <i>to be approved</i> )	1.714
<b>Forecast Outturn</b>	<b>10.673</b>

2.5 The document attached (Budget Management 2020/21 - Annex 1) contains detailed information on the variance and the impact on the Council's medium term financial plan.

### **3. Options/Reasons for Recommendation**

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

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

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

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

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

5.1 None specific.

### **6. Financial Implications**

6.1 The following revenue and capital variations have been identified for all service committees for Period 10.

<b>Variance</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
<b>Revenue</b> - (Favourable)/ Unfavourable	(148,868)	(100,000)	(100,000)	(100,000)
<b>Capital</b> - Increase / (Decrease)	1,714,175	839,230	0	0

### **7. Risk Management Implications**

7.1 The Council has agreed its risk management strategy.

7.2 In the officers' opinion none of the risks above, in isolation, were they to come about, would seriously prejudice the achievement of the 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.

**9. Recommendation**

To Council:

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

Report prepared by: Temi Opeyemi - Finance Manager Financial Planning & Analysis

Checked by: Nigel Pollard – Finance Section Head

**Background Papers**

Budget setting recommendations - Council 23 February 2021.

**ATTACHMENTS**

Annex 1 – Budget Management 2020/21 Period 10

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# Budget Management 2020/21

## Period 10 (End of January)



## **Budget Monitoring Summary**

Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.

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

## **Revenue Summary**

The latest net expenditure approved budget for 2020/21 is **£13.203 million**. The forecast outturn at period 10 (January) is now estimated to be **£13.054 million** giving a variance of **(£0.149 million)**. The main variances are shown below.

		£
1.	<b><u>Kerbside Recycling</u></b> AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that any payments will be made. Furthermore, an additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at home and the demand on the service increases. This is based on invoices received for January.	135,370
2.	<b><u>Development Management</u></b> There is a projected reduction on planning application fees, although application numbers remain consistent, income is dependent on the size and type of application.	47,680
3.	<b><u>Miscellaneous Properties</u></b> An additional rental income.	(33,000)
6.	<b><u>Office Services</u></b> Savings on Security and Cleaning due to the closure of TRH. Efficiency savings on Fax Machine budget as other means of communication now used. Additional savings on postage due to reduced mailing for Watersmeet and reduction in income for printing work and Letting which are as a result of Covid 19.	(39,980)
7.	<b><u>Environmental Health – Commercial Team</u></b> Savings on the environmental health contract as costs for additional work carried out by WBC was lower than expected.	(25,000)
8.	<b><u>Licensing</u></b> A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues. The shortfall in income is partly offset by a budget saving on DBS Checks of (£10k)	28,030
9.	<b><u>Miscellaneous</u></b> Reduction in liability provision	(150,000)
	Other Variances below £20k	(111,968)
	<b>Total Variance</b>	<b>(148,868)</b>

## Capital

The latest capital budget as approved by Council on 23 February 2021 is **£8.959 million**. The forecast outturn is now expected to be **£10.673 million**. This gives a variance when compared to the latest budget of **£1.714 million**.

The main variances are shown below.

		£
1.	<b><u>Waste Services Depot</u></b> Budget to be rephased as building works are on-going and scheduled for completion in 2021/22.	(630,000)
2.	<b><u>Parking Bay &amp; Verge Protection</u></b> Budget is to be rephased. Three schemes have commenced and are scheduled for completion in the first quarter of 2021/22.	(87,233)
3.	<b><u>Highways Enhancement</u></b> Budget to be rephased to 2021/22 for completion of Ebury Way Improvements and Delta Gain retail parade.	(44,384)
4.	<b><u>South Oxhey Initiative</u></b> Settlement monies with regards to compulsory purchase orders	361,405
5.	<b><u>Housing Stock Transfer</u></b> Settlement sum to RSL	2,200,000
	Other Variances	(85,613)
	<b>Total Capital Variance.</b>	<b>1,714,175</b>

## Reserves

The potential effect of both the revenue and capital variances upon on each reserve at summary level is shown in the table below. A list of reserve balances is shown at **Appendix 9**.

Description	Balance at 1 April 2020	Movement	Balance at 31 March 2021
	£000	£000	£000
Capital Reserves	(8,936)	4,773	(4,164)
Earmarked Reserves	(6,583)	(771)	(7,354)
Economic Impact Reserve	(2,103)	452	(1,651)
General Fund	(5,049)	267	(4,781)
<b>Total</b>	<b>(22,671)</b>	<b>4,721</b>	<b>(17,950)</b>

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

## 1.0 Revenue Budget

- 1.1 The Council's latest approved services budget (excluding corporate budgets) is **£11.255 million**. The forecast outturn is now estimated to be **£11.106 million** which results in a service variance of **(£0.149 million)**.
- 1.2 The table below compares the original budget, latest budget, the forecast outturn and the variance against each Committee. It also shows spend to date up to the end of January 2021 (Period 10). The position of each cost centre by committee is shown at **Appendix 1** with the explanation of the variances by committee at **Appendix 2**.

2020/21 Revenue Account – General Fund Summary						
		(A)		(B)		(B – A)
Committee	Original Budget	Latest Budget	Net Spend to Date	Forecast Outturn	% of Budget Spent	Variance
	£000	£000	£000	£000	%	£000
Leisure, Environment and Community	4,585	6,098	3,958	6,185		87
Infrastructure, Housing and Economic Development	1,437	1,868	1,150	1,889		21
Policy & Resources	4,826	3,289	3,758	3,032		(257)
<b>Total Service Budgets</b>	<b>10,848</b>	<b>11,255</b>	<b>8,866</b>	<b>11,106</b>	<b>79%</b>	<b>(149)</b>
Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	1,923	1,948	2,258	1,948		0
<b>Net General Fund</b>	<b>12,771</b>	<b>13,203</b>	<b>11,124</b>	<b>13,054</b>	<b>84%</b>	<b>(149)</b>

## Government Funding

- 1.3 The total level of funding that Government will make available to the Council is at present uncertain. To date the Council has received £1.179m from local government's £3.7bn of Emergency funding and £2k towards rough sleepers. This is to support the additional revenue implications that the Council is facing. There are concerns that local authorities especially district Councils will not be receiving any further financial support as the Government prioritises its funding to other public services.
- 1.4 In July the Secretary of State announced an income guarantee package that will fund 75% of lost fees and charges above a 5% threshold, but it has been made clear that it excludes property rents. It is estimated that the Council could be entitled to £0.600 million of which £0.393 million has been received. In addition the Council has submitted a bid for an additional £242k in relation to the AFM shortfall although this may be ineligible.
- 1.5 The Council has received £498,000 for the Council Tax hardship fund and £11.4M for Small Business and Retail, Hospitality and Leisure Grants. A further Discretionary Grant of the £0.4m has been received to provide grants to small businesses with ongoing fixed property-related costs who were not eligible for Small Business Grant Fund (SBGF) or the Retail Hospitality and Leisure Grant Fund (RHLGF).

## Revenue Reserve Position

- 1.6 The financial effects of COVID-19 is to be met from the Economic Impact Reserve in the first instance as this reserve was set up to be used in this type of scenario. The effect of the 'business as usual variances' will be met from the Council's General Fund balance. The tables below show the position of these reserves over the medium term.

Movement on General Fund Balance	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)	(4,780,857)	(4,170,414)	(3,186,726)
Revenue Budget (Surplus)/Deficit for Year	437,631	565,392	267,429	610,443	983,688	751,265
<b>Closing Balance at 31 March</b>	<b>(3,981,240)</b>	<b>(4,482,894)</b>	<b>(4,780,857)</b>	<b>(4,170,414)</b>	<b>(3,186,726)</b>	<b>(2,435,461)</b>
	2020/2021			2021/2022	2022/2023	2023/24
Movement on Economic Impact ONLY	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)	(1,650,551)	(1,650,551)	(1,650,551)
Covid 19 Impact for Year	0	303,354	452,449	0	0	0
<b>Closing Balance at 31 March</b>	<b>(2,100,000)</b>	<b>(1,799,646)</b>	<b>(1,650,551)</b>	<b>(1,650,551)</b>	<b>(1,650,551)</b>	<b>(1,650,551)</b>
	2020/2021			2021/2022	2022/2023	2023/24
Total Reserves Impact	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)	(6,431,408)	(5,820,965)	(4,837,277)
Impact for Year	437,631	868,746	719,878	610,443	983,688	751,265
<b>Closing Balance at 31 March</b>	<b>(6,081,240)</b>	<b>(6,282,540)</b>	<b>(6,431,408)</b>	<b>(5,820,965)</b>	<b>(4,837,277)</b>	<b>(4,086,012)</b>

A prudent minimum general fund balance of £2 million is considered appropriate.

## Staff Vacancy Monitoring

- 1.7 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of January 2021 with a detailed analysis provided by HR at **Appendix 3**.

Committee	No of Vacancies
Leisure, Environment and Community	2.11
Infrastructure, Housing and Economic Development	1.00
Policy & Resources	12.04
<b>Total</b>	<b>15.15</b>

- 1.8 The percentage of vacant posts at the end of January is 4.97% when compared against the total number of 342 Council posts. Although there are 17 vacant posts this equates to 15.15 FTE's as some posts are part time. In some cases, vacant posts will be covered by agency staff to ensure service delivery

## Investment Portfolio

- 1.9 In 2017 the Council set up its Property Investment Board and allocated up to a total of £20 million to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2020/21 receivable rent and the yield. The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2020/21 Income £000	Total cost of property £000	Yield %	Comments
Nottingham	(156)	4,469	3.49%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, Barclays Bank and Jigsaw for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. Jigsaw have been in rent arrears since lockdown in March 2020 and are having financial difficulties well commented for high streets and fashion retailers. Jigsaw issued proposals for a CVA which reduce the rent from £60k pa to £12k pa for a 3 year period, however, following the latest Locked down, the agreement has been revised. The anticipated reduction is included in the latest budget.
Norwich	(437)	7,169	6.10%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20 year lease from December 2007. The rent due for 2020/21 is £437,000. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(162)	2,740	5.91%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
The Grapevine	(187)	0	0.00%	A joint venture development with Watford Community Housing on the ex-public house site 'The Grapevine'. Loan facilities provided by TRDC to Three Rivers Homes Ltd comprises of £5.182M with an interest payment of £187k.
<b>Total</b>	<b>(942)</b>	<b>14,378</b>	<b>5.17%</b>	<b>Average</b>

## 2.0 Capital Programme

- 2.1 The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at **Appendix 4** and includes variances and commentary from officers. **Appendix 5** summarises the variances for period 10.
- 2.2 The latest capital budget including re-phasing is **£8.959 million**. The forecast outturn for capital expenditure by Services at Period 10 is **£10.673 million**. This provides a variance of **£1.714 million**.
- 2.3 The table below shows the 2020/21 original budget, latest budget, forecast outturn, spend to date and variance for period 10.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Forecast Outturn £000	Variance £000
Leisure, Environment and Community	2,070	1,844	746	1,203	(641)
Infrastructure, Housing and Economic Development	1,238	934	223	747	(187)
Policy & Resources	1,337	978	209	3,158	2,180
<b>Total Service</b>	<b>4,645</b>	<b>3,756</b>	<b>1,178</b>	<b>5,108</b>	<b>1,352</b>
<b>Major Projects</b>					
<i>South Oxhey Initiative</i>	0	893	1,001	1,255	362
<i>Temporary Accommodation</i>	1,156	1,121	1,005	1,121	0
<i>Property Investment</i>	0	312	0	312	0
<i>Leisure Facility at South Oxhey</i>	1,528	2,877	2,836	2,877	0
<i>Local Property -Income opportunity</i>	2,295	0	0	0	0
<b>Total Capital</b>	<b>9,521</b>	<b>8,959</b>	<b>6,020</b>	<b>10,673</b>	<b>1,714</b>

- 2.4 As at the end of period 10, the total spend totalled £6.020 million and represents 67% of the latest budget.
- 2.5 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. In addition the Council may prudentially borrow to fund its capital programme. Decisions on borrowing (amount and duration) will be taken when the need arises. Funding of the capital investment programme over the medium term is shown at **Appendix 6**.

### **3.0 Key Risk Areas**

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

- **COVID-19**

COVID-19 is having a widespread impact on local authority spending throughout the country and had been particularly significant for district council's with much of the funding to date going to Counties in two tier levels. Although many restrictions were lifted in towards the end of the year, the introduction of the Tier 4 Lockdown during the festive period and subsequent national lockdown imposed in January means that the Council is still working through its recovery phase and uncertainty remains as to when the Lockdown will be lifted and what the 'new normal' will be.

- **Temporary Accommodation**

The Council is exposed to its statutory obligation to provide temporary accommodation for those families who present themselves as homeless. The Council is investing a capital sum £2.4 million to redevelop 2 ex garage sites into 12 two bed properties in South Oxhey, which will support the demand and reduce the cost of expensive alternatives such as private Bed & Breakfast. There are now people living in the new accommodation. The latest budget takes into account the potential increase in evictions and the Governments Coronavirus Job Retention Scheme closes.

- **Property Rents**

The latest budget approved shows a revised position following extensive work carried out by the property team to show the effects of Covid 19. It is anticipated that the Council will be able to receive £942k in rents from the Council's investment property portfolio thereby minimising the losses which have occurred due to Covid 19. We have seen one potential loss from the jigsaw CVA for the property in Nottingham where the rent is £5,000 per month. The risk amount has been revised to £58,000, this is a direct effect of the on-going Lockdown which has seen Jigsaw request for a revision in the previously agreed CVA. The property team continues to clear the back log of lease renewal and rent reviews and identification and renegotiation of loss making occupations the portfolio rental continues to increase. The various assurances packages i.e. discretionary grants, rates and VAT holidays and other initiatives have no doubt helped business and tenants weather the storm so far.

- **Leisure Management Contract**

A financial agreement has been made with the operator, and although this is a capped sum which is estimated to be recovered through an enhanced profit share arrangement over the remaining life of the contract, it cannot be guaranteed.

- **Watersmeet**

The 2020/21 pantomime and other shows was cancelled due to social distancing measures. The Council has received a grant of £157,500 from the Arts Council England. This grant will be used to cover a revised programme designed to offset losses on activities at Watersmeet up to the end of the financial year.

- **Business Rates & Council Tax**

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

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

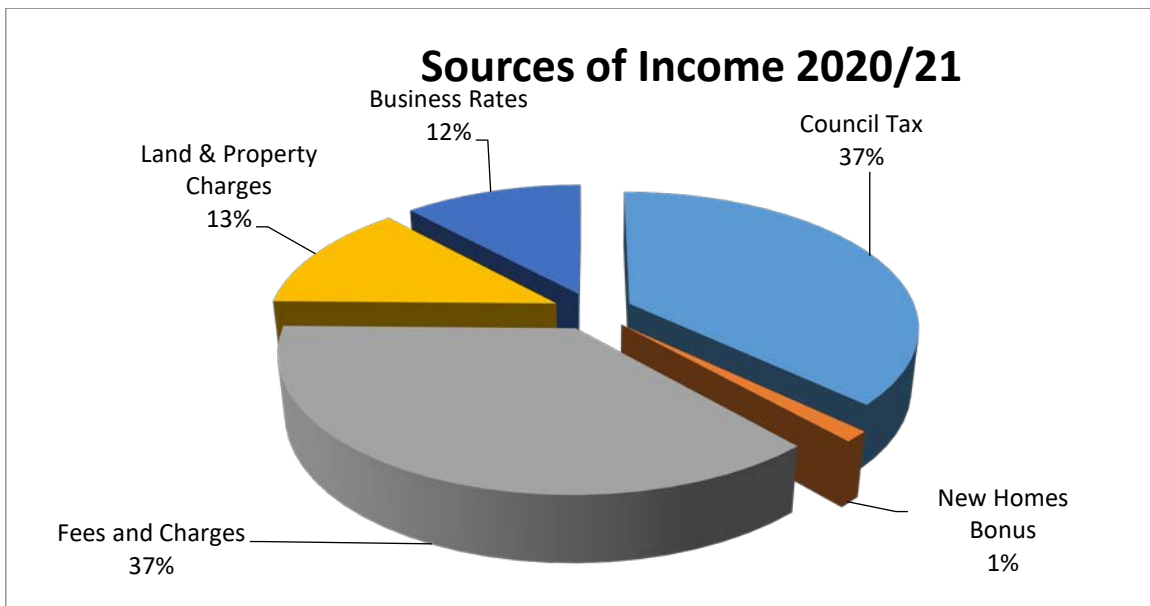
Fund	Period 10 2020/21 Target	Period 10 2020/21 Actual	Difference
Council Tax	96.2%	95.2%	-1.0%
Business Rates (NDR)	93.33%	88.68%	-4.65%

The council has experienced an increased number of working age people applying for CTRS as a result of increasing unemployment. The Government that deficits on the collection fund can be recovered over 3 years.

3.2 The Council’s overall key financial risk matrix is shown at **Appendix 7**. These are reported and monitored and reviewed by the Council’s Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 11 November 2020.

**4.0 Council Income**

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



4.2 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below. It should be noted that the income receivable from the Planning Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year. It is important to note that the COVID-19 pandemic has had a significant impact on parking budgets across the parking income streams (PCNs, permit, P&D parking), as a result of the lockdown. Due to the current lockdown it is evident that many people remain home based and a physical presence in the District’s businesses, shops and high streets remains limited. This continues to affect the recovery of parking income to previous levels. A variance has been reported for this period to reflect this.



- 4.3 Environmental Services, trade waste is invoiced to customers half yearly in April and October and garden waste for existing customers is charged for in one instalment at the beginning of the financial year. Services initially estimated that circa 40% of trade waste income would be irrecoverable as the impact and length of the Government mandated lockdown was not known. Services have subsequently revised the income assumptions for trade waste based on the current trends as business have reopened. Garden waste has exceeded its latest budget position and a variance has been reported.
- 4.4 Garage rents are charged on a weekly basis and most are collected by a monthly direct debit. Licensing income relates licences which are issued on a 3 or 5 year basis.

Service	Income Stream	2020/21 Original Budget £	2020/21 Latest Budget £	2020/21 Actual to date £	2020/21 Forecast Outturn £	2020/21 Variance £
Regulatory Services	Application Fees	(696,420)	(597,887)	(478,149)	(537,887)	60,000
	Licenses	(234,040)	(218,810)	(167,684)	(178,280)	40,530
Parking	Penalty Charge Notices	(115,000)	(45,997)	(52,071)	(53,997)	(8,000)
	Pay and Display	(220,000)	(88,667)	(61,410)	(65,667)	23,000
Environmental Protection	Trade Refuse	(749,187)	(655,877)	(651,171)	(655,877)	0
	Garden Waste	(982,600)	(990,000)	(993,943)	(994,000)	(4,000)
	Clinical Waste	(112,480)	(75,147)	(92,111)	(92,100)	(16,953)
	Cemeteries	(191,530)	(195,870)	(185,844)	(200,870)	(5,000)
Property Services	Garages	(976,830)	(879,147)	(764,187)	(879,147)	0
	Shops	(100,000)	(210,000)	(175,576)	(210,000)	0
	Investment Properties	(1,000,000)	(945,000)	(577,311)	(942,000)	3,000

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

## 5.0 Debtors (invoicing)

- 5.1 The Council charges its customers for various services by raising debtor invoices. If the debt remains outstanding, then a variety of recovery methods are employed including rearranging the payment terms, stopping the provision of the service or pursuing the debt through the legal recovery process.
- 5.2 As at 31 January 2021, the total outstanding debt was £0.280 million. This is equivalent to 1.15% of total budgeted income of £24.4million. Debts less than a month old total £0.066 million and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.070 million which mainly relate to unpaid rent on Temporary Accommodation and Commercial Rents are currently being pursued.

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

<b>Aged debt</b>	<b>Services</b>	<b>Under 1 Month</b>	<b>Over 1 Month to year</b>	<b>Over a year</b>	<b>Total</b>
<b>Committee</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Leisure, Environment & Community	Community Safety Partnership	0	7,500	0	<b>7,500</b>
	Environmental Services	22,560	35,263	5,734	<b>63,557</b>
	Leisure	6,665	0	0	<b>6,665</b>
Infrastructure, Housing and Economic Development	Housing- Temporary Accommodation	4,015	71,087	42,925	<b>118,026</b>
	Planning	5,712	13,920	12	<b>19,644</b>
Policy & Resources	Legal & Property	25,490	10,110	6,663	<b>42,264</b>
	Insurance	518	4,739	1,193	<b>6,450</b>
	Others	1,447	930	13,451	<b>15,828</b>
<b>Total</b>		<b>66,407</b>	<b>143,549</b>	<b>69,979</b>	<b>279,934</b>

## **6.0 Treasury Management**

6.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the pandemic. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set an original budget of £90,000 on short-investment interest for 2020/21, this was revised in the latest budget to £40,000 due to extremely low interest rates.

## **APPENDICES**

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

Leisure, Environment & Community									
<i>Community Safety &amp; Partnership</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	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	(11,251)	4,500	0	4,500	4,500	4,500	Actuals includes grants which are yet to be paid out
Community Safety	235,830	313,470	162,316	297,990	(15,480)	245,100	246,650	246,650	Variance includes £15k Overtime budget not required as the spend is covered by legal fees for ASB work.
Corporate Climate Change	80,000	96,660	30,192	83,760	(12,900)	93,490	94,090	94,090	Reduction in staff costs due to a delay in recruitment.
Community Partnerships	195,530	316,520	244,902	339,450	22,930	197,340	197,340	198,610	Annual Leave paid back to departing member of staff
Env Health - Commercial Team	207,990	207,990	89,881	182,990	(25,000)	209,790	209,790	209,790	Expected additional charges from Watford BC did not materialise. Therefore full budget not required.
Licensing	(110,540)	(95,310)	(84,736)	(67,280)	28,030	(107,050)	(105,680)	(105,470)	A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues. The shortfall in income is partly offset by a budget saving on DBS Checks of (£10k)
Community & Leisure Grant	40,000	40,000	37,499	40,000	0	80,000	80,000	80,000	Budget will be fully spent
<b>Total</b>	<b>956,650</b>	<b>1,179,780</b>	<b>672,765</b>	<b>1,177,360</b>	<b>(2,420)</b>	<b>1,026,510</b>	<b>1,030,030</b>	<b>1,031,510</b>	

Leisure	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	42,650	455	29,376	455	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Arts	11,910	4,261	(6,106)	5,133	872	9,910	9,910	9,910	Shortfall in Income on activities as a result of Covid 19 pandemic.
Watersmeet	34,015	202,446	83,848	202,480	34	56,170	55,675	46,725	Variances include reduction in operating costs such as temporary staffing, Catering & Cleaning as well as Box Office expenditure. This is offset by reduction income from Catering, Lettings, Box Office commission due to venue being closed.
Leavesden Ymca	(35,000)	(35,000)	(26,250)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Active Community Devel Fund	43,400	14,634	6,475	14,634	0	41,900	41,900	41,900	
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	0	(3,000)	(3,000)	(3,000)	All income has been received
Trees And Landscapes	432,110	327,361	246,651	341,493	14,132	374,600	376,410	378,170	Income from land and ground maintenance and Hire of grounds not received due to COVID-19 Pandemic.
Museum	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	All income has been received
Playing Fields & Open Spaces	47,475	61,788	(30,078)	52,788	(9,000)	46,365	46,305	46,415	Reduction in Utility budgets due to reduced use of buildings as a result of the Pandemic.
Play Rangers	54,110	57,375	48,692	57,375	0	54,780	54,780	54,080	Budget will be fully spent
Stadium	16,670	30,570	30,245	30,570	0	16,480	16,390	16,550	
Leisure Venues	(315,500)	529,714	439,180	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	259,560	222,624	259,560	0	255,290	255,980	256,410	Budget will be fully spent
Play Development - Play schemes	65,450	27,485	16,770	27,485	0	60,300	60,300	60,300	
Sports Devel-Sports Projects	29,200	12,910	1,806	12,910	0	26,700	26,700	26,700	Actuals includes grant funding if unspent will be carried forward
Croxley Green Skateboard Park	16,830	3,000	195	3,000	0	17,580	17,580	17,580	Further spend is expected.
Leisure & Community Services	155,190	109,920	109,341	109,920	0	133,070	132,840	147,150	Salary recharges to be actioned at year end.
Grounds Maintenance	707,170	727,690	568,313	727,690	0	706,590	709,080	710,820	Budget will be fully spent. Further spend is expected on diesel costs, equipment and material and tyres.
<b>Total</b>	<b>1,589,450</b>	<b>2,330,469</b>	<b>1,732,410</b>	<b>2,336,507</b>	<b>6,038</b>	<b>1,155,125</b>	<b>987,670</b>	<b>996,530</b>	

<i>Environmental Services</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(17,520)	(13,480)	(15,859)	(13,480)	0	(18,560)	(18,560)	(18,560)	
Refuse Trade	(191,387)	(86,324)	(357,040)	(86,324)	0	(203,240)	(197,470)	(197,470)	Awaiting invoices for quarter 3 and 4 for waste disposal charges and recharge of diesel costs. This is expected at year end.
Recycling General	(12,250)	3,660	217	3,660	0	(12,250)	(12,250)	(12,250)	Awaiting invoice from Welwyn Borough Council for 2021/22 for consortium fees.
Garden Waste	(210,310)	(227,260)	(516,363)	(231,260)	(4,000)	(312,780)	(306,870)	(294,910)	Variance is due to increased income as anticipated reduction on income due to Covid never materialised. The latest income budget for the year has been exceeded.
Clinical Waste	(43,550)	(14,960)	(65,915)	(31,913)	(16,953)	(47,110)	(47,110)	(47,110)	Variance is due to an increase in income budgets as the estimated impact of Covid 19 on income is less than anticipated.
Recycling Kerbside	(365,990)	(44,790)	149,653	90,580	135,370	(90,790)	(90,790)	(90,790)	AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that we will receive anything. Furthermore, an additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at more and the demand on the service increases.
Abandoned Vehicles	750	250	90	250	0	250	250	250	
Plant Control	75,000	75,000	37,500	75,000	0	75,000	75,000	75,000	Awaiting Invoice for the 2nd half of the year
Environmental Maintenance	26,450	25,970	10,251	25,970	0	25,970	25,980	25,980	Awaiting invoice from WBC for Boundary way.
Animal Control	51,160	54,620	40,844	54,620	0	57,250	57,250	57,250	Budget would be fully spent.
Cemeteries	(177,830)	(182,170)	(201,864)	(188,250)	(6,080)	(182,460)	(182,430)	(182,530)	Variance includes Sewage Rates budget not required this year and an anticipated increase in Burial fees expected as we go through the winter months.
Environmental Protection	382,580	370,800	319,386	370,800	0	380,830	380,860	383,490	Budget would be fully spent.
Depot-Batchworth	31,780	27,659	26,386	27,659	0	28,160	28,260	28,700	Quarter 4 rental income for the workshop at Batchworth depot is expected.
Waste Management	1,968,950	2,055,525	1,713,128	2,030,525	(25,000)	2,001,010	1,991,430	1,981,730	Budget reduction on Equipment, furniture and Materials as well hire of van.
Environmental Maint Contractor	521,240	543,400	420,238	543,400	0	536,410	535,230	537,240	
<b>Total</b>	<b>2,039,073</b>	<b>2,587,900</b>	<b>1,553,235</b>	<b>2,671,237</b>	<b>83,337</b>	<b>2,237,690</b>	<b>2,238,780</b>	<b>2,246,020</b>	
<b>Total Leisure Environment &amp; Community</b>	<b>4,585,173</b>	<b>6,098,149</b>	<b>3,958,410</b>	<b>6,185,104</b>	<b>86,955</b>	<b>4,419,325</b>	<b>4,256,480</b>	<b>4,274,060</b>	

Infrastructure Housing & Economic Development									
<i>Housing</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Housing Services Needs	464,970	496,120	465,785	499,010	2,890	483,720	490,150	493,350	Additional budget to cover staff travel costs
Rent Deposit Guarantee Scheme	5,110	3,110	(850)	1,000	(2,110)	5,110	5,110	5,110	Full budget not required due to Covid 19 eviction ban which expires 21/2/21.
Homelessness General Fund	(37,530)	(74,900)	(236,438)	(74,900)	0	(80,770)	(80,770)	(80,770)	Spend to date includes ring-fenced grants
Housing Associations	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Lease income for Wensum Court - charged half yearly.
Env Health - Residential Team	120,620	114,530	88,423	114,530	0	116,440	117,130	117,150	
<b>Total</b>	<b>569,170</b>	<b>533,860</b>	<b>228,503</b>	<b>534,640</b>	<b>780</b>	<b>519,500</b>	<b>526,620</b>	<b>529,840</b>	
Infrastructure & Planning Policy									
	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Land & Property Info Section	1,020	24,900	12,570	29,400	4,500	6,570	7,630	7,750	Variance includes £7k of income not expected due to reduced number of searches and an increase in number of personal searches which are free, £2k increase in income from property naming and £500 Land searches budget not required
Street Naming & Numbering	7,130	7,130	2,868	7,130	0	7,130	7,130	7,130	
Environmental Initiatives	47,470	47,470	7,572	47,470	0	47,470	47,470	47,470	Budget is expected to be fully spent
Development Management	71,700	174,933	116,957	222,613	47,680	74,490	83,560	89,050	A reduction on income of £60k for planning fees has been reported. Although planning applications numbers have remain consistent, income is dependent not just on application numbers but also on the size and type of application. This is offset by an increase in income of £10k from pre application fees
Director Community & Env Servs	130,870	123,280	111,520	123,280	0	130,650	130,550	130,590	
Development Plans	309,530	359,309	288,629	367,539	8,230	346,090	308,310	309,760	Variance includes £6,970 additional agency spend and £1,260 increase in budget due to Sarratt Parish Council no longer contributing to cost of Chilterns Conservation Board.
Hertfordshire Building Control	(1,080)	(22,120)	(50,715)	(30,153)	(8,033)	(10,147)	(9,487)	(9,487)	Variance is due to reduction in staff costs due to redeployment of Officer during pandemic as workloads reduced in first part of 20/21.
<b>Total</b>	<b>566,640</b>	<b>714,902</b>	<b>489,401</b>	<b>767,279</b>	<b>52,377</b>	<b>602,253</b>	<b>575,163</b>	<b>582,263</b>	

<i>Economic Development</i>	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Energy Efficiency	19,500	15,000	0	2,500	(12,500)	19,500	19,500	19,500	Scheme commenced January 2021, delayed due to Covid 19. Full budget not required for this financial year.
Sustainability Projects	24,080	3,300	253	3,300	0	6,000	6,000	6,000	Demand led service
Car Parking	35,040	299,117	147,241	279,997	(19,120)	50,250	50,250	50,250	PCN and permit income is projected to increase by (£30.5k). There is further increase in parking income from suspensions and dispensations of (£14.5k). This is offset by shortfall in income from Pay and Display of £23k. Parking has been suspended from 23rd December 2020 due to the National Lockdown.
Car Parking-Maintenance	91,950	124,950	125,884	124,950	0	114,460	115,070	96,690	Budget has been fully utilised
Dial A Ride	40,000	35,000	21,977	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	Budget will be fully utilised
Better Buses Fund	86,570	93,359	93,359	93,359	0	93,359	93,359	93,359	Budget has been fully utilised
Public Conveniences	4,200	4,200	1,800	4,200	0	4,200	4,200	4,200	Awaiting invoices. Full budget committed
AS Officer	0	0	0	0	0	54,300	54,300	54,300	
<b>Total</b>	<b>301,340</b>	<b>618,284</b>	<b>432,258</b>	<b>586,664</b>	<b>(31,620)</b>	<b>382,069</b>	<b>382,679</b>	<b>364,299</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,437,150</b>	<b>1,867,046</b>	<b>1,150,161</b>	<b>1,888,583</b>	<b>21,537</b>	<b>1,503,822</b>	<b>1,484,462</b>	<b>1,476,402</b>	

Policy & Resources									
Resources & Shared Services	Original Budget 2020/21	Latest Budget 2020/21	Spend to Date	Forecast Outturn 2020/21	Variance @ P10	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Officer Comments
	£	£	£	£	£	£	£	£	
Director Of Finance	72,000	50,970	47,423	50,970	0	70,610	70,610	71,790	
Communication	129,060	125,030	120,548	135,640	10,610	124,110	125,170	125,290	Variance is due to banked annual leave costs paid to departing staff member.
Legal Practice	370,740	368,150	302,805	368,150	0	372,740	376,350	378,770	
Committee Administration	165,290	175,400	152,634	168,650	(6,750)	175,990	180,940	181,280	Variance is due to the delay in the Implementation of Mod.Gov system, which is no longer going live this year, therefore licence costs are not required. Additional savings on the cost of IT equipment and licences required by councillors due to Covid 19.
Office Services	90	240,720	91,317	200,740	(39,980)	240,810	240,810	240,810	Variance is due to reduced spend on cleaning and security budget as the requirements for this service has reduced due to Covid 19 restrictions and the building has remain unoccupied. Further savings are expected on the mobile phone budget as upgrades are expected in 2021/22. £10k budget for postage budget for Watersmeet and Leisure mailings is not required due to Covid 19.
Elections & Electoral Regn	130,250	130,100	112,517	133,130	3,030	129,420	129,420	130,650	Variance is due to banked annual leave costs paid to staff member due to cancellation of the policy.
Finance Services	460,990	426,990	394,624	429,680	2,690	456,420	457,280	458,350	Budget to fund staff leased car costs which was previously offered as saving.
Leaves & Bens Management	37,620	39,310	40,243	39,310	0	38,570	36,250	36,250	Quarter recharge to WBC to be actioned at year end.
Head	104,480	80,460	38,213	80,460	0	82,840	82,840	82,840	Quarter recharge to WBC to be actioned at year end.
Chief Executive	177,640	171,100	142,033	171,100	0	176,060	176,060	176,060	
Performance Mgt & Scrutiny	53,320	52,970	44,864	52,970	0	47,770	47,770	47,770	
Debt Recovery	202,100	182,570	116,830	182,570	0	200,230	201,610	202,980	Quarter 4 recharge to WBC to be actioned at year end.
Three Rivers House	347,640	328,540	256,691	328,540	0	366,190	366,000	359,260	
Basing House	(10,290)	(13,290)	(19,317)	(14,290)	(1,000)	(10,230)	(10,340)	(10,140)	Full Electricity budget not required due to building being closed due to lockdown.
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	
Finance Client	92,750	29,110	80,580	30,680	1,570	98,350	126,410	126,530	Budget to fund employee lease cars which was previously offered up as a saving
Business App Maintenance	221,200	221,200	219,408	228,425	7,225	226,200	226,200	226,200	Budget increase to cover inflationary costs of contract on GIS and Idox Uniform.
ICT Client	639,920	815,950	437,598	815,950	0	751,638	755,542	757,131	Project on unified communications and migration is on going. Awaiting spend.
Internal Audit Client	71,460	63,460	65,286	63,460	0	71,460	71,460	71,460	Budget has been fully spent
Fraud Client	(2,910)	2,690	1,121	2,690	0	2,690	2,690	2,690	
Insurances	353,220	343,220	320,093	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	419,300	280,723	419,300	0	334,628	333,736	334,113	Quarter 4 recharge from WBC to be actioned at year end.
Corporate Management	154,280	150,680	63,123	150,680	0	150,680	150,680	150,680	Awaiting invoices for external audit fees.



<b>Resources &amp; Shared Services</b>	<b>Original Budget 2020/21</b>	<b>Latest Budget 2020/21</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2020/21</b>	<b>Variance @ P10</b>	<b>Forecast 2021/22</b>	<b>Forecast 2022/23</b>	<b>Forecast 2023/24</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	
Democratic Representation	309,790	296,363	249,096	296,363	0	303,758	303,758	303,758	Budget will be fully spent
Benefits & Allowances	726,410	708,490	653,761	708,490	0	725,010	729,820	728,810	
Benefits Client	(549,890)	(549,890)	1,221,664	(549,890)	0	(549,890)	(549,890)	(549,890)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government
Benefits Non Hra	1,020	1,020	0	1,020	0	1,020	1,020	1,020	
Council Tax Collection	355,040	346,810	316,094	346,810	0	360,940	362,120	365,390	
NNDR	35,130	32,540	174,811	32,540	0	36,500	36,500	36,500	Invoice to be raised too HCC for analysis of local costs.
Council Tax Client	(186,140)	(186,140)	0	(186,140)	0	(186,140)	(186,140)	(186,140)	Income from court costs received at year end
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	(107,090)	This is received at year end
Register Of Electors	36,800	36,800	20,041	36,800	0	36,800	36,800	36,800	Remaining budget will be spent
District Elections	76,320	4,350	4,897	5,000	650	76,320	76,320	76,320	Subscriptions, actual spend but no budget
Customer Service Centre	920,770	794,300	625,983	774,575	(19,725)	947,790	955,360	958,520	Reduction in staff costs due to secondments
Major Incident Planning	95,310	85,360	73,950	85,360	0	98,230	99,290	99,410	
Miscellaneous Income & Expend	268,033	(1,383,650)	(1,506,743)	(1,533,650)	(150,000)	(90,724)	34,330	(198,288)	Reduction due to RSL settlement
Non Distributed Costs	242,000	242,000	1,470	242,000	0	249,000	255,000	255,000	Awaiting invoice from HCC for pension contributions
Customer Contact Programme	50,000	50,000	1,225	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)	(53,900)	(168,928)	(86,900)	(33,000)	(103,920)	(103,860)	(104,420)	Variance is due £48k for lease extension, £10k budget transferred from Garages to offset additional maintenance spend on Miscellaneous Properties and £5k additional spend on Council Tax on properties that were not handed over to countryside until January as part of the South Oxhey initiative as a result of Covid 19.
Asset Management - Property Services	775,740	530,440	793,220	529,760	(680)	370,810	383,530	389,630	Budget saving due to reduced requirement for printing due to digitalisation and miscellaneous expenses due to staff working from home. Charge to capital done at year end
Garages & Shops Maintenance	(1,059,200)	(1,027,917)	(950,819)	(1,062,917)	(35,000)	(1,142,850)	(1,142,960)	(1,144,030)	
Investment Properties	(1,000,000)	(945,000)	(578,311)	(942,000)	3,000	(1,000,000)	(1,000,000)	(1,000,000)	Due to the latest Covid lockdown, Jigsaw rent till Jan 21 has been revised according to Covid Clause in CVA.
Oxhey Drive	9,820	9,820	8,234	9,820	0	9,990	10,050	10,250	
Vacancy Provision	(180,000)	0	0	0	0	(180,000)	(180,000)	(180,000)	
Salary Contingency	0	0	0	0	0	273,860	275,000	275,000	
<b>Total Policy &amp; Resources</b>	<b>4,826,093</b>	<b>3,289,336</b>	<b>3,757,733</b>	<b>3,031,976</b>	<b>(257,360)</b>	<b>4,639,810</b>	<b>4,789,666</b>	<b>4,570,534</b>	
					0				
<b>Total All Committees</b>	<b>10,848,416</b>	<b>11,254,531</b>	<b>8,866,304</b>	<b>11,105,663</b>	<b>(148,868)</b>	<b>10,562,957</b>	<b>10,530,608</b>	<b>10,320,996</b>	

<b>Corporate Costs</b>	<b>Original Budget 2020/21</b>	<b>Latest Budget 2020/21</b>	<b>Spend to Date</b>	<b>Forecast Outturn 2020/21</b>	<b>Variance @ P10</b>	<b>Forecast 2021/22</b>	<b>Forecast 2022/23</b>	<b>Forecast 2023/24</b>	<b>Officer Comments</b>
	£	£	£	£	£	£	£	£	
Interest Earned	(530,632)	(480,632)	(13,644)	(480,632)	0	(390,011)	(90,000)	(90,000)	Interest on loan to RSL of £375k is received at the end of the financial year. Reduction due to extremely low interest rates
Interest Paid	450,150	425,150	208,210	425,150	0	431,220	302,150	302,150	This relates to the cost of borrowing for the funding of the new Leisure facility at South Oxhey, loan to RSL and the redevelopment of garage sites for temporary accommodation. Payments are scheduled for October and March
Transfer to Reserves	(59,910)	(59,910)	0	(59,910)	0	(59,910)	(59,910)	(59,910)	Accounting entry made at year end
Parish Precepts	2,063,812	2,063,812	2,063,812	2,063,812	0	2,114,610	2,156,920	2,200,060	Paid half yearly in April & September
<b>Total Corporate Costs</b>	<b>1,923,420</b>	<b>1,948,420</b>	<b>2,258,379</b>	<b>1,948,420</b>	<b>0</b>	<b>2,095,909</b>	<b>2,309,160</b>	<b>2,352,300</b>	
<b>Grand Total</b>	<b>12,771,836</b>	<b>13,202,951</b>	<b>11,124,683</b>	<b>13,054,083</b>	<b>(148,868)</b>	<b>12,658,866</b>	<b>12,839,768</b>	<b>12,673,296</b>	

## Explanation of Variances reported in this period - Revenue

Leisure, Environment & Community			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Community Safety	Employees	Overtime budget not required due to offsetting spend against legal fees for ASB work	(15,180)
	Transport	Essential car user full budget not required due to reduced staff travel during lockdown	(300)
Corporate Climate Change	Employees	Reduction in staff costs due to a delay in recruitment.	(12,900)
Community Partnerships		Annual Leave paid back to departing member of staff	22,930
Env Health - Commercial Team	Third Party Payments	Expected additional charges from Watford BC did not materialise. Therefore full budget not required.	(25,000)
Licensing	Supplies and Services	Budget for DBS checks not required. Monies paid by applicant to TRDC and then paid out to DBS.	(12,500)
	Income	A reduction in income has been reported on drivers and operator licenses. This is because no new driver applications are being received as a result of the on-going pandemic. There is further reduction on income received from street trading as the lockdown continues.	40,530
<b>Total Community Safety &amp; Partnership</b>			<b>(2,420)</b>
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Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Community Arts	Income	Shortfall in Income on activities as a result of Covid 19 pandemic.	872
Watersmeet	Employees	Variance mainly due to reduction in Temporary staffing costs as the venue remains closed to due the ongoing pandemic	(11,641)
	Premises	Reduced spend on cleaning due to the venue being closed	(3,000)
	Supplies and Services	Reduced spend on supplies and services mainly due to Catering, Equipment and Box Office expenditure due to the venue being closed	(36,850)
	Income	Reduced income mainly due to Catering, Lettings, Box Office commission due to venue being closed	51,525
Trees and Landscapes	Income	Income from land and ground maintenance and Hire of grounds not received due to COVID-19 Pandemic.	14,132
Playing Fields & Open Spaces	Premises	Reduction in Utility budgets due to reduced use of buildings as a result of the Pandemic.	(9,000)
<b>Total Leisure</b>			<b>6,038</b>

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Garden Waste	Income	Anticipated reduction on income due to Covid never materialised. Latest budget for the year has been exceeded.	(4,000)
Clinical Waste	Income	The impact of Covid 19 on income was less than anticipated.	(16,953)
Recycling Kerbside	Supplies and Services	An additional budget of £31,000 is required due to increased costs of recycling cans and plastics as more residents remain at home and the demand on the service increases.	31,000
	Income	AFM payment from HCC is based on reductions of residual waste. It was initially estimated that TRDC would receive approximately £104k, however HCC has since revised their estimates and it is now unlikely that we will receive anything	104,370
Cemeteries	Premises	Sewage rates budget not required this year	(1,080)
	Income	An anticipated increase in Burial fees expected as we go through the winter months	(5,000)
Waste Management	Transport	Full budget not required for Hire of vehicles	(5,000)
	Supplies and Services	Full budget not required for Equipment, Furniture and materials	(20,000)
<b>Total Environmental Services</b>			<b>83,337</b>
<b>Total Leisure Community &amp; Environment Services</b>			<b>86,955</b>
<b>Infrastructure Housing &amp; Economic Development</b>			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Housing Service Needs	Transport	Additional budget to cover staff travel costs	2,890
Rent Deposit Guarantee Scheme	Premises	Full budget not required due to Covid 19 eviction ban which expired on 21/2/21.	(2,110)
<b>Total Housing</b>			<b>780</b>

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Land & Property Info Section	Supplies and Services	Full Land Searches budget not required	(500)
	Income	Variance includes £7k of income not expected due to reduced number of searches and an increase in number of personal searches which are free and a £2k increase in income from property naming.	5,000
Development Management	Transport	Full budget for Essential & Casual user mileage not required this financial year due to pandemic	(1,000)
	Supplies and Services	Full Budgets for Protective clothing, Printing & Station not required this year	(1,320)
	Income	A reduction on income of £60k for planning fees has been reported. Although planning applications numbers have remain consistent, income is dependent not just on application numbers but also on the size and type of application. This is offset by an increase in income of £10k from pre application fees	50,000
Development Plans	Employees	Additional Agency Spend	6,970
	Supplies and Services	Increase in budget required due to Sarratt Parish Council no longer contributing to cost of Chilterns Conservation Board	1,260
Hertfordshire Building Control	Employees	Reduction in staff costs due to redeployment of Officer during pandemic as workloads reduced in first part of 20/21	(11,807)
	Income	Income in Quarter 2 reduced as costs paid by HBC to LA1 due to Covid and reduced staffing resources.	3,774
<b>Total Infrastructure and planning policy</b>			<b>52,377</b>
Energy Efficiency	Supplies and Services	Scheme commenced January 2021, delayed due to Covid 19. Full budget not required for this financial year.	(12,500)
Car Parking	Income	PCN and permit income is projected to increase by (£30.5k). There is further increase in parking income from suspensions and dispensations of (£14.5k). This is offset by shortfall in income from Pay and Display of £23k. Parking has been suspended from 23rd December 2020 due to the National Lockdown.	(19,120)
<b>Total Economic Development</b>			<b>(31,620)</b>
<b>Total Infrastructure, Housing &amp; Economic Development</b>			<b>21,537</b>

Policy & Resources			
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2020/21 £
Communication	Employees	Variance is due to banked annual leave costs paid to departing staff member.	10,610
Committee Administration	Supplies and Services	Variance is due to the delay in the Implementation of Mod.Gov system, which is no longer going live this year, therefore licence costs are not required. Additional savings on the cost of IT equipment and licences required by councillors due to Covid 19.	(6,750)
Office Services	Premises	Full Cleaning budget not required as although the cleaning regime has been adapted to cover Covid requirements and TRH is mainly closed to staff, therefore reduced hours are sufficient	(10,000)
	Supplies and Services	Variance includes full budget on Fax Machine budget not required due to other means of communication, Full Security budget not required as the Service has not been required due to the building being closed. Full mobile phone budget not required as upgrades will now be done 21/22. Full Postage budget not required due to reduced mailings for Watersmeet and Leisure due to Covid 19.	(35,480)
	Income	Reduction in income for printing work due to Covid and Lettings due to the building being closed.	5,500
Elections & Electoral Regn	Employees	Variance is due to banked annual leave costs paid to staff member due to cancellation of the policy.	3,030
Finance Services	Employees	Budget to fund staff leased car costs which was previously offered as saving.	2,690
Housing House	Premises	Full Electricity budget not required due to building being closed due to lockdown.	(1,000)
Finance Client	Employees	Budget to fund employee lease cars which was previously offered up as a saving	1,570
Business App Maintenance	Supplies and Services	Budget increase to cover inflationary costs of contract on GIS and Idox Uniform.	7,225

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<b>Policy &amp; Resources</b>			
<b>Description</b>	<b>Main Group Heading</b>	<b>Details of Outturn Variances to Latest Approved Budget</b>	<b>2020/21 £</b>
District Elections	Premises	Subscriptions, actual spend but no budget	650
Customer Service Centre	Employees	Reduction in staff costs due to secondments	(19,725)
Miscellaneous Properties	Premises	Additional income of £48K for lease extension.	(48,000)
	Income	Variance includes £10k budget transferred from Garages to offset additional maintenance spend on Miscellaneous Properties and £5k additional spend on Council Tax on properties that were not handed over to countryside until January as part of the South Oxhey Initiative as a result of Covid 19	15,000
Miscellaneous Expenditure	Supplies and Services	Reduction in liability provision	(150,000)
Asset Management - Property Services	Premises	Variance includes reduced requirement for printing due to digitalisation and miscellaneous expenses due to staff working from home.	(2,680)
	Supplies and Services	Income from Legal Fees is not expected this year.	2,000
Garages & Shops Maintenance	Premises	Underspent budget transferred to Miscellaneous Properties to offset additional maintenance spend	(10,000)
	Income	Budget not required as scheme at South Oxhey Shops will not take place	(25,000)
Investment Properties	Income	Due to the latest Covid lockdown, Jigsaw rent until Jan 21 has been revised according to Covid Clause in CVA.	3,000
		<b>Total Policy and Resources</b>	<b>(257,360)</b>
		<b>TOTAL Variances for Period 10 (January) 2021</b>	<b>(148,868)</b>

Staff Vacancies

Committee	Department	Job Title	Comments	Total
Infrastructure, Housing and Economic Development	Development Management	Planning Officer	Currently recruiting	1.00
Leisure, Environment & Community	Leisure & Landscapes	Senior Park Ranger	Not currently advertised	1.00
	CommunityPartneships	Strategic Policy & Partnerships Mgr	Not currently advertised	0.61
	Watersmeet	Technical Support	Not currently advertised, venue closed	0.50
Policy and Resources	Property Services	Head of Property	Currently recruiting	1.00
		Principal Property & Asset Manager	Currently recruiting	1.00
	Finance	Section Head - Accountancy (FA&T)	Covered by Interim	1.00
		Head of Finance	Covered by Interim	1.00
	Revenue and Benefits	Benefits Officer	Currently recruiting	0.43
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	1.00
		Benefits Officer	Not currently advertised	0.61
		Benefits Officer	Not currently advertised	1.00
		Systems and Subsidy Officer	Not advertised	1.00
Corporate Services	Senior Communications Officer	Covered by Interim	1.00	
			<b>Grand Total</b>	<b>15.15</b>



## Medium Term Capital Investment Programme

Leisure, Environment & Community									
<i>Community Safety &amp; Partnership</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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
<b>Total</b>	<b>44,750</b>	<b>9,793</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>44,750</b>	<b>26,000</b>	<b>26,000</b>	
Leisure									
<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Heritage & Tourism Initiative	0	0	5,521	0	0	0	0	0	Budget is funded entirely from the National Lottery Heritage Fund and S106 monies
Countryside Management	10,000	10,000	10,000	10,000	0	10,000	10,000	10,000	Budget has been fully spent
Quadrome	21,000	21,000	18,169	21,000	0	21,000	22,500	22,500	Budget will be spent
Footpaths	5,000	3,000	1,889	3,000	0	0	0	0	Planned works were delayed due to Bees and Wasps. Work has now been completed awaiting invoice.
Scotsbridge-Chess Habitat	0	0	0	0	0	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	Contractor has been appointed. Works due to take place in March-April 2021 subject to planning approval at Feb planning committee
Watersmeet Stg Light Replace	64,000	112,000	59,700	112,000	0	0	0	0	Full budget to be spent by end of year. Phase 2 works expected to be completed in March
South Oxhey Leisure Centre	6,000	6,155	4,018	6,155	0	0	0	0	Budget will be spent
Leisure Facilities Improvement	25,000	10,985	2,477	10,985	0	10,000	10,000	0	Budget expected to be spent primarily around Sir James Altham Pool
Open Space Access Improvements	50,000	123,000	37,022	123,000	0	50,000	50,000	50,000	Budget will be spent by the end of the financial year
Outdoor Fitness Zones	0	0	0	0	0	54,400	54,400	27,200	
Improve Play Area-Future Schemes	50,000	52,730	0	58,383	5,653	158,250	100,000	100,000	Budget transferred from Cassiobridge Play Area Refurbishment

<i>Leisure</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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	13,623	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	6,711	23,000	0	15,000	20,000	20,000	Full budget to be spent by end of financial year
Pavilions-Whole Life Costing	10,000	12,316	1,348	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 financial year
Watersmeet - Hot Water pipework replacement	0	1,898	1,810	1,898	0	0	0	0	Full budget to be spent.
The Swillet - Play area Refurbishment	18,880	26,221	5,090	26,221	0	0	0	0	Awaiting final invoice following 6 month defect inspection
Cassiobridge Play Area Refurbishment	4,030	5,653	0	0	(5,653)	0	0	0	Project complete, remaining budget transferred to Improve Play Area-Future Schemes
<b>Total</b>	<b>344,660</b>	<b>491,062</b>	<b>167,378</b>	<b>491,062</b>	<b>0</b>	<b>350,040</b>	<b>288,900</b>	<b>251,700</b>	
<i>Environmental Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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	14,386	14,966	(15,030)	40,030	25,000	25,000	budget to be rephased to allow purchase of vehicle for animal control in 2021/22
Waste Services Depot	1,000,000	665,672	8,374	35,672	(630,000)	1,300,000	0	0	Budget rephased as work is not likely to be done in this financial year
Waste Domestic Waste	20,000	31,528	35,821	36,028	4,500	30,500	40,000	40,000	Budget to be rephased from 2021/22 due to additional bin purchases
Waste & Recycling Vehicles	500,000	164,110	163,122	164,110	0	0	1,887,000	400,000	Budget will be fully spent.
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	815	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	317,933	390,590	0	120,000	280,000	180,000	Budget will be spent by March 2021.
<b>Total</b>	<b>1,680,000</b>	<b>1,342,714</b>	<b>578,194</b>	<b>702,184</b>	<b>(640,530)</b>	<b>1,552,530</b>	<b>2,314,000</b>	<b>727,000</b>	
<b>Total Leisure, Environment &amp; Community</b>	<b>2,069,410</b>	<b>1,843,569</b>	<b>745,572</b>	<b>1,203,039</b>	<b>(640,530)</b>	<b>1,947,320</b>	<b>2,628,900</b>	<b>1,004,700</b>	

Infrastructure Housing & Economic Development									
<i>Economic Development</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 Spend To Date £	Forecast Outturn 2020/21 £	Variance £	Proposed 2021/22 £	Draft 2022/23 £	Draft 2023/24 £	Comments
Cycle Schemes	25,000	9,583	3,900	0	(9,583)	64,583	25,000	25,000	Cycling and Walking Strategy not completed so £9,583 to be 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	33,160	0	33,160	0	164,425	50,000	50,000	Croxley Green parking scheme currently being delivered.
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	0	(3,000)	2,500	2,500	2,500	This is a demand led service, no applications received. Budget not required this financial year.
South Oxhey Initiative	0	109,223	78,453	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	0	(100,000)	301,473	40,000	40,000	£12,767 monies transferred to Bus Shelters to cover groundwork costs. Remaining monies £87,233 rephased to 2021/22. 3 schemes expected to be ordered and commenced this year (South Way, Mullions Walk and Barnhurst Path) but substantially completed early next financial year.
Highways Enhancement	147,620	47,620	0	3,236	(44,384)	194,384	50,000	50,000	Remaining monies to be used for Ebury Way improvements (final quote awaited) and Delta Gain (awaiting landowner consents) but works not expected to be substantially completed this year. £44,384 rephased to 2021/22.
Bus Shelters	9,000	19,580	0	32,347	12,767	9,000	9,000	9,000	Budget moved from Parking Bay & Verge Protection to cover increased verge ground works. 2 shelters ordered (South Way and A405), works due to commence in March.
Retail Parades	135,780	48,115	0	10,115	(38,000)	188,000	30,000	30,000	Abbots Langley Welcome signage and Croxley Green Wayfinding project ordered and expected to be delivered this financial year. Remaining monies for Delta Gain retail parade refurbishment, however, landowner consent still awaited. Rephase £38k to 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	11,157	20,000	0	20,000	20,000	20,000	Planned works South Oxhey Playing Fields
TRDC Footpaths & Alleyways	20,000	20,850	2,950	20,850	0	40,000	25,000	25,000	Budget will be spent
Integration of Firmstep to uniform Licensing applications	0	19,000	0	19,000	0	0	0	0	Ongoing project
<b>Total</b>	<b>728,140</b>	<b>455,131</b>	<b>96,478</b>	<b>272,931</b>	<b>(182,200)</b>	<b>1,045,865</b>	<b>299,000</b>	<b>299,000</b>	
<i>Housing</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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	126,759	474,108	0	500,000	586,000	586,000	£132k 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	5,000	0	0	(5,000)	10,000	10,000	10,000	Demand led service, no applications received to date. Budget not required this year
<b>Total</b>	<b>510,000</b>	<b>479,108</b>	<b>126,759</b>	<b>474,108</b>	<b>(5,000)</b>	<b>510,000</b>	<b>596,000</b>	<b>596,000</b>	
<b>Total Infrastructure Housing &amp; Economic Development</b>	<b>1,238,140</b>	<b>934,239</b>	<b>223,237</b>	<b>747,039</b>	<b>(187,200)</b>	<b>1,555,865</b>	<b>895,000</b>	<b>895,000</b>	

Policy & Resources									
<i>Resources &amp; Shared Services</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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	Budget will be used to purchase new screens for poll stations and new laptops for postal vote opening. Awaiting IT approval.
Members' IT Equipment	16,260	0	0	0	0	46,690	16,260	16,260	
Mod.Gov Com Mgmt System	15,000	15,000	10,000	15,000	0	0	0	0	System currently being installed. 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	180,000	0	180,000	0	325,000	150,000	150,000	Works are scheduled to start shortly 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
Website Development	0	14,870	0	14,870	0	0	0	0	Discussions still taking place, delayed due to Covid 19, may need to rephase at year end.
IT Elections	17,000	21,170	14,933	21,170	0	17,000	17,000	17,000	Budget will be used to purchase new laptops for postal vote opening. Awaiting IT approval.
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	56,968	42,721	56,968	0	250,000	170,000	170,000	Budget will be spent
Basing House-Whole Life Costing	6,000	0	0	0	0	30,000	60,000	60,000	
Investment Prop-Shops	0	11,900	0	11,900	0	0	0	0	
Business Application Upgrade	90,000	27,500	0	8,000	(19,500)	109,500	90,000	90,000	Rephase to 21/22 to cover costs associated with O365, cloud viability etc.
Three Rivers House Transformation	244,470	6,944	3,902	6,944	0	270,000	0	0	Budget will be spent
Property Information System	50,000	50,000	0	50,000	0	0	0	0	Property Informations System Working Group set up and looking into options. May need to rephase into 2021/22.
Housing Stock Transfer	0	0	0	2,200,000	2,200,000	0	0	0	Settlement fee
<b>Total</b>	<b>1,337,320</b>	<b>978,362</b>	<b>209,325</b>	<b>3,158,862</b>	<b>2,180,500</b>	<b>1,516,780</b>	<b>911,850</b>	<b>911,850</b>	

<i>Major Projects</i>	Original Budget 2020/21 £	Latest Budget 2020/21 £	P10 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	2,877,391	2,835,741	2,877,391	0	226,823	0	0	Budget will be spent
South Oxhey Initiative	0	893,207	1,001,229	1,254,612	361,405	0	0	0	Compensation settlement monies with regards to Compulsory Purchase Orders arising from South Oxhey Initiative, related to 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	1,004,797	1,120,128	0	0	0	0	The projects have been completed, awaiting final invoice and remaining budget is for retention monies
<b>Total</b>	<b>4,978,943</b>	<b>5,203,086</b>	<b>4,841,767</b>	<b>5,564,491</b>	<b>361,405</b>	<b>226,823</b>	<b>0</b>	<b>0</b>	
<b>Total Policy &amp; Resources</b>	<b>6,316,263</b>	<b>6,181,448</b>	<b>5,051,092</b>	<b>8,723,353</b>	<b>2,541,905</b>	<b>1,743,603</b>	<b>911,850</b>	<b>911,850</b>	
<b>Total Capital Programme</b>	<b>9,623,813</b>	<b>8,959,256</b>	<b>6,019,901</b>	<b>10,673,431</b>	<b>1,714,175</b>	<b>5,246,788</b>	<b>4,435,750</b>	<b>2,811,550</b>	

## Explanation of Variances reported in this period - Capital

Leisure, Environment & Community			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Improve Play Area-Future Schemes	Budget transferred from Cassiobridge Play Area Refurbishment	5,653	0
Cassiobridge Play Area Refurbishment	Project complete, remaining budget transferred to Improve Play Area-Future Schemes	(5,653)	0
Waste Plant & Equipment	budget to be rephased to allow purchase of vehicle for animal control in 2021/22	(15,030)	15,030
Waste Services Depot	Budget rephased as work is not likely to be done in this financial year	(630,000)	630,000
Bulk Domestic Waste	Budget to be rephased from 2021/22 due to additional bin purchases	4,500	(4,500)
	<b>TOTAL</b>	<b>(640,530)</b>	<b>640,530</b>
Infrastructure, Housing & Economic Development			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Cycle Schemes	Cycling and Walking Strategy not completed so £9,583 to be rephased to 2021/22	(9,583)	9,583
Trusted Building Grants	This is a demand led service, no applications received. Budget not required this financial year.	(3,000)	0
Home Repairs Assistance	Demand led service, no applications received to date. Budget not required this year	(5,000)	0
Parking Bay & Verge Protection	£12,767 monies transferred to Bus Shelters to cover groundwork costs. Remaining monies £87,233 rephased to 2021/22. 3 schemes expected to be ordered and commenced this year (South Way, Mullions Walk and Barnhurst Path) but substantially completed early next financial year.	(100,000)	87,233
Highways Enhancement	Remaining monies to be used for Ebury Way improvements (final quote awaited) and Delta Gain (awaiting landowner consents) but works not expected to be substantially completed this year. £44,384 rephased to 2021/22.	(44,384)	44,384
Bus Shelters	Budget moved from Parking Bay & Verge Protection to cover increased verge ground works. 2 shelters ordered (South Way and A405), works due to comence in March.	12,767	0
Retail Parades	Abbots Langley Welcome signage and Croxley Green Wayfinding project ordered and expected to be delivered this financial year. Remaining monies for Delta Gain retail parade refurbishment, however, landowner consent still awaited. Rephase £38k to 2021/22	(38,000)	38,000
	<b>TOTAL</b>	<b>(187,200)</b>	<b>179,200</b>
Policy & Resources			
Description	Details of Outturn Variances to Latest Approved Budget	2020/21 £	2021/22 £
Business Application Upgrade	Rephase to 21/22 to cover costs associated with O365, cloud viability etc.	(19,500)	19,500
South Oxhey Initiative	Compensation settlement monies with regards to Compulsory Purchase Orders arising from South Oxhey Initiative, related to intensification of Phase 3	361,405	0
Housing Stock Transfer	Settlement fee to RSL	2,200,000	0
	<b>TOTAL</b>	<b>2,541,905</b>	<b>19,500</b>
<b>Total Variances for Period 10 (January) 2021</b>		<b>1,714,175</b>	<b>839,230</b>

## Funding the Capital Investment Programme

Capital Programme	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	Original Budget	Latest Budget	Outturn Forecast at P10	Forecast	Forecast	Forecast
	£	£	£	£	£	£
<b>Balance Brought Forward</b>						
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)	(2,773,908)	0	0
<b>Borrowing</b>	0	0	0	0	0	0
<b>Total Funding Brought Forward</b>	<b>(6,609,510)</b>	<b>(8,936,429)</b>	<b>(8,936,429)</b>	<b>(4,163,662)</b>	<b>(1,389,754)</b>	<b>(879,903)</b>
<b>Generated in the Year</b>						
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	(20,000)	(20,000)	(20,000)
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)
<b>Borrowing</b>	0	0	0	0	0	0
<b>Total Generated</b>	<b>(3,110,840)</b>	<b>(1,797,155)</b>	<b>(1,797,155)</b>	<b>(1,715,407)</b>	<b>(1,715,000)</b>	<b>(1,615,000)</b>
<b>Use of Funding</b>						
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	20,000	20,000	20,000
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	553,273	2,267,448	2,869,315	95,000	95,000
<b>Borrowing</b>	0	0	0	530,650	2,210,899	1,125,115
<b>Total Use of Funding</b>	<b>4,644,870</b>	<b>4,855,747</b>	<b>6,569,922</b>	<b>5,019,965</b>	<b>4,435,750</b>	<b>2,811,550</b>
<b>Balance Carried Forward</b>						
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)	(4,488,083)	(2,773,908)	0	0	0
<b>Total Funding Carried Forward</b>	<b>(5,075,480)</b>	<b>(5,877,837)</b>	<b>(4,163,662)</b>	<b>(1,389,754)</b>	<b>(879,903)</b>	<b>(808,468)</b>
<b>South Oxhey Initiative</b>						
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>South Oxhey Leisure Facility</b>						
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Investment</b>						
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Temporary Accommodation</b>						
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure Capital Investment Programme</b>	<b>9,623,813</b>	<b>8,959,256</b>	<b>10,673,431</b>	<b>5,246,788</b>	<b>4,435,750</b>	<b>2,811,550</b>

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners
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. <b>The financial impact of COVID 19 will place a burden on the Councils Revenue account through loss of income and additional expenditure.</b>	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. <b>Government financial support is crucial to the Council achieving a sustainable budget</b>	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	↓	<b>Agreed 2020/21 pay award of £2.75% against a budget of 3%</b>	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. <b>Inflation currently running below assumptions.</b>	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. <b>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</b>	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. <b>Govt announced an income guarantee scheme to support Councils of 70% of loss of income on fees &amp; charges due to C19</b>	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. MTFP 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. <b>This was originally postpone to 2021/22 and has been further postponed. Impact of Covid 19 on collection fund will impact in 2021/22</b>	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. <b>Work was temporarily suspended but remains broadly on track.</b>	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 <b>£50K due to a sub tenant having an approved reduced rent</b>	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. <b>Director of Finance and Head of Finance currently interim appointments.</b>	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

## Key Budget Indicators – Income Streams

<b>Regulatory Services</b>									
<b>Car Park Enforcement</b>	<b>Month</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	
<b>Penalty Charge Notices (PCNs)</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(19,359)	340	(13,718)	306	(12,406)	355	(950)	2
	May	(17,596)	262	(3,482)	116	(13,713)	211	(1,905)	3
	June	(15,417)	277	(11,756)	319	(8,600)	138	(2,155)	10
	July	(18,263)	293	(13,190)	348	(10,493)	164	(2,363)	98
	August	(15,291)	334	(12,455)	320	(8,523)	152	(4,115)	138
	September	(21,977)	332	(11,869)	368	(9,007)	155	(8,839)	238
	October	(22,172)	305	(15,781)	433	(11,212)	170	(12,331)	353
	November	(26,283)	305	(13,848)	358	(7,673)	167	(8,964)	108
	December	(13,915)	331	(10,606)	295	(8,961)	143	(7,416)	93
	January	(18,955)	341	(15,609)	416	(9,635)	248	(3,033)	4
	February	(13,835)	296	(10,305)	247	(7,499)	158		
	March	(9,375)	173	(13,710)	327	(7,685)	102		
	<b>Total</b>	<b>(212,439)</b>	<b>3,589</b>	<b>(146,329)</b>	<b>3,853</b>	<b>(115,407)</b>	<b>2,163</b>	<b>(52,071)</b>	<b>1,047</b>
<p><b>Comments:</b> The latest budget for 2020/21 is £45,997, officers are projecting an outturn of £53,997. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). Residents are charged on a zonal basis. The no of PCN's issued can reduce due to greater parking compliance. Parking charges were suspended again in December following the introduction of the Tier 4 restrictions.</p>									
<b>Car Park Enforcement</b>	<b>Month</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	
<b>Pay &amp; Display Tickets</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(10,130)	2,980	(9,710)	3,808	(18,065)	9431	(23)	5
	May	(6,950)	2,761	(16,954)	9,482	(19,712)	9907	(20)	8
	June	(10,612)	3,418	(14,529)	8,497	(12,913)	9293	(1,967)	1279
	July	(9,052)	2,785	(16,673)	9,791	(19,514)	10064	(8,069)	4523
	August	(8,460)	3,041	(25,141)	9,320	(15,275)	8,923	(10,408)	6,149
	September	(10,201)	2,782	(15,831)	9,415	(16,566)	9,053	(12,002)	6,653
	October	(10,432)	3,080	(20,699)	9,979	(19,368)	10,064	(13,292)	6,925
	November	(10,372)	3,743	(18,293)	9,883	(16,736)	9,482	(7,433)	10,031
	December	(12,969)	2,890	(20,255)	10,249	(21,011)	10,873	(8,184)	4,033
	January	(6,319)	2,895	(18,850)	9,613	(20,315)	10,582	(12)	1
	February	(10,437)	2,984	(26,956)	9,419	(18,123)	9588		
	March	(11,951)	3,002	(19,788)	10,296	(14,546)	6032		
	<b>Total</b>	<b>(117,885)</b>	<b>36,361</b>	<b>(223,678)</b>	<b>109,752</b>	<b>(212,144)</b>	<b>113,292</b>	<b>(61,410)</b>	<b>39,607</b>
<p><b>Comments:</b> The latest budget for 2020/21 is £88,667. Officers are reporting a revised budget of £65,667. There are different charging regimes for different car parks within the district. However most pay &amp; display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free. Parking charges were suspended again in December following the introduction of the Tier 4 restrictions.</p>									
<b>Development Management</b>	<b>Month</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	
<b>Application Fees</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(36,351)	171	(30,617)	141	(51,431)	133	(38,159)	132
	May	(58,783)	182	(47,353)	144	(54,043)	131	(81,876)	109
	June	(44,355)	174	(46,577)	134	(66,271)	129	(41,283)	143
	July	(70,547)	171	(71,811)	132	(51,656)	149	(32,903)	138
	August	(25,335)	163	(26,376)	137	(50,897)	145	(35,997)	142
	September	(23,822)	153	(33,905)	128	(42,726)	123	(90,374)	160
	October	(105,679)	150	(23,688)	124	(80,266)	131	(29,374)	155
	November	(23,202)	146	(34,751)	148	(116,095)	127	(30,543)	170
	December	(47,014)	131	(33,388)	102	(51,835)	125	(67,640)	149
	January	(34,858)	161	(34,143)	142	(50,727)	99	(30,000)	158
	February	(94,085)	134	(19,545)	132	(33,802)	156		
	March	(38,016)	171	(49,015)	138	(40,924)	137		
	<b>Total</b>	<b>(602,046)</b>	<b>1,611</b>	<b>(451,168)</b>	<b>1,602</b>	<b>(690,672)</b>	<b>1,585</b>	<b>(478,149)</b>	<b>1,456</b>
<p><b>Comments:</b> The latest budget for 2020/21 is £597,887 this has been reduced from the original budget of £696,420 due to Covid 19. As at period 10, officers are reporting an outturn position of £537,887. There are a number of different charging levels dependent on the type &amp; size of the proposed area. The table of current fees for each type can be found on the Councils website.</p>									

<b>Waste Management</b>									
<b>Trade Refuse</b>	<b>Month</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	
<b>Contract fees</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(263,228)	622	(267,036)	646	(346,064)	955	(280,745)	859
	May	(209)		(358)		(1,459)		417	
	June	(1,038)		(1,239)		(1,614)		(20,476)	
	July	(441)		350		(1,652)		(10,195)	
	August	(412)		(428)		(419)		(2,013)	
	September	(6,035)		(1,213)		(1,394)		(1,827)	
	October	(261,649)		(265,560)		(347,316)		(347,427)	
	November	(1,371)		(841)		10		6,383	
	December	(502)		(350)		(1,540)		(751)	
	January	(7,759)		(395)		(4,259)		5,463	
	February	(751)		(312)		(1,361)			
	March	(1,160)		(7,755)		(19,849)			
	<b>Total</b>	<b>(544,554)</b>		<b>622</b>		<b>(545,138)</b>		<b>646</b>	
<p><b>Comments:</b> The latest budget 2020/21 is £655,877. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service. For 2020/21 the figures include contracts for Schools and glass /plastic/paper and cardboard.</p>									
<b>Garden Waste</b>	<b>Month</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	
<b>Bin Charges</b>		<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>	<b>£</b>	<b>Volume</b>
	April	(770,319)	17,996	(902,792)	20,907	(912,988)	21,143	(875,957)	20,314
	May	(29,917)	2,990	(30,255)	701	(27,729)	732	(66,976)	1,435
	June	(18,996)	766	(16,176)	375	(14,853)	304	(23,477)	469
	July	(9,612)	238	(8,209)	190	(9,565)	210	(10,812)	243
	August	(7,083)	200	(4,667)	98	(5,795)	115	(6,029)	131
	September	(3,509)	78	(3,447)	66	(3,940)	96	(4,295)	105
	October	(3,326)	137	(2,831)	119	(2,737)	98	(2,456)	85
	November	(1,329)	46	(1,467)	51	(1,116)	39	(2,186)	65
	December	(515)	26	(770)		(436)	16	(925)	28
	January	(419)	25	(426)		(501)	24	(830)	28
	February	0	0	0		0	0		
	March	0	0	0		0	0		
	<b>Total</b>	<b>(845,024)</b>	<b>22,502</b>	<b>(971,040)</b>	<b>22,506</b>	<b>(979,660)</b>	<b>22,777</b>	<b>(993,943)</b>	<b>22,903</b>
<p><b>Comments:</b> The latest 2020/21 budget is £990,000. As at Period 10, Officers are reporting an outturn position of £994,000. The standard charges for 2020/21 are £40 for the first bin and £80 for a second bin. Customers in receipt of benefits pay a concession fee of £32 for the first bin.</p>									

### Garages and Shops

Garages	Month	2017/18		2018/19		2019/20		2020/21	
		£	Volume	£	Volume	£	Volume	£	Volume
Rent									
	April	(67,608)	8%	(93,490)	6%	(88,327)	11%	(74,513)	11%
	May	(85,083)	8%	(74,313)	7%	(71,154)	12%	(53,698)	13%
	June	(65,861)	8%	(73,904)	7%	(70,686)	12%	(107,919)	14%
	July	(83,667)	9%	(92,273)	7%	(87,862)	12%	(71,117)	16%
	August	(67,761)	8%	(73,914)	8%	(70,632)	11%	(70,223)	15%
	September	(67,730)	8%	(73,140)	9%	(87,994)	11%	(87,870)	15%
	October	(84,937)	7%	(88,606)	10%	(70,512)	11%	(70,789)	15%
	November	(68,168)	7%	(69,977)	10%	(70,692)	11%	(88,099)	15%
	December	(68,150)	5%	(87,688)	11%	(88,381)	11%	(70,203)	16%
	January	(84,921)	5%	(70,866)	10%	(71,217)	10%	(69,758)	16%
	February	(68,082)	5%	(69,700)	11%	(71,695)	10%		
	March	(67,084)	5%	(70,227)	11%	(89,818)	11%		
	<b>Total</b>	<b>(879,052)</b>		<b>(938,097)</b>		<b>(938,968)</b>		<b>(764,187)</b>	

**Comments:** The latest budget for 2020/21 is £879,147. Lower level applied to those in the more difficult to let areas. There are currently 1,116 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2017/18		2018/19		2019/20		2020/21	
		£	Volume	£	Volume	£	Volume	£	Volume
Rent									
	April	(116,148)	n/a	(112,031)	n/a	(70,392)	n/a	(66,330)	n/a
	May	(3,522)	n/a	(8,084)	n/a	(1,875)	n/a	31,706	n/a
	June	(106,077)	n/a	(83,320)	n/a	(53,825)	n/a	(38,627)	n/a
	July	(5,689)	n/a	(50,928)	n/a	(141,217)	n/a	(9,727)	n/a
	August	(3,688)	n/a	(1,874)	n/a	(21,358)	n/a	0	n/a
	September	(124,784)	n/a	(78,842)	n/a	(69,147)	n/a	(38,245)	n/a
	October	(4,176)	n/a	(2,753)	n/a	1,317	n/a	(10,796)	n/a
	November	1,513	n/a	(946)	n/a	(3,897)	n/a	2,546	n/a
	December	(107,040)	n/a	(77,738)	n/a	(70,049)	n/a	(37,853)	n/a
	January	(21,833)	n/a	(861)	n/a	(13,125)	n/a	(8,250)	n/a
	February	781	n/a	14,125	n/a	0	n/a		n/a
	March	(8,791)	n/a	(2,143)	n/a	1,083	n/a		n/a
	<b>Total</b>	<b>(499,454)</b>		<b>(405,395)</b>	<b>0</b>	<b>(442,487)</b>	<b>0</b>	<b>(175,576)</b>	<b>0</b>

**Comments:** The 2020/21 budget is £210,000. There are 20 shops in the district which are predominantly let as self repairing leases. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage, availability, affordability and community benefit.

## Reserves

Category	Opening Balance 01/04/2020 £	Net Movement in Year £	Closing Balance 31/03/2021 £	Purpose
<b>Revenue Reserves</b>				
General Fund	(5,048,779)	267,429	(4,781,350)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,103,000)	452,449	(1,650,551)	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
<b>Total Revenue</b>	<b>(7,502,804)</b>	<b>719,878</b>	<b>(6,782,926)</b>	
<b>Capital Reserves</b>				
Capital Receipts	0	0	0	Generated from sale of Council assets
New Homes Bonus	(4,930,516)	2,156,608	(2,773,908)	Government grant set aside for supporting capital expenditure
Section 106	(581,286)	0	(581,286)	Developers contributions towards facilities
Grants & Contributions	(814,461)	5,993	(808,468)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	(2,610,166)	2,610,166	0	Reserve set aside for supporting capital expenditure
<b>Total Capital</b>	<b>(8,936,429)</b>	<b>4,772,767</b>	<b>(4,163,662)</b>	
<b>Other Earmarked Reserves</b>				
Leavesden Hospital Open Space	(769,123)	0	(769,123)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,165,350)	0	(1,165,350)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(4,173,539)	(771,409)	(4,944,948)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,563)	0	(123,563)	Reserve to fund expenditure on plant & machinery
<b>Total Other</b>	<b>(6,231,575)</b>	<b>(771,409)</b>	<b>(7,002,984)</b>	
<b>Total All</b>	<b>(22,670,808)</b>	<b>4,721,236</b>	<b>(17,949,572)</b>	

**Glossary of terms**

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

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



## POLICY AND RESOURCES COMMITTEE – 8 MARCH 2021

### PART I - DELEGATED

#### 11. **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**

<b>No.</b>	<b>Item to be considered</b>	<b>Link to Strategic Plan</b>	<b>Date of Next Meeting</b>	<b>Purpose of the Report</b>	<b>How the work will be done</b>	<b>Responsible Officer</b>	<b>Outcome Expected</b>
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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