

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Monday, 12 September 2022 at 7.30 pm in the Penn Chamber, Three Rivers House, Rickmansworth

Members of the Policy and Resources Committee:-

Councillors:

Sarah Nelmes (Chair)
Paul Rainbow
Stephen Cox
Chris Lloyd
Reena Ranger
Andrew Scarth
Roger Seabourne

Stephen Giles-Medhurst (Vice-Chair)
Phil Williams
Philip Hearn
Keith Martin
Abbas Merali
Ciaran Reed

*Joanne Wagstaffe, Chief Executive
2 September 2022*

The Council welcomes contributions from Members of the public to aid discussions on agenda items at the Policy and Resources Committee meetings. Details of the procedure are provided below:

For those wishing to speak:

Members of the public are entitled to register and identify which item(s) they wish to speak on from the published agenda for the meeting. Those who wish to register to speak are asked to register on the night of the meeting from 7pm.

Please note that contributions will be limited to no more than three minutes.

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 be given the right to speak on that item at the next meeting of the Committee.

Those wishing to observe the meeting are requested to arrive on the night of the meeting from 7pm.

In accordance with The Openness of Local Government Bodies Regulations 2014 any

matters considered under Part 1 business only of the meeting may be filmed, recorded, photographed, broadcast or reported via social media by any person.

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

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

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 18 July 2022 and the Extraordinary Policy and Resources Committee meeting held on 18 August 2022

3. NOTICE OF OTHER BUSINESS

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

4. DECLARATIONS OF INTEREST

To receive any declarations of interest.

POLICY

**5. CALENDAR OF MEETINGS 2024/25 AND AMENDMENTS TO 2023/24
CALENDAR OF MEETINGS**

(Pages
17 - 30)

To consider the draft calendar of meetings for the Local Government Year 2024/25.

To consider amendments to the calendar of meetings for the Local Government Year 2023/24 on the scheduling of the two Service Committee meetings.

6. HOUSING DELIVERY TEST ACTION PLAN

(Pages
31 - 52)

The Housing Delivery Test and associated Action Plan for 2021 was agreed by the Policy and Resources Committee on the 19 July 2021.

The National Planning Policy Framework (NPPF) requires councils to prepare an action plan where housing delivery has fallen below the housing requirement.

The Action Plan analyses the reasons for the under-delivery of new homes and sets out actions to improve housing delivery within the District.

7. ELECTIONS VOTER ID

(Pages
53 - 60)

It is expected that following approval of further legislation on the detail, Voter ID will come in to effect from May 2023 elections.

The Elections Act 2022 will require voters in Great Britain to show photographic identification before being issued a ballot paper in polling stations. Failure to show ID will prevent a voter from voting.

To implement this change there are two realistic options available to the council:

The use of Modern Polling, a Government Digital Services approved electronic platform for voter check in and reports provided by Modern Democracy Ltd.

A paper based check-in to check and record voters' ID.

The Government is not expected to provide the full details of the guidance on Voter ID until at least January 2023, by which time it will be too late for the Council to implement the Modern Polling solution, therefore a decision is required now as to whether the Council is to implement the Modern Polling solution or the paper based option.

Both options will require additional budget. Modern Polling circa. £28,400 per year, paper based solution circa. £11,400 per year.

The Modern Polling solution will also require additional ICT support and internal support from the CSC to our Elections team.

8. ANTI FRAUD AND CORRUPTION STRATEGY

(Pages
61 - 76)

This report seeks member's approval of a revised Anti-Fraud and Corruption Strategy. This is a harmonised policy with Watford BC.

RESOURCES

9. COVID-19 ADDITIONAL RELIEF FUND (CARF) SCHEME

(Pages
77 - 80)

This report outlines the Council's proposal for a new NNDR (Business Rates) discretionary relief scheme call the Covid-19 Additional Relief Fund (CARF) scheme. The government scheme requires local authorities to provide an allowance against NNDR liabilities, rather than pay as a grant to businesses.

The Council's proposed scheme will provide relief starting at 1%, increasing to 55% (depending on the business type) against the net 2021/22 NNDR liability of properties that meet the scheme's eligibility criteria (using percentages applied by the government which accounts for the differing severity of Covid-19 on each sector). A final percentage figure will be calculated once the checking of the data extract is complete.

The government have advised that the CARF scheme will operate under Section 47 of the Local Government Finance Act 1988. This section allows the government to implement NNDR changes without having to raise new legislative provisions through Parliament. As Section 47 is technically a discretionary provision, local authorities are required to set up their own local schemes.

10. STRATEGIC, SERVICE AND FINANCIAL PLANNING INCLUDING DEVELOPMENT OF CORPORATE FRAMEWORK 2023-2026 (Pages 81 - 86)

The purpose of this report is to seek agreement to the process whereby the Council will determine its three-year medium-term strategic plan for 2023-2026, the related service plans, and the allocation of financial resources to achieve them.

11. CIL SPENDING APPLICATIONS (Pages 87 - 118)

The report seeks to allocate a total of £632,282 of CIL funding to local infrastructure projects to support growth in Three Rivers.

12. BUDGET MONITORING REPORT TO 31 JULY 2022 (Pages 119 - 166)

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 over the 3 year medium term based on the Council's actual financial performance at the end of period four (31 July 2022) set against the latest budget.

13. EXEMPTION FROM PROCUREMENT PROCEDURE - MODERN POLLING (Pages 167 - 168)

To advise Policy and Resources Committee that an exemption to the Procurement process was approved by the Chief Executive by the Exceptional Circumstances exemption as permitted by the Council's Constitution.

14. WORK PROGRAMME (Pages 169 - 176)

To receive the Committee's work programme

15. OTHER BUSINESS - if approved under item 3 above

16. EXCLUSION OF PRESS AND PUBLIC

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

"that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined under paragraphs 1-7 of Part I of Schedule 12A to the Act. It has been decided by the Council that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

(Note: If other confidential business is approved under

item 3, it will also be necessary to specify the class of exempt or confidential information in the additional items.)

1. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

To receive any declarations of interest.

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

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POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a meeting held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Monday 18 July 2022 from 7.30pm to 8.40pm.

Councillors present:

Sarah Nelmes (Chair)	Paul Rainbow (Economic Development and Transport)
Stephen Giles-Medhurst (Infrastructure and Planning Policy) (Vice Chair)	Reena Ranger
Stephen Cox	Ciaran Reed
Philip Hearn	Steve Drury (for Cllr Scarth)
Chris Lloyd (Leisure)	Phil Williams (Environment, Climate Change and Sustainability)
Keith Martin (Resources and Shared Services)	Roger Seabourne (Community Safety and Partnerships)
Rue Grewal (for Cllr Merali)	

Officers Present: Joanne Wagstaffe, Chief Executive
Geof Muggeridge, Director of Community and Environmental Services
Kimberley Grout, Executive Head of Service
Hannah Doney, Head of Finance
Justin Wingfield, Head of Property Services and Major Projects
Emma Sheridan, Interim Head of Community Partnerships
Sarah Haythorpe, Principal Committee Manager

PR28/22 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Andrew Scarth and Abbas Merali with the substitutes being Councillors Steve Drury and Rue Grewal.

PR29/22 MINUTES

The minutes of the Policy and Resources Committee meeting held on 13 June 2022 and the Special Policy and Resources Committee meetings held on 12 July 2022 were confirmed as a correct record and were signed by the Chair.

PR30/22 NOTICE OF OTHER BUSINESS

The Chair advised that agenda item 8 was not published 5 clear working days before the meeting but had agreed that the report was of sufficient urgency to be taken at the meeting the reason for urgency being as follows:

Item 8 – Impact of Inflation on the Council - so that the Committee can understand the impact on the Council at this time and make comments before further reports come forward.

The Chair advised that the Part II item (No.1) had been added to the agenda since the publication but they had agreed to take as an urgent item so that the

consideration of the title lease could be made by the Committee and a determination made as it could not wait until September.

PR31/22 DECLARATION OF INTERESTS

None received.

POLICY

PR32/22 MEMBER TRAINING

The purpose of the report is to:

- Recommend a framework for Member Training for 2022/23 to the P&R Committee.
- To determine that the Council do not sign up to the Member Charter but look to work towards achieving its standards.
- To agree to add the Equalities on line training module to the other 3 mandatory training modules (Safeguarding Children, Safeguarding Adults and Prevent)
- To consider whether training on specialised areas set out in Paragraphs 5.1 and 5.2 of the report should be considered for all Members.

Members raised the following points:

- Concern that the recent mandatory licensing and regulatory services training had seen some Members not able to attend which reduced the number of Councillors who sit on the Committee and who could be on a sub-committee. They felt that a better way of organising the mandatory training dates was to set them out in advance in the calendar of meetings. If not able to attend the training they should not sit on the Committee.
- It was not always quite as simple as saying if you don't attend the training you are not able to sit on the Committee as there may be exceptional circumstances which prevent you from attending.
- It would be good to cover all levels of knowledge and backgrounds in the training as at the recent mandatory training there was a split in knowledge levels.
- To look to provide the training in house and be organised online and look at virtual training modules. Will need to look at the costs to execute this.
- 3 hours training is too long and having the training during the daytime is very difficult for some Members to attend.
- Move more of the training to online training modules including the mandatory training and then organise a Member catch up to reflect and make comments on the training.
- Raised concern that Members were being asked to complete mandatory online equalities training and that this should be non mandatory.
- Concerned that the number of mandatory training courses for Councillors was increasing all the time and that it was too detailed and felt like they were back at work. They would be happy to do the online training if it could be tailored to Councillors requirements.

- A lot of the content provided in the online mandatory training modules was very relevant to the role of a Councillor and referred to the last two national serious case reviews.
- If the training modules were mandatory for staff they should be for Councillors.
- Raised concern about accessing ilearn as it was a complex system and asked if the system could be simplified.
- Highlighted constitution, finance and budget setting as being specialised areas of training Members would like to receive.

Officers responded that:

We are always happy to receive feedback on the training particularly immediately after it had been provided.

The online equalities training module was mandatory for officers and could be provided to Members at minimal cost. The content of the training module would be apparent when the module was being completed.

Noted that the ilearn system was brought in from the County Council but the feedback would be passed onto them.

Councillor Stephen Giles-Medhurst moved, seconded by Councillor Sarah Nelmes the recommendations as set out in the report and to include that a module on equalities training be added for all Members to the other 3 mandatory training modules.

On being put to the Committee the motion was declared CARRIED by the Chair the voting being 11 For, 2 Against and 0 Abstentions.

RESOLVED:

Agreed to continue with the framework for Member Training for 2022/23 as follows:

That the Chief Executive have delegated authority to:

1. Authorise attendance at LGA Leadership and other LGA courses in consultation with the relevant Group Leader.
2. Authorise attendance at other external training courses which are not free in consultation with the relevant Group Leader where there are exceptional circumstances.

Training on specialised areas put forward were on the constitution, budget setting and finance for all Members.

Agreed to add online Equalities training to the other 3 mandatory online training modules of Prevent, Safeguarding Adults and Safeguarding Children.

To not sign up to the Member Charter at a cost of £3,000.

The public sector Equality Duty (section 149 of the Act) came into force on 5 April 2011. The Equality Duty applies to Three Rivers District Council. It requires the Council to consider how different people will be affected by its activities, helping it to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs. The Equality Duty is supported by specific duties, set out in regulations which came into force on 10 September 2011. The specific duties require the Council to prepare and publish one or more specific and measurable equality objectives. We published our first set of objectives in March 2012.

This report recommends new objectives which will cover the period from 2022-2026 and includes highlights of work undertaken across the Council which contributed to the delivery of the previous objectives. Objectives must be published at least every four years.

This report includes, findings from a public consultation held on the proposed objectives.

Members raised the following points:

Referred to proposed Council objectives for 22-26 and the point "To celebrate diversity, promote inclusion and enhance community life in partnership with communities" and asked about the level of council tax payers money spent on these initiatives.

Referred to Paragraph 4.2.2 and the 80 participants who had completed the survey. They were concerned that digital surveys were excluding some people and with other changes since covid to how the public can contact the Council may have impacted on the people able to respond.

The Chair advised that the Council sponsored Herts Pride and referred Members to Section 3 of the report and the achievements made by the Council.

Details would be included as part of the Service Plan process and this would provide an opportunity for Members to feed in their points. The focus was rather on support in kind rather than any funding or financial cost. Once the objectives are agreed work would be undertaken to take forward as part of the Equalities policy.

The Interim Head of Community Partnerships advised that the survey was carried out both online and face to face. Details would be provided to Members on where the face to face consultations took place across the District. Support had been received across all areas for the objectives which were quite broad at this time.

Councillor Sarah Nelmes moved, seconded by Councillor Phil Williams the recommendation as detailed in the report.

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

RESOLVED:

Members reviewed and agreed the proposed Equality Objectives.

RESOURCES

In February 2022 HMG Levelling Up, White Paper was published, which sets out how opportunity will be spread more equally across the UK.

In order to support the ambitions of the Levelling Up Paper, the Government has allocated £2.6bn through the UK Shared Prosperity Fund (UKSPF) over 3 years. Three Rivers District Council has been awarded £1m for 2022-25.

In order to access the 2022-25 allocation of funding, Three Rivers District Council is required to submit a Local Investment Plan, by 1 August 2022, outlining those local priorities that the Council wishes to focus on. The Investment Plan will include a high level outline of the interventions and investments that the funding will prioritise, together with an overview of the expected outputs and outcomes.

This report makes recommendations for the allocation of the funding within Three Rivers which if agreed will then be used to develop the required Investment Plan.

The Interim Head of Community Partnerships provided details on the allocation of the funding to the Council over the 3 year period. Details were provided on how that funding should be allocated although it was noted that the guidance on how the funding could be used had been circulated late to the Council. The funding had been split as either revenue or capital. The investment plan once finalised would need to be submitted to the Government by the beginning of August for consideration before any release of the funding.

A Member raised concern on the allocation of the grant on Objective 1. A lot of businesses were struggling with the cost of living crisis and high wage demands. They felt that there were other schemes to fund and the funding should not be used for de-carbonisation projects and felt the proposals did not meet the targets.

It was advised that a number of projects had been able to support local businesses.

On the further £179 million funding this will be managed centrally by the Department of Education to improve adult numeracy through the 'Multiply' Programme which would be delivered at a national level.

A Member said the proposals put forward to the Committee were the best way to get the most out of the grant in the short timescales we had to submit the bid. A lot of the proposals were things officers were already working on but had no funding.

The Interim Head of Community Partnerships advised that de-carbonisation was part of the scheme and referred Members to the background papers and the interventions list for England which included de-carbonisation as a specific intervention under the theme of supporting local business. The 3 Local MPs had been consulted and were invited to the June LSP Board meeting but had not attended. Any feedback received from the MPs would be provided to Committee Members.

Post meeting note: No specific feedback had been received from the MPs.

Councillor Stephen Cox moved the recommendation at 10.1 and 10.2 of the report with an amendment to recommendation 10.1 that the £10k (£5k for 2023/24 and £5k in 2024/25) for Enhancement of long term hoardings to contribute positively to the built environment be added to the subsidised swimming lessons, seconded by Councillor Stephen Giles-Medhurst who advised that there seemed to be a typographical error in the figures in Appendix 1.

The Director of Community and Environmental Services advised that with regard to the Enhancement of long term hoardings to contribute positively to the built

environment the total should be £10,000 and the total Investment in Play areas, Parks, Open Spaces and Woodlands should be £151,403.

The Interim Head of Community Partnerships advised the amendment could be made as both were revenue bids.

On being put to the Committee the motion with the amendment to recommendation 10.1 was declared CARRIED by the Chair the voting being 11 For, 1 Against and 1 Abstention.

On being put to the Committee the recommendation at 10.2 was declared CARRIED by the Chair the voting being unanimous.

RESOLVED:

The priority projects listed in Appendix 1 for inclusion in the Three Rivers, UK Shared Prosperity Fund, Local Investment Plan with the amendment that £10k (£5k for 2023/24 and £5k in 2024/25) for Enhancement of long term hoardings to contribute positively to the built environment be added to the subsidised swimming lessons

That delegated authority be granted to the Chief Executive, in consultation with the Leader of the Council, to take the necessary decisions and actions required to finalise and submit the required Investment Plan and accept the allocation of funds, and then to implement and administer the scheme and all related plans in accordance with the requirements and priorities of the prospectus and fund.

PR35/22 IMPACT OF INFLATION ON THE COUNCIL

The Consumer Price Index (CPI) rose by 9.1% in the 12 months to May 2022, up from 9.0% in April. This is the highest CPI 12-month inflation rate in the National Statistic series, which began in January 1997. Modelled estimates for the period prior to 1997 indicate that this is the highest rate since 1982.

The Council's annual budget setting process takes into account forecasts for inflation. However, where possible, the Council cash limits budgets and only applies inflation to supplies and services budgets where there is a contractual commitment so to do. This means that, for a significant proportion of the Council's budget, annual efficiencies equivalent to the rate of inflation are delivered as services manage increased costs within existing budgets. Over the last five years, annual inflationary pressures of between 1.5% (March 2021) and 9% (March 2022) have been absorbed within budgets.

The main exception to cash limited budgets is for the annual pay award where a contingency budget is created to fund a pay award based on available information regarding the pay settlement.

The Head of Finance advised that this report set out the latest assumptions regarding the impact of rising inflation on the Council's services and budgets for 2022/23.

Members thanked officers for providing the report and referred to Paragraph 2.2.4 and the high fuel costs which were impacting on the Council. They wished to thank officers for all the work on refuse and recycling and being successful in recruiting refuse vehicle drivers. It was noted it had been favourable to the Council to have the service in house which may of helped offset the additional costs.

The Head of Finance advised that at this time it was too early to advise if we would get any income from recyclables and too early to advise details on any pay award which may be agreed.

In response to a question on the bulk purchase of fuel, the Director of Community and Environmental Services advised that inflation was expected to fall and it was hoped prices would reduce. Officers were monitoring the situation.

Councillor Keith Martin moved, duly seconded the recommendation to note the report. Inflation was a big problem at this time and was why they had requested the report come to the Committee. Further reports will be provided at each meeting. With regard to risks and how these are monitored and controlled details were provided to the Audit Committee at each meeting.

RESOLVED:

That the content of the report be noted.

PR36/22 WORK PROGRAMME

The Committee received their work programme.

A Member referred to the date quoted with regard to CIL and it was agreed the date needed to be updated to 2025.

RESOLVED:

That the work programme be noted and that the amendment be made.

PR37/22 EXCLUSION OF PRESS AND PUBLIC

The Chair advised that if the Committee wished to consider the remaining items 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 3 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.”

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

RESOLVED:

Agreed to move into Part II confidential business.

PR38/22 SOUTH OXHEY PROPERTY MATTER – RELEASE OF TITLE

RESTRICTION

To determine the report and confirm approval to the release of a title restriction.

RESOLVED:

Agreed the decision and that public access to the decision and report be denied until issue resolved.

CHAIR

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SPECIAL POLICY AND RESOURCES COMMITTEE**MINUTES**

Of a meeting held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Thursday 18 August 2022 from 7.52 to 7.54pm.

Councillors present:

Sarah Nelmes (Chair)	Paul Rainbow (Economic Development and Transport)
Stephen Giles-Medhurst (Infrastructure and Planning Policy) (Vice Chair)	Reena Ranger
Stephen Cox	Ciarán Reed
Philip Hearn	Stephanie Singer (for Cllr P Williams)
Chris Lloyd (Leisure)	Raj Khiroya (for Cllr R Seabourne)
Keith Martin (Resources and Shared Services)	
Abbas Merali	

Other Councillors in attendance: Chris Mitchell, Debbie Morris, Andrea Fraser
Chorleywood Parish Councillors Jon Bishop and Diana Barber

Officers Present: Geof Mugeridge, Director of Community and Environmental Services
Marko Kalik, Head of Planning Policy and Conservation
Sarah Haythorpe, Principal Committee Manager

PR25/22 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Phil Williams and Roger Seabourne with the substitutes being Councillors Stephanie Singer and Raj Khiroya.

PR26/22 DECLARATION OF INTERESTS

None received.

PR27/22 TO RECEIVE THE RECOMMENDATIONS FROM THE LOCAL PLAN SUB-COMMITTEE ON THE ARTICLE 4 DIRECTION (ITEM 5 ON THE SUB-COMMITTEE AGENDA)

Councillor Sarah Nelmes proposed, seconded by Councillor Chris Lloyd the recommendation from the Local Plan sub-committee as follows:

- 1) Approve the preparation of non-immediate Article 4 Directions to withdraw permitted development rights for Use Class E (commercial, business and service use) to Use Class C3 (residential) on each of the three District's Employment Site Allocations at:
 - Croxley Business Park-site ref: E(a),
 - Tolpits Lane-site ref: E(b),

- Maple Cross/Maple Lodge-site ref: E(d).
- 2) Approve the preparation, following on from the completion of the employment area Article 4 Directions, of non-immediate Article 4 Directions to withdraw permitted development rights for Use Class E (commercial, business and service use) to Use Class C3 (residential) in the District's primary shopping frontages as set out in the draft Regulation 18 version of the emerging Local Plan.
 - 3) Note that the evidence work involved in preparing the non-immediate Article 4 Directions may influence whether the Article 4 Directions are made or result in changes to the boundaries of the Article 4 Directions.
 - 4) Note the possibility that the Secretary of State may refuse all or part of an Article 4 Direction at these locations.
 - 5) That delegated authority is given to the Director of Community & Environmental Services in consultation with the Leader and Lead Member for Infrastructure and Planning Policy to prepare the Article 4 Directions as outlined in recommendations 1 and 2 and to fastrack officers support to do this.

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

RESOLVED:

1. Approved the preparation of non-immediate Article 4 Directions to withdraw permitted development rights for Use Class E (commercial, business and service use) to Use Class C3 (residential) on each of the three District's Employment Site Allocations at:
 - Croxley Business Park-site ref: E(a),
 - Tolpits Lane-site ref: E(b),
 - Maple Cross/Maple Lodge-site ref: E(d).
2. Approved the preparation, following on from the completion of the employment area Article 4 Directions, of non-immediate Article 4 Directions to withdraw permitted development rights for Use Class E (commercial, business and service use) to Use Class C3 (residential) in the District's primary shopping frontages as set out in the draft Regulation 18 version of the emerging Local Plan.
3. Noted that the evidence work involved in preparing the non-immediate Article 4 Directions may influence whether the Article 4 Directions are made or result in changes to the boundaries of the Article 4 Directions.
4. Noted the possibility that the Secretary of State may refuse all or part of an Article 4 Direction at these locations.
5. That delegated authority is given to the Director of Community & Environmental Services in consultation with the Leader and Lead Member for Infrastructure and Planning Policy to prepare the Article 4 Directions as outlined in recommendations 1 and 2 and to fastrack officers support to do this.

Chair

POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I – PART DELEGATED

5. CALENDAR OF MEETINGS 2024/25 AND AMENDMENTS TO 2023/24

CALENDAR OF MEETINGS (CED)

1 Summary

- 1.1 To consider the draft calendar of meetings for the Local Government Year 2024/25.
- 1.2 To consider amendments to the calendar of meetings for the Local Government Year 2023/24 on the scheduling of the two Service Committee meetings.

2 Details

- 2.1 Officers were asked by Members to extend the calendar of meetings so that dates are available up to two years in advance. Currently there are meetings scheduled until May 2024.
- 2.2 Council/Committee/Sub-committee meetings were held virtually from 5 April 2020 to until 6 May 2021 under the Covid 19 Regulations but the regulations ended on 6 May 2021. We now legally have to hold Council/Committee meetings where decisions are made as face to face meetings with all the Members making the decisions having to be present.
- 2.3 It has, though, been possible to hold non decision making meetings virtually (Forum meetings and sub-committee meetings). At the Annual Council meeting in May 2022 it was agreed that these meetings could be held as virtual, hybrid or face to face meetings which allows for greater flexibility. Also at this meeting it was agreed that Licensing sub-committee hearings could also be held as virtual, hybrid or face to face meetings as the Licensing Act does allow for this.
- 2.4 The Council are in the process of installing the required technology to livestream our public meetings and to be able to hold hybrid meetings and it is hoped this will be completed by the end of the year.
- 2.5 The 2024/25 draft calendar includes the following meetings:
 - 2.5.1 Full Council and Annual Council – in 2024/25 Full Council meetings have been scheduled for July, October, December and February. The Annual Council meeting in May 2024 is scheduled for 21 May and in May 2025 for 20 May.
 - 2.5.2 Policy and Resources Committee – seven meetings have been organised with all the meetings organised in advance of the two Service Committee meetings. This will ensure that all policy and budget decisions are agreed first allowing the Service Committees to then agree the detail and implementation. Details of the Policy and Resources and Audit Committee meetings will be sent to Watford BC to ensure they don't clash with their Finance/Audit meetings.
 - 2.5.3 Two Service Committees – Infrastructure, Housing and Economic Development and Leisure, Environment and Community – it is proposed, following cancellations of meetings this year, that four meetings are held each year and that these are scheduled in the calendar in July, October, January and March. It is proposed that this scheduling is also included within the 2023/24 Calendar of meetings and that the meetings scheduled for August and November be cancelled and that the September

meeting for IHED be moved to October. A proposed amended calendar is attached at Appendix 2.

- 2.5.4 Planning Committee – 12 meetings of the Committee have been included in the calendar of meetings. All Councillors appointed to the Committee, newly appointed Councillors and named substitute Councillors are required to undertake mandatory training before the first meeting in the Local Government Year.
- 2.5.5 Licensing and Regulatory Services Committees – the meetings will continue to be held on the same evening and have the same Chair of each Committee and the same membership. All Councillors appointed to the Committees, newly appointed Councillors and any Member who acts as a substitute on the Regulatory Services Committee will be required to undertake mandatory training before the first meeting in the Local Government Year. No substitutes can be appointed to the Licensing Committee.
- 2.5.6 Local Area Forums and Environmental Forum – these meetings to be held either virtually, hybrid or face to face as they are non decision making bodies. It is for the Chair of the Forum to decide how the meeting should be held.
- 2.5.7 Audit Committee – the sign-off of the draft Statement of Accounts has reverted back to the end of July therefore the meetings schedule has been amended to hold two meetings in July the second meeting to sign off the draft statement of accounts, with further meetings at the end of September, November and one in March.
- 2.5.8 Council Tax Setting Committee – a meeting has been scheduled following the conclusion of the Full Council meeting (February 2025) but as with previous meetings the Council Tax has been set by Full Council without the need for the meeting. The setting of the Council Tax is though dependent on the HCC/Police Authority setting precepts by that date.
- 2.5.9 Local Strategic Partnership Board – the LSP Board meets co-jointly with the Community Safety Board. The LSP Board meeting dates have been included in the calendar as they are public meetings.
- 2.5.10 Pensioner Forum – currently three meetings have been included in the calendar. Over the last year the meetings have reverted back to face to face meetings and are being held at various venues around the District including the Council offices. In addition tours and walks are being organised at various venues by the Pensioner Champion in consultation with the Committee Team.
- 2.5.11 Licensing/Regulatory Services Sub-Committees – are organised only if an objection is received to an application for a new or variation of a premises licence or club licence, objection to a Temporary Event notice or a taxi licence. In addition a request can be received to ask the Council to review a licence.
- 2.5.12 Sub-committee meetings (Equalities, Local Plan and Constitution) are non decision making meetings. Meeting dates have not been included in the calendar as the dates are set up ad-hoc as and when there is a requirement for them to meet. When these meetings are organised they can be held virtually, face to face or as hybrid meetings and the Council endeavours to livestream these meetings.
- 2.5.13 Community Safety Co-ordinating meetings and Aquadrome Forum meetings are not public meetings therefore are not included on the calendar of meeting.
- 2.5.14 Mandatory Training – Planning, Licensing and Regulatory Services

At the Policy and Resources Committee meeting held on 18 July they received an annual report on Member Training. At that meeting Members requested that Officers look into providing the mandatory training for Planning, Licensing and Regulatory Services virtually via an online training module or if this was not possible to include the mandatory training dates in the calendar of meetings. Officers are now sourcing and preparing the information required for the online training modules which HR can then use to create the three modules. It is proposed that details be provided to the Chief Executive and Monitoring Officer for consultation with the Leader and Group Leaders for agreement and if agreed this could replace the current mandatory training provided by outside consultants. Specialist External consultants in Code of Conduct/Governance were consulted on this method of delivering the mandatory training and could see no reason which would stop the training from being provided in this way.

3 Options and Reasons for Recommendations

3.1 The Committee are asked to recommend to Council:

3.1.1 That the attached draft Calendar of Meetings for 2024/25 be agreed with Members able to comment on the dates before ratification by Council on 18 October.

3.1.2 That the proposed changes in the scheduling of the Service Committees as detailed in Paragraph 2.5.3 be agreed for ratification by Full Council on 18 October for years 2023/24 and 2024/25.

3.1.3 That the details for the mandatory training modules for Planning, Licensing and Regulatory Services be provided to the Chief Executive and Monitoring Officer for consultation with the Leader and Group Leaders for agreement and if agreed this replace the current mandatory training provided by outside consultants.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy but not within budgets (see section 5.2 below). The relevant policy forms part of the change of Council's Governance to Committee arrangements agreed by Full Council on 24 April 2014. Minute CL81/13 and the Council Constitution refers.

5 Financial Implications

5.1 We have a budget of £750 for booking venues for Local Area Forum meetings.

5.2 There is currently an additional cost to livestream the Sub-Committee meetings of around £350 per meeting. Once the Council's livestreaming facilities are provided this cost will not be incurred by the Council.

6 Legal Implications

6.1 To accord with the requirements of the Council's Constitution (Council Procedure Rule 30 refers).

6.2 There is no legal requirement to livestream meetings as long as public access is provided.

7 Environmental Implications

7.1 Holding more virtual meetings not only increases attendance at the meetings and enables more people to take part in the democratic process but it contributes to achieving the objectives in our Climate Change Strategy by reducing travel to meetings and not having the costs associated with holding a physical meeting (staff resources, heating, lighting etc.).

8 Community Safety, Public Health

8.1 None specific.

9 Staffing Implications

9.1 The meetings are being managed by the Committee team.

10 Customer Services Centre, Communications & Website

10.1 All the meetings are included on the Council website.

10.2 Once the Calendar is agreed it will be communicated to all Councillors, Managers and the Customer Services Centre and published on the Council website.

11 Equal Opportunities Implications

11.1 Relevance Test

Has a relevance test been completed for Equality Impact?	Yes
Did the relevance test conclude a full impact assessment was required?	No – having more virtual meetings provides greater access to our meetings

12 Risk and Health & Safety Implications

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

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Members not available to	The meeting would not be quorate	Provide sufficient notice of the	Treat	1

attend the meetings		meeting dates		
Members and members of the public not able to access the virtual meeting	The meeting would not be quorate and Members and the public would be unable to participate in the meeting	Provide the technology and support to enable Members to participate remotely in meetings and provide information and details to members of the public to be able to participate	Treat	2

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

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

Impact Score

4 (Catastrophic)

3 (Critical)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Significant)

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote (≤5%))

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

13 Recommendation

13.1 The Committee are asked to recommend to Council:

13.1.1 That the attached draft Calendar of Meetings for 2024/25 be agreed with Members able to comment on the dates before ratification by Council on 18 October.

13.1.2 That the proposed changes in the scheduling of the Service Committees as detailed in Paragraph 2.5.3 be agreed for ratification by Full Council on 18 October for years 2023/24 and 2024/25.

13.1.3 That the details for the mandatory training modules for Planning, Licensing and Regulatory Services be provided to the Chief Executive and Monitoring Officer for consultation with the Leader and Group Leaders for agreement and if agreed this replace the current mandatory training provided by outside consultants.

Report prepared by: Sarah Haythorpe, Principal Committee Manager

Data Quality

Data sources: P&R Committee report September 2021

Data checked by: Ciara Feeney, Interim Monitoring Officer

Data rating: Tick

1	Poor	
2	Sufficient	
3	High	*

Background Papers - none

APPENDICES / ATTACHMENTS

Appendix 1 - Draft calendar of meetings 2024/25

Appendix 2 – Amended calendar of meetings 2023/24

Council Meeting Calendar 2024-2025

May	2024
Bank Holiday	Monday 6 May
District Elections	Thursday 2 May (TBC)
Annual Council	Tuesday 21 May
Planning Committee	Thursday 23 May
Bank Holiday	Monday 27 May
June	
Policy and Resources Committee	Monday 10 June
Licensing Committee/Regulatory Services Committee	Wednesday 12 June
Croxley Green Local Area Forum	Thursday 13 June
Rickmansworth Local Area Forum	Tuesday 18 June
Local Strategic Partnership Board (10am)	Tuesday 18 June
Environmental Forum	Wednesday 19 June
Planning Committee	Thursday 20 June
Abbots Langley Local Area Forum	Tuesday 25 June
Watford Rural Local Area Forum	Thursday 27 June
Pensioners' Forum (2pm)	Friday 28 June
July	
Infrastructure, Housing & Economic Development Committee	Tuesday 2 July
Leisure, Environment and Community Committee	Wednesday 3 July
Audit Committee	Thursday 4 July
Council	Tuesday 9 July
Planning Committee	Thursday 11 July
Policy and Resources Committee	Monday 15 July
Audit Committee (to approve the Statement of Accounts)	Thursday 25 July
Summer Holidays – to be confirmed	
August	
Planning Committee	Thursday 15 August
Bank Holiday	Monday 26 August
September	
Policy and Resources Committee	Monday 9 September
Planning Committee	Thursday 12 September
Local Strategic Partnership Board (10am)	Thursday 26 September
Audit Committee	Thursday 26 September
Party Conference Season Mon 15 September – Fri 3 October (TBC)	
October	
Chorleywood and Sarratt Local Area Forum	Monday 14 October
Infrastructure, Housing & Economic Development Committee	Tuesday 15 October
Leisure, Environment and Community Committee	Wednesday 16 October
Council	Tuesday 22 October
Planning Committee	Thursday 24 October

Half Term – to be confirmed	
November	
Environmental Forum	Wednesday 6 November
Abbots Langley Local Area Forum	Thursday 7 November
Pensioners' Forum (2pm) (TBC)	Friday 8 November
Policy and Resources Committee	Monday 11 November
Watford Rural Local Area Forum	Tuesday 12 November
Rickmansworth Local Area Forum	Thursday 14 November
Planning Committee	Thursday 21 November
Croxley Green Local Area Forum	Tuesday 26 November
Audit Committee	Thursday 28 November
December	
Policy and Resources Committee	Monday 2 December
Licensing Committee/Regulatory Services Committee	Wednesday 4 December
Council	Tuesday 10 December
Local Strategic Partnership Board (10am) (Virtual)	Thursday 12 December
Planning Committee	Thursday 12 December
Christmas Day	Wednesday 25 December
Boxing Day	Thursday 26 December
School Holiday – to be confirmed	
January	2025
New Year's Day	Wednesday 1 January
Infrastructure, Housing & Economic Development Committee	Tuesday 14 January
Leisure, Environment and Community Committee	Wednesday 15 January
Planning Committee	Thursday 23 January
Policy and Resources Committee	Monday 27 January
February	
Licensing Committee/Regulatory Services Committee	Wednesday 5 February
Planning Committee	Thursday 20 February
Council to be followed by Council Tax Setting Committee	Tuesday 25 February
Half Term – to be confirmed	
March	
Rickmansworth Local Area Forum	Tuesday 4 March
Chorleywood and Sarratt Local Area Forum	Wednesday 5 March
Abbots Langley Local Area Forum	Thursday 6 March
Pensioners' Forum (2pm)	Friday 7 March
Policy and Resources Committee	Monday 10 March
Leisure, Environment and Community Committee	Wednesday 12 March
Infrastructure, Housing & Economic Development Committee	Tuesday 18 March
Environmental Forum	Wednesday 19 March
Local Strategic Partnership Board (10am)	Wednesday 19 March
Planning Committee	Thursday 20 March
Audit Committee	Tuesday 25 March

April	
Planning Committee	Thursday 17 April
Good Friday	Friday April 18
Easter Monday	Monday 21 April
Easter School Holiday – to be confirmed	
May	
County Council Elections	Thursday 1 May
Bank Holiday	Monday 5 May
Annual Council	Tuesday 20 May
Planning Committee	Thursday 22 May
Bank Holiday	Monday 26 May

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Council Meeting Calendar 2023-2024

May	2023	
Bank Holiday	Monday 1 May	
District Elections	Thursday 4 May	
Annual Council	Tuesday 23 May	
Planning Committee	Thursday 25 May	
Bank Holiday	Monday 29 May	
June		
Policy and Resources Committee	Monday 12 June	
Licensing Committee/Regulatory Services Committee	Wednesday 14 June	
Croxley Green Local Area Forum	Thursday 15 June	
Local Strategic Partnership Board (10am)	Tuesday 20 June	
Environmental Forum	Wednesday 21 June	Deleted: Infrastructure, Housing & Economic Development Committee
Planning Committee	Thursday 22 June	Deleted: Tuesday 20 June
Abbots Langley Local Area Forum	Tuesday 27 June	
Watford Rural Local Area Forum	Thursday 29 June	
Pensioners' Forum (2pm)	Friday 30 June	
July		
Infrastructure, Housing and Economic Development Committee	Tuesday 4 July	Deleted: Rickmansworth Local Area Forum
Leisure, Environment and Community Committee	Wednesday 5 July	
Audit Committee	Thursday 6 July	
Council	Tuesday 11 July	
Planning Committee	Thursday 13 July	
Policy and Resources Committee	Monday 17 July	
Rickmansworth Local Area Forum	Tuesday 18 July	
Audit Committee (to approve the Statement of Accounts)	Thursday 27 July	
Summer Holidays – to be confirmed		
August		
Planning Committee	Thursday 17 August	Deleted: Infrastructure, Housing & Economic Development Committee
		Deleted: Tuesday 15 August
Bank Holiday	Monday 28 August	Deleted: Leisure, Environment and Community Committee
		Deleted: Wednesday 23 August
September		
Policy and Resources Committee	Monday 11 September	
Planning Committee	Thursday 14 September	Deleted: Infrastructure, Housing & Economic Development Committee
Local Strategic Partnership Board (10am)	Wednesday 27 September	Deleted: Tuesday 12 September
Audit Committee	Thursday 28 September	
Party Conference Season Mon 16 September – Fri 4 October (TBC)		
October		

02 September 2022

Infrastructure, Housing and Economic Development Committee	Tuesday 10 October
Leisure, Environment and Community Committee	Wednesday 11 October
Chorleywood and Sarratt Local Area Forum	Monday 16 October
Council	Tuesday 17 October
Planning Committee	Thursday 19 October
Half Term – to be confirmed	
November	
Environmental Forum	Wednesday 8 November
Abbots Langley Local Area Forum	Thursday 9 November
Pensioners' Forum (2pm)	Friday 10 November
Policy and Resources Committee	Monday 13 November
Watford Rural Local Area Forum	Tuesday 14 November
Planning Committee	Thursday 16 November
Rickmansworth Local Area Forum	Thursday 23 November
Croxley Green Local Area Forum	Tuesday 28 November
Audit Committee	Thursday 30 November
December	
Policy and Resources Committee	Monday 4 December
Licensing Committee/Regulatory Services Committee	Wednesday 6 December
Council	Tuesday 12 December
Local Strategic Partnership Board (10am) (Virtual)	Wednesday 13 December
Planning Committee	Thursday 14 December
Christmas Day	Monday 25 December
Boxing Day	Tuesday 26 December
School Holiday – to be confirmed	
January	2024
New Year's Day	Monday 1 January
Leisure, Environment and Community Committee	Wednesday 10 January
Infrastructure, Housing & Economic Development Committee	Tuesday 16 January
Planning Committee	Thursday 18 January
Policy and Resources Committee	Monday 29 January
February	
Licensing Committee/Regulatory Services Committee	Wednesday 7 February
Council to be followed by Council Tax Setting Committee	Tuesday 20 February
Planning Committee	Thursday 22 February
Half Term – to be confirmed	
March	
Pensioners' Forum (2pm)	Friday 1 March
Rickmansworth Local Area Forum	Tuesday 5 March
Chorleywood and Sarratt Local Area Forum	Wednesday 6 March
Abbots Langley Local Area Forum	Thursday 7 March

Deleted: Infrastructure, Housing & Economic Development Committee

Deleted: Tuesday 21 November

Deleted: Leisure, Environment and Community Committee

Deleted: Wednesday 29 November

02 September 2022

Policy and Resources Committee	Monday 11 March
Leisure, Environment and Community Committee	Wednesday 13 March
Planning Committee	Thursday 14 March
Infrastructure, Housing & Economic Development Committee	Tuesday 19 March
Environmental Forum	Wednesday 20 March
Local Strategic Partnership Board (10am)	Wednesday 20 March
Audit Committee	Thursday 21 March
Good Friday	Friday 29 March
April	
Easter Monday	Monday 1 April
Planning Committee	Thursday 18 April
Easter Holiday – to be confirmed	
May	
District Elections	Thursday 2 May
Bank Holiday	Monday 6 May
Annual Council	Tuesday 21 May
Planning Committee	Thursday 23 May
Bank Holiday	Monday 27 May

02 September 2022

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POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I - DELEGATED

6. HOUSING DELIVERY TEST ACTION PLAN (DCES)

1 Summary

- 1.1 The Housing Delivery Test and associated Action Plan for 2021 was agreed by the Policy and Resources Committee on the 19 July 2021.
- 1.2 The National Planning Policy Framework (NPPF) requires councils to prepare an action plan where housing delivery has fallen below the housing requirement.
- 1.3 The Action Plan analyses the reasons for the under-delivery of new homes and sets out actions to improve housing delivery within the District.

2 Details

- 2.1 The Housing Delivery Test and associated Action Plan for 2021 was agreed by the Policy and Resources Committee on the 19 July 2021.
- 2.2 The Housing Delivery Test is an annual measure of housing delivery which compares 'total net homes delivered' against 'number of homes required' over a rolling three year period. As the Council's Core Strategy was adopted in 2011 it was considered out-of-date (over 5 years from adoption) and as such the Housing Delivery Test calculation was made against government targets based on ONS figures. This resulted in a significant increase from the Core Strategy target of 180 dwellings per year. As such, the Council has been retrospectively judged against a target it was not aware of at the time.
- 2.3 The 2021 Housing Delivery Test Result was published by the Secretary of State in January 2022. Three Rivers scored 46% and in response to this, the Council is required to:
 1. Produce a Housing Delivery Test Action Plan;
 2. Apply a 20% buffer to its 5 year housing land supply calculation; and
 3. Apply the 'presumption in favour of sustainable development' set out in paragraph 11 of the NPPF.
- 2.4 The Housing Land Supply Update (December 2018), and subsequent updates, established that the Council was unable to demonstrate a 5 year supply of land for housing. As such, the Council has been required to apply the 'presumption in favour of sustainable development' since December 2018¹.
- 2.5 As a result of the previous 2020 Housing Delivery Test measurement of 54%, the Council has already been applying all three of these sanctions and therefore little has changed in practice.

¹ This can be viewed on the Council's website at: <https://www.threerivers.gov.uk/egcl-page/annual-monitoring-report>

- 2.6 The 2021 Action Plan has now been updated to reflect progress made. By preparing an action plan the Council is positively responding to the challenge of increasing its housing delivery.
- 2.7 The Action Plan analyses the reasons for the under-delivery of new homes and sets out actions to improve housing delivery within the District. The actions identified in the Action Plan aim to stimulate delivery, however action will also be required by others, particularly landowners, house builders and registered providers, to respond to this challenge and significantly increase the level of house building.
- 2.8 The Action Plan is attached as Appendix 1 to this report. It contains a summary of relevant policy, analysis of housing delivery, looks at the actions taken by the Council to date and identifies actions the Council should implement going forwards.
- 2.9 Actions identified in the Action Plan:
- Deliver a new Local Plan that responds positively to the challenge of housing need and identifies a sustainable growth strategy.
 - Keep the Local Plan up-to-date, reviewing it every 5 years.
 - Work together with the South West Herts authorities on delivering the Joint Strategic Plan, and considering strategic areas for growth.
 - As part of the Duty to Co-operate, work with its neighbouring authorities to produce a Statement of Common Ground focussing on strategic cross-boundary issues such as housing.
 - Continue to reduce the number of applications determined after the statutory deadline, and continue to offer a proactive pre-application service to support the delivery of housing.
 - Continue dialogue with developers and landowners to monitor build out rates and obtain information on barriers to housing delivery.
 - Review the CIL charging schedule; CIL monies can be used to improve local and strategic infrastructure.
 - Update the Infrastructure Delivery Plan.
 - Further joint ventures with housing associations will be explored. This will involve expanding the joint venture with Watford Community Housing and looking into other potential partnerships with housing associations. These joint ventures will help bring forward sites for development and assist in delivering much needed affordable housing.
 - Review land in the Council's ownership and work with external agencies that own land in the District to identify any potential opportunities for housing development.
 - Consider whether it is appropriate to split the Brownfield Land Register into two parts, which would subsequently introduce the permission in principle consent route for sites on Part 2 of the Register.

- Continue to encourage an uplift in density in residential developments where appropriate and introduce minimum density standards through the new Local Plan.

3 Options and Reasons for Recommendations

3.1 Paragraph 76 of the NPPF states that “Where the housing delivery test indicates that delivery has fallen below 95% of the authority’s housing requirement over the previous three years, the authority should prepare an action plan in line with national planning guidance, to assess causes of under-delivery and identify actions to increase delivery in future years.”

3.2 The NPPF requires the Council to produce and publish an action plan in response to its failure to pass the Housing Delivery Test. There are no alternative options.

4 Policy/Budget Reference and Implications

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

5 Financial Implications

5.1 None, the work to prepare the action plan has been undertaken by Officers and the actions will be implemented by Officers as part of their day-to-day duties.

6 Legal Implications

6.1 None, the NPPF requires councils that have failed the Housing Delivery Test to prepare an action plan, although it does not state what the implications will be if the plan is not prepared.

7 Equal Opportunities Implications

7.1 Relevance Test

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

8 Staffing Implications

8.1 None, the work to prepare the action plan has been undertaken by Officers and the actions will be implemented by Officers as part of their day-to-day duties.

9 Environmental, Community Safety and Public Health Implications

9.1 None specific.

10 Customer Service Centre Implications

10.1 The CSC will be briefed to advise on whom to contact regarding the Action Plan.

11 Communications and Website Implications

11.1 The Action Plan and supporting information will be available on the Council’s website.

12 Risk and Health & Safety Implications

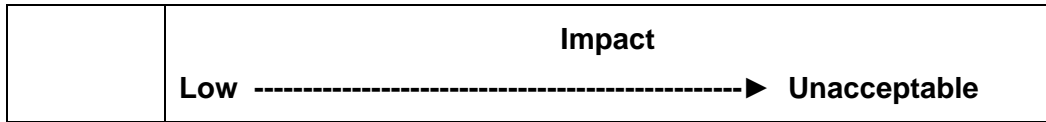
12.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council’s duties under Health and Safety legislation relating to employees, visitors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

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
That actions from the plan are not implemented by the Council	The NPPF does not state what the implications are if specific actions in the plan are not implemented	Monitor the Council’s performance against the actions stated in the plan	Tolerate	4

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

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

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

13 Recommendation

- 13.1 That the Policy and Resources Committee;
- Notes the Housing Delivery Test Result for 2021;
 - Agrees the Action Plan and the series of actions that the Council will seek to implement;
 - Agrees to the publication of the Action Plan on the Council's website.

Report prepared by: Momina Ahmed, Planning Officer (Policy)

Background Papers

- National Planning Policy Framework (July 2021)
- Housing Delivery Test: 2021 measurement
- Planning practice guidance

APPENDICES / ATTACHMENTS

- Appendix 1 – Housing Delivery Test Action Plan

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Housing Delivery Test Action Plan

June 2022



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1. Introduction

- 1.1 Access to a decent, safe and secure home is seen as a basic right, but for many, houses are too expensive and the choices of high quality homes are limited. On a simple measure of affordability most parts of the country experience house prices well in excess of the 'affordable' ratio of 4:1, where local average house prices are four times local average income levels. Three Rivers is no different, in fact with an affordability ratio at around 14:4 it is one of the least affordable areas outside London¹.
- 1.2 The Government considers that increasing the supply of housing is key to improving the affordability of housing. Whilst this simplifies a very complex issue, the Government is focused on increasing the supply of new homes across the country by removing barriers to development. In the 2017 Budget, the Government announced that it would enable the housing market to deliver 300,000 homes a year on average by the mid-2020s. This objective to increase the number of new homes is reflected in the revised National Planning Policy Framework (NPPF, June 2021) and the introduction of the Housing Delivery Test.
- 1.3 Paragraph 76 of the NPPF states that "To maintain the supply of housing, local planning authorities should monitor progress in building out sites which have permission. Where the Housing Delivery Test indicates that delivery has fallen below 95% of the local planning authority's housing requirement over the previous three years, the authority should prepare an action plan in line with national planning guidance, to assess the causes of under-delivery and identify actions to increase delivery in future years."
- 1.4 The Housing Delivery Test is an annual measure of housing delivery which compares 'total net homes delivered' against 'number of homes required' over a rolling three year period. As the Council's Core Strategy was adopted in 2011 it is considered out-of-date (over 5 years from adoption). This meant that the calculation was made against the Government's local housing need figures. This resulted in a significant increase from the Core Strategy target of 180 dwellings per year. The standard method for calculating housing need was only introduced by the NPPF in July 2018. As such, the Council was retrospectively judged against a target it was not aware of at the time.
- 1.5 The Housing Delivery Test Result for Three Rivers District Council was published by the Secretary of State in January 2022. Three Rivers District Council scored 46% and in response to this, the Council has produced a Housing Delivery Test Action Plan. By preparing an Action Plan, the Council is positively responding to the challenge of increasing its housing delivery.
- 1.6 The Action Plan analyses the reasons for the under-delivery of new homes and sets out actions to improve housing delivery within the District. The actions identified in this document aim to stimulate delivery, however action will also be required by others, particularly landowners, housebuilders and registered providers, to respond to this challenge and significantly increase the level of house building. This Action Plan should be seen as part of the response, together

¹ Office for National Statistics (2021) House price to workplace-based earnings ratio
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquartileandmedian>

with those planned by house-builders, developers, registered providers, land agents, communities and Government Departments.

- 1.7 It should be noted that whilst this Action Plan seeks to support an increase in housing delivery, it cannot guarantee it. Local planning authorities do not control the operation of the housing market. The Council can focus on providing a supply of deliverable sites to help in meeting the need for new housing, however there may be other factors why sites do not come forward at a particular time which are beyond the Council's control (e.g. financial/commercial decisions).

2. Policy Context

Housing White Paper and policy updates

- 2.1 In response to the national housing crisis, the Government published the Housing Policy Paper 'Fixing our broken housing market' in February 2017. It set out the Government's intentions to reform the housing market and boost the supply of new homes in England. The proposed measures covered planning for the right homes in the right places, how to build homes faster and how to diversify the housing market.
- 2.2 Importantly, it proposed to hold local authorities to account for the number of new homes delivered through the introduction of a new Housing Delivery Test. The test would show whether the number of homes being built is below the required number of homes needed in that area. The test would provide a mechanism for establishing the reasons why there has been under delivery.
- 2.3 The Housing Policy Paper also addressed the issue of developers' land banking, in other words holding on to land to gain maximum profit by riding increases in land value. This naturally slows the rate of development, making it harder for housing demand to be met and further increasing house prices. This is an example of a practice that can be affected more by external agencies rather than the Council, which has little power to deal with developers who choose to sit on their investments.
- 2.4 The third focus of the Housing Policy Paper was on the development of brownfield land. The Government believes this will reduce the pressure on the countryside to provide land for housing. The Council supports development on brownfield land through publishing its Brownfield Land Register, however there are few opportunities for brownfield development in a semi-rural District constrained by Green Belt.
- 2.5 Building on the Housing Policy Paper, the Government published the 'Planning for the right homes in the right places: consultation proposals' in September, 2017. This set out proposals to reform the planning system to increase the supply of new homes and increase the local authority capacity to manage growth. The most significant proposal was for the introduction of a standard method for calculating local authorities' housing need. The standard method would identify the minimum number of homes expected to be planned for. This proposal marked a huge departure from previous government policy which required local authorities to prepare a Strategic Housing Market Assessment (SHMA) to identify their housing need figure and the types of housing needed in their area.

- 2.6 The Government feels that the standard approach will help simplify an overly complex system. The idea is for local authorities to have a clearly set out housing need that will be much harder for developers to challenge when compared to the previous range of methodologies being used. This reiterates the Government's support for a plan led system that makes it harder for speculative development to take place. The aim of this is a pattern of development that helps to protect the countryside. It could also be argued, however, that the standard method takes away some of local authorities' ability to be adaptable to local circumstances and needs.
- 2.7 Furthermore, in May 2022 the Department for Levelling Up, Housing and Communities (DLUHC) announced reforms to the planning system and a new Levelling Up and Regeneration Bill. One of the proposals in the Bill is removal of the requirement of councils to maintain a five-year deliverable housing land supply. The change would also be implemented in the NPPF as the aim is to reinforce Local Plans so they are not undermined. The Bill would alleviate pressure on councils to provide a five-year housing supply and allow the focus on long-term deliverability. That said, until the changes are implemented in the NPPF, the Council would still be required to demonstrate a five-year supply.

National Policy Context

- 2.8 The Government reinforced its objective to significantly boost the supply of new homes and making the local authority more accountable for delivery in their area by publishing a revised National Planning Policy Framework (NPPF, June 2021), the Housing Delivery Test Measurement Rule Book (July 2018), updated Planning Practice Guidance (PPG, June 2021) and the Housing Delivery Test: 2021 Measurement Technical note (January 2022).
- 2.9 The methodology for calculating the Housing Delivery Test is set out in the Housing Delivery Test Measurement Rule Book². It measures the number of net homes delivered against the number of homes required over a rolling three year period.
- 2.10 The formula for the Housing Delivery Test Calculation is as follows:

$$\text{Housing Delivery Test (\%)} = \frac{\text{Total net homes delivered over three year period}}{\text{Total number of homes required over three year period}}$$

- 2.11 The Council scored 46% in the Housing Delivery Test for 2021. This result means the Council is required to produce an Action Plan as per the requirements of paragraph 76 of the NPPF. The Action Plan analyses the causes of under delivery and demonstrates the Council's commitment to responding positively to the challenge of increasing housing delivery.
- 2.12 The NPPF requires local planning authorities to demonstrate a 5-year supply of deliverable housing land plus a buffer depending on the circumstances the local authority falls within. The Housing Delivery Test result means the Council is required to apply a 20% buffer to improve the prospect of achieving the planned supply. As a result of the previous 2020 Housing Delivery Test measurement of 54% and 2019 measurement of 41%, the Council has already been applying a 20% buffer to its 5-year supply.

² Available at: <https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book>

2.13 The Housing Delivery test also means that the Council is required to apply the ‘presumption in favour of sustainable development’ as set out in paragraph 11 of the NPPF. As the Council is unable to demonstrate a 5-year supply of deliverable housing, it is already applying the presumption.

Local Planning Policy

2.14 The Three Rivers Core Strategy was adopted in 2011 prior to the publication of the NPPF in 2012 and has a housing target of 180 new homes per year. In 2013 the Development Management Policies LDD was adopted, followed by the Site Allocations LDD in 2014.

2.15 The Council needs to produce a new Local Plan as the need for new homes as calculated by the Government’s standard method is significantly higher than the current housing target as set out in the Core Strategy. The uplift in need cannot be met through the current spatial strategy. The preparation and adoption of a new Local Plan is recognised as a corporate priority for the Council.

2.16 The Council carried out a Regulation 18 consultation in July 2021 on the draft Local Plan preferred policy options and sites for potential allocations. Prior to this, the Council held a Regulation 18, Issues and Options consultation from July to September 2017. A non-statutory Potential Sites’ consultation was conducted from October to December 2018. Call for Sites were run in parallel to these consultations and an additional Call for Sites was completed in August 2018. The Council has been developing Local Plan evidence base studies and assessing potential sites for allocation

2.17 The latest Local Development Scheme was published in February 2022 and contains an updated Local Plan timetable (Table 1). A third Regulation 18 consultation is anticipated to take place over the period November - December 2022 and the Regulation 19 Draft Plan Publication is expected in late 2023.

Table 1: Local Development Scheme

TIMETABLE FOR THE LOCAL PLAN																																																											
2022												2023												2024												2025																							
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S															
Preparation											Regulation 18 Consultation	Preparation											Publication Stage	Preparation											Submission Stage (Start of Examination Process)	Preparation											Examination	Preparation											Adoption

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

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

3. Housing Delivery Analysis

- 3.1 This section looks at the causes of the ‘under delivery’ of new homes in the District and identifies the local and national issues which influence housing delivery. A range of data and intelligence sources have been used to inform this analysis. As part of this process, the Council has engaged with stakeholders to improve its understanding of the issues effecting housing delivery. The analysis of the issues have been used to inform what actions the Council need to take to improve its housing delivery.
- 3.2 Building houses is often a complex process, there may be other factors as to why sites for housing do not come forward that are beyond the control of the Council. It requires a broader approach to be taken to increase the delivery of new homes and the use of other tools available which are beyond the traditional remit of the Local Planning Authority.

Strategic Issues Influencing Delivery

- 3.3 Delivery of market and affordable homes is a key strategic and cross boundary issue for the Council and this is reflected in joint evidence base and Joint Strategic Plan (JSP) work. The Council has a Memorandum of Understanding in place for the JSP and will be looking to have Statements of Common Ground in place with their neighbouring authorities in the near future. The high demand for new homes and a constrained land supply is a shared characteristic across neighbouring authorities and those within the housing market area.
- 3.4 A key component of Local Plan preparation is to take account of any potential shortfalls in existing infrastructure provision, and to plan for any additional capacity that may arise because of future growth. The Council is currently preparing an updated Infrastructure Delivery Plan (IDP) which will set out all of the infrastructure required to deliver the Local Plan. The IDP will set out what mitigation is required as well as identify funding streams and mechanisms required to enable development.

Increased Housing Need

- 3.5 The need for housing has increased significantly since the adoption of the Core Strategy. The Council's local housing need figure is 633 homes per year. This is calculated using the standard method as required by the NPPF. Prior to this, the Council's own evidence, the South West Hertfordshire Strategic Housing Market Assessment (SHMA, 2016) identified a need of 516 homes per year.
- 3.6 The significant increase in the need for new homes is considerably higher than the Core Strategy housing target of 180 new homes per year. The current spatial strategy in the Core Strategy does not support this increased need for housing and the Council is preparing a new Local Plan to address this.

Local Housing Performance

- 3.7 It is important to note that the Council had a strong record of delivering housing against the Core Strategy housing target. This is demonstrated in the Council's Annual Monitoring Reports (AMR) which monitored housing delivery against the Core Strategy housing target.
- 3.8 The annual net dwellings completed between 2001 and 2018 are shown in Table 2 below. Since 2001, the average number of new dwellings delivered each year up until 2018 was 207. This shows that the Council was consistently delivering above the Core Strategy target of 180 dwellings per annum. This is emphasised by the cumulative delivery figure being 3520 while the cumulative target was 3060, showing an over delivery of 460 dwellings between 2001 and 2018.

Table 2: Housing Delivery Against Core Strategy Housing Target 2001 - 2018

Year	01/02 - 08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Completions (Net)	1926	48	107	185	176	142	285	215	144	264
Cumulative Delivery	1926	1974	2081	2266	2442	2612	2897	3112	3256	3520
Cumulative Core Strategy Target of 180 dwellings	1440	1620	1800	1980	2160	2340	2520	2700	2880	3060

- 3.9 Despite a successful record of delivering above the Core Strategy housing target up until 2017/18, subsequent AMRs have monitored housing delivery against the local housing need figure as calculated by the standard method. 149 homes were delivered in the 2018/19 monitoring year against the standard method target of 620 dwellings 446 dwellings were delivered in the 2019/20 period against the standard method target of 624 dwellings and during the year 2020/21 115 net dwellings were delivered against the standard method target of 630

dwellings. In 2021/22, this target figure is 633 dwellings per annum which will again be likely to indicate an underperformance in housing delivery.

Affordability

3.10 In 2017 the mean house price in Three Rivers was £641,706 which is the highest in the South West Hertfordshire Housing Market Area and well above the average in the East of England and in England as a whole. This results in the District having one of the worst levels of affordability in the country coupled with an undersupply of affordable homes.

3.11 The average median income in Three Rivers is similar to the national average; in 2021 it was £34,787³, however the level of average median income required to purchase a new home is double that required in England. Data from the Office of National Statistics shows a ratio of house prices to income in Three Rivers in 2021 is 14.37⁴. This is on par with the levels experienced in London, with the ratio being higher than in several London Boroughs. This means that accessing the property market in the District is limited for most first-time buyers and even those already established on the housing ladder. Affordability is therefore a significant issue in the District and this is reflected in local housing need.

Affordable Housing Delivery

3.12 There are around 17 housing associations (Registered Providers) with stock in the District. Many of these associations holds land in some form, however they do not own significant land that can be effectively developed to meet local housing need on any scale. Where there are development opportunities, these tend to be dependent on the existing stock being redeveloped.

3.13 Many of the development opportunities that do arise are constrained or have already been exploited for their housing potential and already been developed. Within the constrained opportunities that do exist in the District, the Council expects development to be policy compliant and include delivery of affordable housing units within every development, subject to viability.

3.14 Much of the delivery of new affordable housing in the District comes through Section 106 agreements, where private developers make contributions towards meeting the need for affordable housing locally, which is preferred on site within private development schemes. As a result, the delivery of new affordable housing tends to be through private developers, with only a limited number of additional affordable housing units. This affordable housing is complemented by housing associations effectively re-developing their own sites.

³ Office for National Statistics (2021) House price to workplace-based earnings ratio
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquarterandmedian>

⁴ Office for National Statistics (2021) House price to workplace-based earnings ratio
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquarterandmedian>

3.15 During 2020/21, the AMR recorded that 91 new affordable dwellings were delivered and 82 new affordable dwellings delivered the previous monitoring year. These figures are considerably higher than the 22 affordable dwellings completed in 2018/19 and similar to the 90 affordable dwellings completed in 2017/18. In the 2016/17 monitoring year no affordable units were completed; the delivery of no affordable housing units in the 2016/17 year was due to the Council following national guidance and being unable to require affordable housing on sites of fewer than 10 dwellings. The Council has since reinstated Policy CP4(e) of the Core Strategy.

3.16 Three Rivers Core Strategy Policy CP4 requires a contribution towards affordable housing from all developments where there is a net increase in dwellings, this includes affordable housing contributions from small sites (fewer than 10 units). The Council seeks to maximise affordable housing provision and continues to apply Core Strategy Policy CP4 in full. Current evidence concludes that there is a continued pressing need for new additional affordable housing in Three Rivers. Sites falling below the 10 unit and 1,000 sqm threshold should continue to make a valuable contribution towards increasing the number of affordable units in the District. The delivery of affordable housing remains a critical issue.

Housing Mix

3.17 The size of new homes being built in the District has a direct impact on affordability and on the number of new homes being delivered. There has been a historic trend for the delivery of large homes in the District, however in recent years the trend has been the delivery of smaller units. In 2020/21, the AMR reported that 82% of gross new homes completed had 1 to 3 bedrooms and in the previous year it was 94%.

3.18 The Local Housing Needs Assessment (LNHA) (2020) provides an up to date source of information regarding the size, type and tenure of homes needed in the District. It concluded that there is a higher need for new homes of 1 to 3 bedrooms in the context of the social/affordable rented tenure and the affordable home ownership tenure. For market housing, the main need is for three-bedroom dwellings, although there is a significantly greater need for 4+-bedroom dwellings in this tenure than is the case for the tenures of affordable home ownership and social/affordable rented. Table 3 below set out the number of bedrooms required to meet identified need. The LNHA also identified an acute need for affordable housing (primarily social rented tenure).

Table 3: Dwelling requirement by number of bedrooms (2020 – 2036)

	1-bedroom	2-bedroom	3-bedroom	4+ bedroom
Market Housing	5%	23%	43%	30%
Affordable Home Ownership	21%	41%	28%	9%
Social/ Affordable Rented Housing	40%	27%	31%	2%

Constraints to Housing Land Supply

- 3.19 One of the key issues affecting the delivery of new homes is the characteristics of the District's land supply and as a consequence it means the available land supply is severely limited. The District is embedded in the Metropolitan Green Belt. It permeates all parts of the District with 77% of the District designated as Metropolitan Green Belt. Green Belt has the highest policy protection and is identified as a constraint for development in the NPPF. The NPPF is clear that Green Belt boundaries should only be altered in exceptional circumstances through the plan making process. The emerging New Local Plan will consider whether there are exceptional circumstances for changes to the Green Belt boundaries potentially enabling more sites to be developed than is currently possible.
- 3.20 In addition, the land in the District has a high nature conservation value. There are five Sites of Special Scientific Interest (SSSIs) located within the District, and part of the District is within the Chilterns Area of Outstanding Natural Beauty (AONB). The District is characterised by extensive green areas including woodland, ancient woodland, common land, farmland, rivers, and parkland. It includes the rivers Chess, Gade and Colne and their floodplains. There are 354 Listed Buildings within the District and 22 Conservation Areas. This combination means the District has a high quality, distinctive landscape with significant landmarks and strategic views. The presence of these landscape and heritage characteristics results in limited development opportunities for delivering new housing on a large scale.

Five Year Housing Land Supply

- 3.21 The AMR 2020/21 sets out the current housing land supply calculation and position⁵. The Council is currently unable to demonstrate a 5-year supply of deliverable housing against the local housing need figure which was 630 dwellings per annum at the time that the AMR 2020/21 was published. It is unlikely that the Council will be able to demonstrate a 5-year housing supply until the new Local Plan is adopted as the existing spatial strategy cannot support delivery against the new housing target 633 dwellings per year.
- 3.22 The Council is committed to responding positively to the challenge of increasing the delivery of new homes and a number of evidence base studies have been published in order to review the supply of future housing sites. This includes the Strategic Housing and Employment Land Availability Assessment and Urban Capacity Study. These evidence based studies were published during the Regulation 18 consultation which took place over the period June – August 2021.

Housing Density

- 3.23 Much of the District is characterised by low density development. The character of the area plays an influential role in the impact on density. New development in settlements that are characterised by low density development should respect the character and appearance of the area. This can lead to more low density development. Good design can potentially help to increase densities in traditionally low density areas.

⁵ This can be viewed on the Council's website at: <https://www.threerivers.gov.uk/egcl-page/annual-monitoring-report>

- 3.24 Until a new Local Plan is in place and given the high demand for new homes and the constrained housing land supply, it will be crucial that new developments coming forward make the most efficient use of land. This approach is supported by NPPF paragraph 125 which states that “Where there is an existing or anticipated shortage of land for meeting identified housing needs, it is especially important that planning policies and decisions avoid homes being built at low densities, and ensure that developments make optimal use of the potential of each site.”
- 3.25 The NPPF promotes the use of minimum density standards for town centres and other locations that are well served by public transport. The Council will need to consider solutions to accommodate more housing in the District’s urban areas such as increasing density through delivering more flats and smaller homes to increase housing delivery. This is supported by the LNHA (2020) which identified a need for smaller homes (one to three bedrooms) across tenures in order to widen the choices of new homes in the District. The new Local Plan will contain policies requiring higher densities in sustainable locations and will set minimum density standards for other areas.

Viability

- 3.26 The District has some of the highest land values and property prices in the country. Based on a review of viability evidence, viability is not an issue that is preventing developers from delivering new homes in the District. It may affect the number of affordable homes delivered, however where viability has been raised as a barrier to development, market housing has been delivered in place of affordable housing. As such, overall housing delivery is unaffected.
- 3.27 Affordable housing delivery remains a critical issue, and will be addressed in the emerging new Local Plan, through site allocations requiring full policy compliance at the plan-making stage. This will involve the Council and developers agreeing to fully policy compliant site viability prior to allocation.

Implementation of Planning Permissions and Development Management Performance

- 3.28 Local planning authorities have limited influence on housing delivery once planning permissions have been granted. The timescale for the implementation of a planning permission is generally not considered to be a significant issue within the District, implementation generally occurs within the permission period.
- 3.29 The Council has continued to build relationships with developers, landowners and agents and carry on a dialogue after planning permission is granted. The Council has taken a proactive approach on non-implemented planning permissions by contacting applicants that have received a recent planning permission. A small number of responses were received and pre-commencement conditions were identified as slowing down development. Operational requirements of specific sites were also considered an issue, however this is beyond the Council’s control. Overall, no significant barriers to the delivery of the development were raised.
- 3.30 The performance of decision making in the Council’s Development Management Service is not considered to be a barrier to delivering new homes. On the whole, planning applications are being processed within the statutory timeframes. In the 2019-2020 monitoring period, 100% of

major planning applications were processed within the statutory 13-week period (or within an agreed extension). This is identical to performance in the previous monitoring year and is well above the Council and national target of 60%. For minor applications, where the statutory time period to process an application is 8 weeks (or within an agreed extension), 90% were processed within this timeframe, exceeding the Council's target of 65% and national target of 70%. These statistics demonstrate the speed of decision making by the Planning Service. The timely processing of planning applications is not preventing the granting of planning permissions and in turn the delivery of new homes.

- 3.31 On those sites where planning permission is refused, the Development Management Service's appeals performance is good. The Council has continued to win appeal decisions on sites located within the Green Belt. During 2020-2021, 73% of planning appeal decisions were made in favour of the Council and dismissed. This statistic demonstrates the soundness of decision making by the Planning Service and that unsound decisions are not leading to unnecessary delays and costs to the delivery of new homes.

Infrastructure

- 3.32 The Council has considered whether the current provision of infrastructure in the District is acting as a barrier to the delivery of new homes. For existing planning permissions there are no infrastructure barriers preventing the commencement of sites.

Other barriers to housing delivery

- 3.33 There are number of challenges and barriers to overcome before housing can be delivered and/or purchased. Some may be financial in nature while others are more site specific. These barriers affect both the supply and demand side of housing delivery. The following paragraphs provide a summary of the barriers that have not already been discussed in the paragraphs above.
- 3.34 Site specific constraints include issues such as land contamination, access arrangements, landscape, flood risk and drainage, wildlife and nature, heritage assets. There can also be problems around land ownership and local opposition. The onus is on the developer to deal with these barriers, however the Council will assist where it can.
- 3.35 There are financial issues to be considered such as land value expectations and access to finance for developers and potential home buyers. These barriers are ultimately dictated by the market and are beyond Council's control.
- 3.36 Resources can be a barrier to development. There may be a lack of skills and labour availability, or a shortage of materials. Again, this is down to the market and is considered beyond the Council's control.

4. The Action Plan

- 4.1 This section sets out the actions that the Council has already taken to increase housing delivery and the future actions required to continue this work. The Council is fully committed to working

proactively and is utilising the full range of tools and processes at its disposal. It is acknowledged that the delivery of new homes has a wider remit than just planning and requires actions to be undertaken by other Council services including Housing and Asset Management and Property Services.

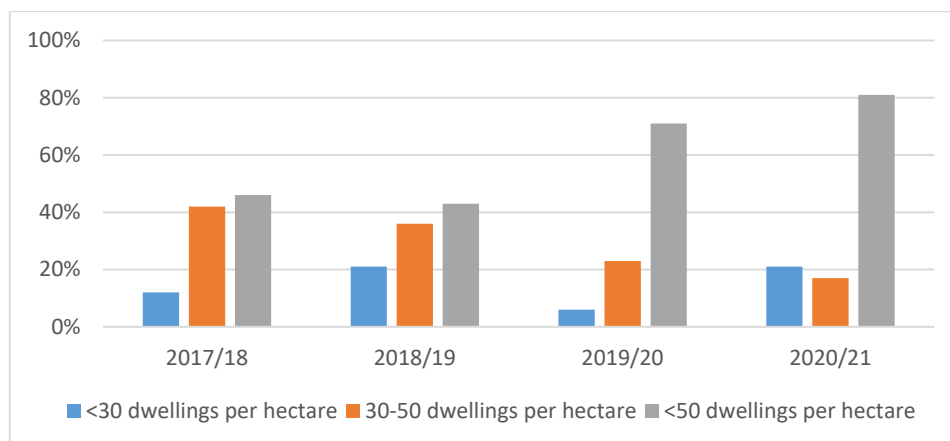
- 4.2 The need to produce a new Local Plan is recognised as a corporate priority. By boosting housing delivery as well as responding to housing need, the Council can ensure that it delivers more homes in a way that carefully balances the objectives set out in the new Local Plan as well as making a positive contribution towards meeting its identified housing needs.

What has the Council done so far?

- 4.3 The paragraphs below set out the wide range of positive actions that the Council has already taken to increase the supply of new homes and support the delivery of the housing we need.
- 4.4 The Council carried out a Regulation 18 Consultation in July 2021 and has been preparing for a further Regulation 18 consultation of the new Local Plan. The need for a new Local Plan is crucial as it will plan for as much of the identified need for housing as possible. The Local Development Scheme (LDS) has been published online and sets out the updated timeframe for progressing the new Local Plan.
- 4.5 To support the new Local Plan, the Council has undertaken a number of evidence base studies. These include the Strategic Housing and Employment Land Availability Assessment, Edge of Settlement & New Settlement Scoping Report and Urban Capacity Study. Multiple Call for Sites have been completed to inform these studies as well as communications with landowners and developers. All of the evidence base documents were published during the Regulation 18 consultation which took place over the period June – August 2021.
- 4.6 Applicants, agents and developers who have been granted planning permission have been contacted to find out if there are any barriers preventing the delivery of housing.
- 4.7 The Council is working together with the other four South West Herts authorities on the preparation of a Joint Strategic Plan (JSP). The JSP will look beyond the Local Plan period to 2050 considering strategic housing sites for development. A Strategic Growth Locations Study and accompanying Multi Modal Study (transport) are being undertaken as part of this work.
- 4.8 The Council has continued to develop and streamline its pre-application advice service. The focus has been on reducing the time spent on decision making and reducing the use of planning conditions through early engagement with applicants.
- 4.9 The Council has published a Brownfield Land Register which identifies suitable sites for housing on previously developed land. The Register is updated on an annual basis.
- 4.10 The Council has introduced a Right to Build Register for those seeking to acquire land to build a home themselves in the authority's area. The Register provides the Council with an indication of the demand for self and custom build. The Council will support self-build and custom build development through policies in the new Local Plan.

- 4.11 In 2017 the Council implemented several Article 4 Directions on the District’s three strategic allocated employment sites. This removed permitted development rights in relation to the conversion of office space to residential development, providing greater control over the type and location of development.
- 4.12 The Community Infrastructure Levy (CIL) was adopted in 2015. This is used to fund infrastructure in the District. The adoption of CIL has resulted in the reduction of time spent on negotiating Section 106 Agreements between developers and the Council.
- 4.13 The Council supports the preparation of Neighbourhood Plans, which can potentially support additional growth beyond that set out in the Local Plan.
- 4.14 The Council has entered a joint venture with Watford Community Housing, delivering 33 flats including 15 affordable homes at the Chess development, with other sites in the early stages of being considered for development.
- 4.15 The Council has been considering redevelopment opportunities on sites that are owned by the Council, for example redevelopment of the Council’s garage sites.
- 4.16 Since the increase in the Council’s housing target, as a result of the standard method, an increase in the housing densities of residential developments coming forward through planning applications has been strongly encouraged. The average density of residential completions is shown in Figure 1 below. Despite a slight decrease between 2017/18 and 2018/19, the trend over the last three monitoring years shows an increase in the number of developments built at greater than 50 dwellings per hectare, which was 71% 2019/20 and 81% in 2020/21. In addition, the number of completions built at a density of less than 30 dwellings per hectare increased between 2019/20 and 2020/21.

Figure 1: Density of Dwelling Completions (2017/18, 2018/19, 2019/20 and 2020/21)



What more can the Council do?

- 4.17 The Council will continue to positively seek out further opportunities to increase its housing delivery as set out in the paragraphs below and will work closely with the relevant Council services and external organisations to achieve this.

- 4.18 The Council will deliver a new Local Plan that responds positively to the challenge of housing need and identifies a sustainable growth strategy. The Local Plan is expected to be adopted in 2025. The Council will then endeavour to keep the Plan up-to-date, reviewing it every 5 years.
- 4.19 The Council, together with the other South West Herts Authorities will deliver the Joint Strategic Plan considering strategic areas for growth. An Issues and Options consultation on the Joint Strategic Plan is expected to take place in September 2022.
- 4.20 As part of the Duty to Cooperate, the Council will work with its neighbouring authorities to produce Statements of Common Ground focussing on strategic cross-boundary issues such as housing.
- 4.21 The Council will continue to reduce the number of applications determined after the statutory deadline, and continue to offer a proactive pre-application service to support the delivery of housing.
- 4.22 The Council will continue dialogue with developers and landowners to monitor build out rates and obtain information on barriers to housing delivery.
- 4.23 The CIL charging schedule will be reviewed and a new schedule adopted in the future. CIL monies can be used for improvements to local and strategic infrastructure to support housing growth.
- 4.24 The Council will review and update the Infrastructure Delivery Plan alongside the Local Plan.
- 4.25 Further joint ventures with housing associations will be explored by the Council. This will involve expanding the existing joint venture with Watford Community Housing and continuing to look at other potential partnerships with housing associations that work in the District. These joint ventures will help bring sites forward for development and assist in the delivery of affordable homes.
- 4.26 The Council will review its land ownership and work with external agencies that own land in the District to identify any potential opportunities for housing development.
- 4.27 The Council will consider whether it is appropriate to split the Brownfield Land Register into two parts, which would subsequently introduce the permission in principle consent route for sites on Part 2 of the Register.
- 4.28 Figure 1 shows that between 2019/20 and 2020/21, there was an increase in the number of completions built at a density of greater than 50 dwellings per hectare. In order to maintain a high level of residential developments built at this density threshold in suitable and sustainable locations, the Council will continue to encourage an uplift in density in residential developments where appropriate and will introduce density standards as part of the new Local Plan.

POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I – NOT DELEGATED

7. ELECTIONS VOTER ID (CED)

1 Summary

- 1.1 It is expected that following approval of further legislation on the detail, Voter ID will come in to effect from May 2023 elections.
- 1.2 The Elections Act 2022 will require voters in Great Britain to show photographic identification before being issued a ballot paper in polling stations. Failure to show ID will prevent a voter from voting.
- 1.3 To implement this change there are two realistic options available to the council:
 - 1.3.1 The use of Modern Polling, a Government Digital Services approved electronic platform for voter check in and reports provided by Modern Democracy Ltd.
 - 1.3.2 A paper based check-in to check and record voters' ID.
- 1.4 The Government is not expected to provide the full details of the guidance on Voter ID until at least January 2023, by which time it will be too late for the Council to implement the Modern Polling solution, therefore a decision is required now as to whether the Council is to implement the Modern Polling solution or the paper based option.
- 1.5 Both options will require additional budget. Modern Polling circa. £28,400 per year, paper based solution circa. £11,400 per year.
- 1.6 The Modern Polling solution will also require additional ICT support and internal support from the CSC to our Elections team.

2 Details

- 2.1 Voter ID requirements will take effect for elections in May 2023. Guidance from Government is unlikely to be released until at least January 2023.
- 2.2 It is anticipated that several types of photographic ID will be acceptable and free voter ID will be made available for those without any other form of photographic ID.
- 2.3 Voter ID is designed to prevent 'personation', the electoral offence of pretending to be someone else when you vote. The Government acknowledges levels of fraud are low but argues that every ballot matters, and that Voter ID will protect voters from having their vote stolen.
- 2.4 It is unknown at this stage what reporting requirements will be placed on the Council but it is expected that there will be some surrounding those voters unable to vote due to the implementation of Voter ID.
- 2.5 It is believed there are two realistic options available to the Council for how we can implement Voter ID set out below.

3 Options and Reasons for Recommendations

3.1 Option A – Modern Polling

- 3.1.1 Modern Polling transforms the management of polling stations, providing the tools necessary to operate efficiently and enhance the voter experience.
- 3.1.2 Modern Polling gives secure access to the electronic register, instantly providing polling staff with voter information on-screen, marks the register, facilitates the production of the corresponding number list and the ballot paper account.
- 3.1.3 The voter check-in system provides a faster check-in for the voter. There is also a section for recording the ID that voters use but also records those not permitted to vote due to not having ID with them. Should that voter return with ID the system notes that they have returned and the ID used.
- 3.1.4 The use of Modern Polling removes the ability for polling staff to make errors on the register, Corresponding Numbers List and Ballot Paper Account.
- 3.1.5 Should a voter arrive at the incorrect polling station, the system will detail what station the voter is registered to vote, provided this is within the Council area.
- 3.1.6 The reporting tool allows the user to instantly generate all post-elections reports. Replacing the traditional paper-based reports with electronic.
- 3.1.7 The use of Modern Polling is approved by Government Digital Services.
- 3.1.8 Apple iPads are used at the polling stations as they provide the highest level of security across all devices. All devices are Wi-Fi and mobile internet enabled. The platform is also operational offline. However, as a minimum, the iPad must be connected to the internet for the start and close of poll, this can be done away from the polling station if necessary.
- 3.1.9 As long as the iPad remains connected to the internet, it provides real time analytics on the turnout and station status throughout the day. Real time stats provide overall turnout, individual polling station turnout, footfall, and reports on the number of voters who have presented at the wrong polling station. Should the internet be intermittent, then the updates will be sent through to the office each time the device connects to the internet.
- 3.1.10 It should be noted that if Modern Polling be implemented, this will place additional demands on the Elections and ICT teams. A full project plan will be developed and implemented. This will include the need for connectivity checks in all polling stations.
- 3.1.11 The system for recording voter ID works off-line (without internet connection), but live updates for reporting requires internet access.
- 3.1.12 Following discussions with Procurement, it has been established that although Modern Polling are available on G-Cloud Government framework, a better deal can be obtained through a four-year contract direct. Procurement have confirmed that this can be obtained through an exemption.

3.2 Option B – Paper based

- 3.2.1 It is important to bear in mind that Voter ID can be implemented without Modern Polling by continuing to use the tried and tested method of polling as used over many years.

- 3.2.2 The full details of reporting requirements have not yet been made clear in the act. Any reporting would need to be paper based, the format still to be decided. This could be a second register of electors being marked indicating electors without the required ID. The option of lists to record these details could also be used. Whichever form is used, it would be vital for this to be completed throughout the day by polling staff.
- 3.2.3 There would also be additional work for the Elections team as it would be necessary to transfer the results from the poll onto the online Government reporting tool, as well as providing reports for Councillors.
- 3.2.4 At this point in time it is not clear what assistance the Electoral Commission will provide to assist with recording and reporting.
- 3.2.5 Due to an increasing reliance on polling staff to remember to complete paper forms this does carry risk that some could be forgotten and missed from recording.

3.3 Reasons for Recommendation

- 3.3.1 Officers recommend that Option 1 – implementing the Modern Polling solution is approved as this is expected to reduce the risk of human error and improve the efficiency of the voting process and reporting function. The additional costs represent good use of council funds due to the importance and profile of the election process.
- 3.3.2 As guidance on the implementation of Voter ID will not be issued until next year it is felt prudent that a decision should be made now to allow Modern Polling to be implemented if this is the route the Council wishes to take. Should a decision be delayed until the guidance is released it will be too late to consider option 1.
- 3.3.3 Although implementing Voter ID is possible by using traditional paper solutions, it is believed it will be made much easier and efficient using Modern Polling.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are not within the Council’s agreed policy and budgets.
- 4.2 Up to an additional £28,400 budget (less the New Burdens payment in the 2023/24) will need to be allocated to the Elections budget.

5 Financial Implications

- 5.1 It is anticipated that over time, the use of Modern Polling would save on resourcing in the polling station, but this would not be realised until Modern Polling has been tried and tested with the Council a number of times.
- 5.2 Should the Council sign up to a four year contract with Modern Polling this will come at a cost of £28,400 per year, this includes an annual licence fee and the rental of 67 iPads for the election period.
- 5.3 The breakdown of the costs are below:

	Year 1	Year 2	Year 3	Year 4	Total
	2023	2024	2025	2026	

Annual licence fee	£6,950	£6,950	£6,950	£6,950	£27,800
Polling station licence fee (£200 each)	£11,400	£11,400	£11,400	£11,400	£45,600
IPad fee (£150 each)	£10,050	£10,050	£10,050	£10,050	£40,200
Total	£28,400	£28,400	£28,400	£28,400	£113,600

5.4 The paper based process will require the need for an additional Poll Clerk at each Polling Station which on current fees of £200 per Poll Clerk amounts to £11,400.

5.5 Therefore the cost for comparison between Modern Polling and paper based solution is circa. £17,000 additional cost for Modern Polling.

5.6 It is not known at this stage how much the Council will receive, however, it has been confirmed that New Burdens money will be provided by the Government for the implementation of Voter ID that will off-set some (but not all) of the additional costs in the first year.

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

6.1 None specific.

7 Staffing Implications

7.1 The paper based solution would require an additional Poll Clerk at each Polling Station.

7.2 The Modern Polling solution would require additional ICT support, and administration and logistical support from the CSC.

8 Communications and Website Implications

8.1 The use of Modern Polling or paper based recording will not have a direct impact on voters, as the system relates to the way Poll Clerks will record voter's information, however there will need to be clear communications to voters that they will be required to bring ID if voting in a polling station.

9 Risk and Health & Safety Implications

9.1 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.

9.2 Any risks resulting from this report will be included in the risk register and, if necessary, managed within the Elections Service plan.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Security of data on the Modern Polling system	Data breach, loss of data	System is approved by Government digital services IT Health Check compliant	tolerate	4
Internet connection failure	Impact on live updates	IPads are wifi and cellular and include o2 sim cards The system itself operates offline	tolerate	2
Device or Modern Polling system failure	Unable to record data on system	Small number of spare devices that can be delivered if necessary Full paper recording back up prepared	tolerate	4
Accuracy of records and human error from a manual paper based system	Breach of compliance	Implement digital Modern Polling solution	terminate	6

9.3 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.

Likelihood	Low	High	Very High	Very High
------------	-----	------	-----------	-----------

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

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

9.4 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.

10 Recommendation

10.1 That Policy & Resources Committee recommends Option 1 the implementation of Modern Polling.

10.2 That Policy & Resources Committee recommend to Council that the annual Elections budget is increased by £28,400 to cover the costs of Modern Polling.

Report prepared by:

Josh Sills – Head of Customer Experience

Kimberley Grout – Executive Head of Services

Julie Prestidge – Elections Consultant

Data Quality

Data sources:

Modern Democracy – provider of Modern Polling

Data checked by:

Sally Riley – Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

N/A

APPENDICES / ATTACHMENTS

Not applicable.

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POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I - DELEGATED

8. ANTI FRAUD AND CORRUPTION STRATEGY (DoF)

1 Summary

- 1.1 This report seeks member's approval of a revised Anti-Fraud and Corruption Strategy. This is a harmonised policy with Watford BC.

2 Details

- 2.1 This Anti-Fraud and Corruption Strategy is the mechanism for achieving a commitment to reduce losses to fraud and corruption to a minimum. Supporting this strategy there are controls that individually and collectively contribute to effective control environments at both Councils, and therefore to the prevention, detection, and investigation of fraud and corruption. They include for example sound financial management, effective and well-documented internal controls and an effective Sanctions Policy.

- 2.2 Included as Appendices to the Anti-Fraud and Corruption Strategy are the Sanctions Policy and Anti Bribery Policy. Both also have been revised. The Sanctions Policy sets out the Councils policy towards sanctions, including criminal prosecutions, relating to offences committed by both internal (e.g. employees, members, contactors, etc.) and external offenders. The Anti Bribery Policy, provides a framework to enable employees and Members to understand and implement arrangements enabling compliance.

- 2.3 This Policy was presented to Audit Committee on the 26 July 2022. It was also approved by Watford BC on the 28 July 2022.

3 Options and Reasons for Recommendations

- 3.1 The purpose of this report is to seek approval of the revised Anti-Fraud and Corruption Strategy.

4 Policy/Budget Reference and Implications

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

5 Equal Opportunities Implications

- 5.1 Relevance Test

Has a relevance test been completed for Equality Impact? There will be no effect to equal opportunities with the proposed changes to the policy.	No
Did the relevance test conclude a full impact assessment was required? The recommended changes relate to legislative updates.	N/A

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

6.1 None specific.

7 Recommendation

7.1 That the Committee agree this revised Anti-Fraud and Corruption Strategy.

Report prepared by: Garry Turner, Fraud Manager

Data Quality

Data sources:

Fraud management system Incase

Data checked by: Garry Turner, Fraud Manager

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

Previous Anti-Fraud and Corruption Strategy

APPENDICES / ATTACHMENTS

1. Anti - Fraud and Corruption Strategy

**Anti-Fraud and Corruption Strategy
Three Rivers District Council
Watford Borough Council**

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1. Policy Statement
2. Introduction
3. Fraud Bribery and Corruption
4. Strategic Approach
5. Who to Contact
6. Conclusion

Appendices

Appendix 1 – Three Rivers District Council and Watford Borough Council Sanctions Policy

Appendix 2 - Anti-Bribery Policy

1. Policy Statement

Three Rivers District Council and Watford Borough Council (the Councils) take their duty to protect public funds very seriously and are committed to a zero tolerance approach to fraud and corruption from both internal and external sources.

Any loss of funds to fraud affects the Councils ability to maintain high levels of service to their communities.

Fraud and corruption can lead to lasting reputational damage.

All Members and employees of the Councils should ensure the highest standards of stewardship of public funds.

The detection, prevention and reporting of fraud, bribery and corruption is the responsibility of all Members, employees (including casuals, temporary and agency staff), partners, and contractors of the Councils.

2. Introduction

The Councils are committed to promoting a strong anti-fraud and corruption culture.

This Anti-Fraud and Corruption Strategy is the mechanism for achieving this commitment and aims to reduce losses to fraud and corruption to a minimum.

There are a number of controls in place that individually and collectively contribute to effective control environments at both Councils, and therefore to the prevention, detection, and investigation of fraud and corruption.

Features of the control environment include:

- Sound systems of financial management
- Effective and well-documented internal controls
- Accountability through clear roles and responsibilities throughout the Councils
- Effective communication systems, both within the Councils and external to them
- Effective use of technology
- Effective budgetary control and performance monitoring systems
- Effective internal audit
- Sanctions Policy

All Members and employees are required to comply with the following interrelated policies and procedures:

- Council Constitution and Financial Procedure Rules
- Officers and Members Codes of Conduct
- Disciplinary Policy
- Whistleblowing Policy
- Money Laundering Policy
- Bribery Policy
- Contract Procedure Rules

3. Fraud, Bribery and Corruption

Fraud

The intentional distortion of financial statements or other records by persons internal or external to the organisation which is carried out to conceal the misappropriation of assets or otherwise for gain. Put simply, fraud is an act of deception intended for personal gain or to cause a loss to another party.

The Fraud Act 2006 defines fraud in three categories:

- False representation
- Failure to disclose information where there is a legal duty to do so
- Abuse of position

Bribery

An inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage". The Bribery Act 2010 contains the following four categories of offence and, whilst it was updated in May 2013, these categories of offence remained unchanged:

- Offering, promising or giving a bribe to another person
- Requesting, agreeing to receive or accepting a bribe from another person
- Bribing a foreign public official
- A corporate offence of failing to prevent bribery

Corruption

The offering, giving, soliciting or acceptance of an inducement or reward, which may influence the action of any person.

4. Strategic Approach

In developing this Policy, we have adopted the guiding principles included in "Fighting Fraud and Corruption Locally 2020" (FFCL2020) which is the counter fraud and corruption strategy for local government. It provides a blueprint for a coordinated response to fraud and corruption perpetrated against local authorities with the support of those at the top.



Achieving our Objectives

Govern

The bedrock of the Strategy is that those who are charged with Governance support the activity by ensuring that there are robust arrangements and executive support to ensure anti-fraud, bribery and corruption measures are embedded throughout the organisation.

Beating fraud is everyone's business, and the Councils internal arrangements are communicated throughout the Councils, and publicly, demonstrating a culture and commitment to preventing fraud.

The Councils have a number of robust procedures and policies in place, which combined with executive support ensure that anti-fraud, bribery and corruption measures are embedded throughout the Councils.

This acts as an effective deterrent to fraudulent and corrupt activity and provides the means for reporting, detecting and preventing fraud, bribery or corruption.

Having a holistic approach to tackling fraud is part of good governance.

Acknowledge

In order to create a counter-fraud response, the Councils must acknowledge and understand fraud risks and then demonstrate this by committing the right level of resource to preventing and detecting fraud, bribery and corruption, and investigating any occurrences when found or reported.

The Councils maintain and evaluate risk registers.

The Councils have a dedicated Fraud Team with responsibility for investigation all allegations of fraud, bribery or corruption.

This ensures the Councils are effective in protecting the public purse and fighting economic crime, and heightens the Councils fraud resilience.

Reactive referrals are a primary source of work and provide good leads. It is often the alertness of the public and employees that generate these referrals and enables detection of fraud, bribery or corruption to occur.

Prevent

Fraud can be prevented and detected by enhancing fraud controls and processes, making better use of information and technology and developing a more effective anti-fraud culture.

The Councils have a statutory responsibility under Section 151 of the Local Government Act 1972 to ensure that proper arrangements are made for the Council's financial affairs. In addition, under the Accounts and Audit (England) Regulations, the Councils are required to maintain an adequate and effective internal audit of all its financial records and systems of internal control. Therefore the councils have implemented sound financial systems and procedures which incorporate efficient and effective internal controls.

In addition to the above responsibilities and requirements the Councils have a number of controls and policies and procedures in place as outlined in section 2.

The Councils promote an anti-fraud culture across both the Councils and the community by publicising the impact of fraud on the community.

Employees, Members, public, service users, partners, suppliers, contractors and consultants can raise any concerns via the confidential fraud hotline or online.

All employees are required to undertake mandatory training which includes;

- Fraud, Anti-fraud, Corruption and Money Laundering Awareness
- Code of Conduct
- Cyber Crime and Cyber Security
- Information Security
- Data Protection Act 2018 - GDPR

The Councils participate in national data matching exercises coordinated by the Cabinet Office (National Fraud Initiative) as well as using data analytics and new technology to combat fraud.

The Councils are members of the National Anti-Fraud Network (NAFN) who provide an extensive range of data and intelligence services to local authorities. NAFN also provides regular intelligence alerts providing information about fraud, risks and trends which may affect members.

Where appropriate the Fraud Team disseminate information, and alerts, regarding emerging and new fraud risks throughout the Councils.

Additionally the team are the single point of contact in respect of intelligence enquiries, and data sharing, for law enforcement agencies, the Department for Work and Pensions (DWP), Her Majesties Revenues and Customs (HMRC), other local authorities and government departments.

While prevention is one of the most important objectives of the Strategy, it is appropriate to also focus efforts on detection, and encourage the reporting of suspected cases of fraud, bribery and corruption from both within the Councils and from external sources.

Pursue

Stopping fraud and corruption from happening in the first place must be our primary aim. However, those who keep on trying may still succeed. It is, therefore, essential that a robust enforcement response is available to pursue fraudsters and deter others.

The Councils will always seek the strongest possible sanction against any individual or organisation that defraud or attempt to defraud the Councils. Any decision to take legal action against offenders is made in accordance with the Councils Sanctions Policy.

A further element of the Council's response to tackling fraud is seeking financial redress. The recovery of defrauded monies is an integral part of the Strategy, and action will be taken to recover losses. Where criminality has been proven then the Proceeds of Crime Act 2002 can be used to recover funds.

Other methods of recovery may include, but are not confined to, civil proceedings; unlawful profit orders and compensation orders, bankruptcy if it is believed the individual has a poor history of paying and recovery from future salary payments.

The Councils Fraud Team are responsible for the detection, investigation, pursuit and prosecution of those responsible of committing fraud against the Councils.

And where appropriate they work jointly with, or assist; law enforcement agencies, the Department for Work and Pensions (DWP), Her Majesties Revenues and Customs (HMRC), other local authorities and government departments, in the investigation, pursuit, and prosecution of offenders.

Protect

The Councils are committed to protecting public funds by protecting the Councils against serious and organised crime, fraud and cyber-crime, and from future frauds. The Councils are also committed to protecting individuals from becoming victims of crime and protecting against the harm that fraud can do to the community.

This theme lies across the pillars of this Strategy

5. Who to Contact

Fraud

Allegations of Council Tax Reduction fraud, Council Tax frauds, Blue Badge fraud, Community Infrastructure Levy fraud, Grant Fraud, Business Rates, etc. are referred to the Fraud Team by email, or phone.

Customers, suppliers, contractors, stakeholders and members of the public can also report concerns online at www.threerivers.gov.uk or www.watford.gov.uk or via the confidential Fraud Hotline 0800 458 9200 or by email fraud@threerivers.gov.uk or fraud@watford.gov.uk.

Allegations of state benefit fraud are referred to the DWP

It is important to remember it is better to be proved wrong over genuine concerns than keep quiet and be proved right when fraud later comes to light.

Whistleblowing

The Whistleblowing Policy is intended to encourage and enable staff to raise serious concerns within the Councils. Whistleblowing can be used for confidential reporting, to report any concern relating to possible fraud, bribery, corruption, misconduct or mal-practice/administration. We will treat all concerns or suspicions with discretion and in confidence.

Whilst intended primarily for Council employees, the reporting arrangements set out in the Whistleblowing Policy are also open to any member of the public, elected Member or representative of any organisation associated with either Council. The Councils also have Complaints Procedures which may be followed by members of the public.

Employees reporting concerns in this way are afforded certain rights under the Public Interest Disclosure Act 1998. See Whistleblowing Policy for full details.

Concerns should be reported to either: the Chief Executive (Three Rivers), the Chief Executive (Watford) or the Director of Finance. These officers will decide the most appropriate method for dealing with the concern.

A whistleblower may call the confidential Fraud Hotline (0800 458 9200) or contact the Fraud Team, if that is easier for them.

The Councils have the resources and expertise to investigate any concern internally. If a whistleblower feels it right to raise the matter externally, or have raised it internally but feel that it has not been properly investigated, there are a number of possible contact points including; Elected Members, the External Auditor and the Police, see Whistleblowing policy for full list.

Bribery

The Councils are committed to the prevention, deterrence and detection of bribery. We have zero-tolerance towards bribery. The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all staff including temporary agency staff, contractors, Members, volunteers and consultants. All staff and members are required to avoid activity that breaches this policy.

Employees should normally report any concerns to their immediate manager for the matter to be dealt with. Line Managers must not investigate any suspected case of bribery but must refer it immediately to the Director of Finance, the Chief Executive (Three Rivers District Council) or the Chief Executive (Watford) who will decide what further action is to be taken.

If employees feel unable to do this, e.g. they feel that their manager may be implicated or they have already done so but do not feel that the matter has been properly dealt with; they can then use the whistleblowing process to report any concern.

Commented [CC1]: Title change from 1 August 2022

Commented [GT2]: Changed to CE for Watford Borough Council

Commented [GT3]:

Money Laundering

The Councils are committed to the prevention of money laundering and to working with the appropriate authorities to apprehend those who commit offences under the anti-money laundering regulations.

Money Laundering is generally defined as the process by which the proceeds of crime and the true ownership of those proceeds are changed so that the proceeds appear to come from a legitimate source.

The Money laundering Policy applies to all Council staff and to elected Members. The key requirement for staff is to report any suspected money laundering activity to the Money Laundering Reporting Officer (MLRO). In the case of both Councils the MLRO is the Director of Finance. See the Councils Money Laundering Policy for full details.

6. Conclusion

By adopting this Strategy the Councils will manage the risk of fraud, bribery and corruption by:

- Developing and maintaining a culture in which fraud and corruption are unacceptable
- Understand the harm that fraud can do in the community
- Understanding our fraud risk
- Preventing fraud more effectively
- Using technology to improve our response
- Sharing information and resources more effectively
- Better detecting fraud loss
- Bringing fraudsters to account more quickly and efficiently
- Improving the recovery of losses
- Protecting those at risk.

This policy should be read in conjunction with the Councils Sanctions Policy, Anti-Bribery Policy, Whistleblowing Policy and Anti-Money Laundering Policy.

Appendix 1

Three Rivers District Council and Watford Borough Council Sanctions Policy

Introduction

The Rivers District Council and Watford Borough Council (the Councils) are committed to preventing fraud and corruption and have developed an Anti-Fraud and Corruption Strategy in order to minimise its occurrence. This Sanctions Policy forms part of this strategy and sets out the Councils policy towards sanctions, including criminal prosecutions, relating to offences committed by both internal (e.g. employees, members, contactors, etc.) and external offenders.

Due to the high risk of fraud the Councils are committed to protecting the public funds they administer through the prevention, detection, deterrence and investigation of fraud. This includes:

- Internal fraud
- Council Tax Reduction fraud
- Council Tax Discounts and Exemptions Fraud
- Council Tax evasion Fraud
- Disability Facility Grants Fraud
- Business Rate Fraud
- Community Infrastructure Levy fraud
- Blue Badge Fraud
- Residents parking Fraud
- Grant Fraud
- Housing

This policy will govern the use of all sanctions available to the Councils and will apply to any fraud against the Councils, and the public funds they administer.

The objectives of this policy are to:

- Ensure sanctions are imposed in a just and consistent manner.
- Ensure that the sanction decision-making process is stringent, robust and transparent.
- Ensure that sanctions are applied cost-effectively and with efficiency.

The Councils Fraud Team are responsible for investigation of allegations of fraud within the Councils.

The Fraud Manager is responsible for ensuring investigations into suspected fraud are conducted professionally in accordance with the:

- Police and Criminal Evidence Act 1984 (PACE),
- Criminal Procedures in Investigations Act 1996 (CPIA),
- Regulatory Investigators Power Act 2000 (RIPA).
- Data Protection Act 2018.
- IPA 2016.
- Human Rights Act 1998.

Each case is unique and will be considered on its facts and merits. Investigators must be fair, independent and objective. They must not let any political views or personal views about the ethnic or national origin, sex, religious beliefs, disability or the sexual orientation of the suspect, victim or witness influence their decisions. They must not be affected by improper or undue pressure from any source.

Where necessary, the Fraud Team will work with other departments within the Council, and in co-operation with other organisations such as the Police, Department for Work and Pensions (DWP), Home Office, Her Majesty's Revenue and Customs (HMRC), and other Local Authorities. Also Financial Investigators may be used and/or the Police in situations where their additional powers are required to secure evidence, or recovery of funds, or where the matter cannot be adequately pursued by the Councils.

Sanctions

A range of sanctions are available to the Councils, these include:

- Prosecution
- Official cautions
- Financial penalties for Council Tax Reduction Scheme fraud
- Disciplinary action
- Civil proceedings

In some cases more than one form of sanction may be appropriate. For example if a member of staff has defrauded the Councils, it may be appropriate to consider disciplinary, prosecution, and criminal or civil recovery action, depending on the circumstances.

It is the policy of the Councils that where there is prima facie evidence that a criminal offence has been committed then the case will be referred for prosecution.

The sanction decision will have regard at all times to the Councils Anti-Fraud & Corruption Strategy, the individual circumstances of each case and the overall impact of the punishment to both the individual and the community.

Prosecution

One sanction available to the Councils is a criminal prosecution. We recognise that this is a serious step to take, and the decision to refer cases for prosecution will not be taken lightly.

The ultimate decision on prosecution will be made by the relevant prosecuting body.

Any matters considered for prosecution will be subject to **the Code for Crown Prosecutors**; the evidential test and the public interest test, and each case will be considered on its own merits.

The Code for Crown Prosecutors is a public document, issued by the Director of Public Prosecutions that sets out the general principles Crown Prosecutors should follow when they make decisions on cases.

Formal Caution

A Formal Caution is an oral warning (of which a written record is made), given in certain circumstances to a person who has committed an offence.

A caution can be considered when:

- There is sufficient evidence to justify instituting criminal proceedings;
- The person has admitted the offence during an interview under caution and agrees to the caution.
- The offence is not considered to be of a serious nature and/or any loss to the Councils is low enough that it may not be in the public interest to prosecute.
- There are no previous convictions or cautions for fraud.
- There was no other person involved in the fraud.

If the person is subsequently prosecuted for another fraud offence, the caution may be cited in court.

Financial penalties for Council Tax Reduction Scheme fraud

A Financial Penalty can be offered as an alternative to prosecution for cases of Council Tax Reduction Scheme fraud. The amount of penalty that can be offered is set by legislation.

An offer of a Financial Penalty as an alternative to prosecution can be considered when:

- There is sufficient evidence to justify instituting criminal proceedings.
- There has been an overpayment due to the alleged fraud, or there has been an alleged attempt to fraudulently claim a Council Tax Reduction.
- The offence is not considered to be of a serious nature and/or the overpayment is low enough that it may not be in the public interest to prosecute.
- There are no previous convictions, cautions, or Financial Penalties for fraud

If the person offered the penalty refuses to accept it criminal proceedings will be instituted.

The Penalty is payable in addition to any Council Tax Reduction overpayment and any failure to repay the debt may result in civil proceedings being taken.

If the person is subsequently prosecuted for another fraud offence, the Financial Penalty may be cited in court.

Employee Fraud and Corruption

In all cases of fraud, theft, financial misconduct, serious and intentional breach of financial regulations, and corruption committed by officers, members, contactors or organisations (e.g. suppliers, service providers, etc) we will seek action.

In addition to disciplinary action the Councils will consider all the available sanctions, including prosecution. Where a case is considered suitable for prosecution we will refer the case to the relevant prosecuting body.

Where a financial loss has been identified, we will always seek to recover this loss either through civil or criminal proceedings.

Other Fraud

In the event of any fraud against the Councils not explicitly mentioned in this policy, the Councils will consider all the available sanctions, including prosecution. This will also include cases of attempted fraud, e.g. false applications for services.

In cases where the Council suffers a financial loss, we will always seek recovery.

Working in Partnership with other Agencies

The Council may investigate cases involving state benefits jointly with the DWP, in these cases prosecutions will be carried out by the Crown Prosecution Service, and any penalties will be issued by agreement with the DWP.

Where necessary, the Council will also work closely with other organisations such as the Police, Home Office, HMRC, and other local authorities in order to develop and promote an anti-fraud culture and to further prevent, detect and deter fraud.

This policy should be read in conjunction with the Council's Anti-Fraud and corruption policy, Anti-Bribery Policy, Whistleblowing Policy, and Anti-Money Laundering Policy.

Conclusion

The Councils will seek to deter fraud via the pursuit of prosecution or the imposition of Financial Penalties and Formal Cautions in cases where all the criteria has been met. The criteria that have been established are designed to ensure that the correct cases are brought to court, and that the Council acts in a positive way to actively deter the genuine and deliberate fraudster.

Appendix 2

THREE RIVERS DISTRICT COUNCIL WATFORD BOROUGH COUNCIL ANTI-BRIBERY POLICY

1. Introduction Policy Statement

Bribery is a criminal offence. Three Rivers District Council and Watford Borough Council (the Councils) do not, and will not, pay bribes or offer improper inducements to anyone for any purpose nor do they or will they accept bribes or improper inducements.

To use a third party as a conduit to channel bribes to others is a criminal offence. The Councils do not, and will not, engage indirectly in or otherwise encourage bribery.

The Councils are committed to the prevention, deterrence and detection of bribery. We have zero-tolerance towards bribery. We aim to maintain anti-bribery compliance as business as usual, rather than as a one-off exercise.

2. Aims

This policy provides a framework to enable employees and Members to understand and implement arrangements enabling compliance.

We require all staff, including temporary agency staff and all contractors and their employees working on behalf of the Councils and all elected members to:

- Act honestly and with integrity at all times and to safeguard the Councils resources for which they are responsible.
- Comply with the spirit, as well as the letter, of the laws and regulations in respect of the lawful and responsible conduct of activities.

3. Scope

This policy applies to all of the Councils functions. For Members, partners, joint ventures and suppliers, we will seek to promote the adoption of policies consistent with this policy. Within the Councils the responsibility to control the risk of bribery occurring rests at all levels. This policy covers all staff including temporary agency staff, contractors, Members, volunteers and consultants. The Councils commit to:

- Setting out a clear anti-bribery policy and keeping it up to date
- Making all employees and members aware of their responsibilities to adhere strictly to this policy at all times
- Enabling all employees and members to recognise and avoid the use of bribery by themselves and others
- Encouraging its employees and Members to be vigilant and to report any suspicions of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately
- Rigorously investigating instances of alleged bribery
- Taking firm and vigorous action against any individual(s) involved in bribery
- Providing information to all employees and Members on how to report breaches and suspected breaches of this policy

4. What is Bribery?

Bribery is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

The Bribery Act

<http://www.legislation.gov.uk/ukpga/2010/23/contents>

There are four key offences under the Act:

- Bribery of another person (section 1)
- Accepting a bribe (section 2)
- Bribing a foreign official (section 6)
- Failing to prevent bribery (section 7)

The Bribery Act 2010 makes it an offence to offer, promise or give a bribe (Section 1). It also makes it an offence to request, agree to receive, or accept a bribe (Section 2). Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business.

There is also a corporate offence under Section 7 of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. This is what is known as a strict liability offence. This means that there is no need to prove negligence or management complicity. An organisation will have a defence to this corporate offence if it can show that it had in place adequate procedures designed to prevent bribery by or of persons associated with the organisation.

Are the Councils commercial organisations

The Councils are commercial organisations in all of their financial and contractual activity including those activities or services undertaken on their behalf.

5. Anti-Bribery Procedures

The Councils procedures cover six principles.

Proportionality

The Councils have procedures in place to prevent bribery by persons associated with it. These are proportionate to the bribery risks faced by the Councils and to the nature, scale and complexity of the Councils activities. They are also clear, practical, accessible, effectively implemented and enforced.

Top level commitment

The top-level management should be committed to preventing bribery by persons associated with it. They foster a culture within the Councils in which bribery is never acceptable.

Risk Assessment

The nature and extent of the Councils exposure to potential external and internal risks of bribery on its behalf by persons associated with it is periodically assessed. This includes financial risks but also other risks such as reputational damage.

Due diligence

The Councils take a proportionate and risk based approach, in respect of persons who perform or will perform services for or on behalf of the Councils, in order to mitigate identified bribery risks.

Communication (including training)

The Councils seek to ensure that their bribery prevention policies and procedures are embedded and understood throughout the Councils through internal and external communication, including training that is proportionate to the risks they face.

Monitoring and review

Procedures designed to prevent bribery are monitored and reviewed and improvements are made where necessary.

6. Penalties

An individual guilty of an offence under sections 1, 2 or 6 is liable:

- On conviction in a magistrates court, to imprisonment for a maximum term of 12 months (six months in Northern Ireland), or to a fine not exceeding £5,000, or to both.
- On conviction in a crown court, to imprisonment for a maximum term of ten years, or to an unlimited fine, or both.

The Councils, if convicted under sections 1, 2 or 6 will also face the same level of fines and, if guilty of an offence under section 7, is liable to an unlimited fine.

7. Bribery is not tolerated

It is unacceptable to:

- Give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given
- Give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to facilitate or expedite a routine procedure
- Accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them
- Accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return
- Retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy
- Engage in activity in breach of this policy.

8. Facilitation payments

Facilitation payments are not tolerated and are illegal. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions.

9. Gifts and hospitality

This policy is not meant to change the requirements of the Councils gifts and hospitality policy.

10. Responsibilities

The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the Councils or under its control, they should actively avoid breaches of this policy.

You must:

- Ensure that you read, understand and comply with this policy
- Raise concerns as soon as possible if you believe or suspect that a conflict with this policy has occurred, or may occur in the future. As well as the possibility of civil and criminal prosecution, staff that breach this policy will face disciplinary action, which could result in dismissal for gross misconduct.

11. Raising a concern

This Councils are committed to ensuring that all employees, organisation or persons associated with the Councils business have a safe, reliable, and confidential way of reporting any suspicious activity.

We all have a responsibility to help detect, prevent and report instances of bribery. If you have a concern regarding a suspected instance of bribery or corruption, please speak up – your information and assistance will help. The sooner you act, the sooner it can be resolved.

Concerns can be anonymous. In the event that an incident of bribery, corruption, or wrongdoing is reported, we will act as soon as possible to evaluate the situation. We have clearly defined procedures for investigating fraud, misconduct and non-compliance issues and these will be followed in any investigation of this kind.

You should normally report any concerns to your immediate manager for the matter to be dealt with. Line Managers must not investigate any suspected case of Bribery but must refer it immediately to the Director of Finance, or the relevant Chief Executive (Three Rivers and Watford) who will decide what further action is to be taken. If you feel unable to do this, e.g. you feel that your manager may be implicated or you have already done so but do not feel that the matter has been properly dealt with; you can then use the whistleblowing process to report any concern.

You are encouraged to put your name to any issue raised. Anonymous concerns are much less powerful and are often difficult to follow up, especially if further information is required.

Staff who refuse to accept or offer a bribe, or those who raise concerns or report wrongdoing can understandably be worried about the repercussions. The Councils aim to encourage openness and

will support anyone who raises a genuine concern in good faith under this policy, even if they turn out to be mistaken.

The Councils are committed to ensuring nobody suffers detrimental treatment through refusing to take part in bribery or corruption, or because of reporting a concern in good faith.

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POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I - DELEGATED

9. COVID-19 ADDITIONAL RELIEF FUND (CARF) SCHEME

1. Summary

- 1.1 This report outlines the Council's proposal for a new NNDR (Business Rates) discretionary relief scheme call the Covid-19 Additional Relief Fund (CARF) scheme. The government scheme requires local authorities to provide an allowance against NNDR liabilities, rather than pay as a grant to businesses.
- 1.2 The Council's proposed scheme will provide relief starting at 1%, increasing to 55% (depending on the business type) against the net 2021/22 NNDR liability of properties that meet the scheme's eligibility criteria (using percentages applied by the government which accounts for the differing severity of Covid-19 on each sector). A final percentage figure will be calculated once the checking of the data extract is complete.
- 1.3 The government have advised that the CARF scheme will operate under Section 47 of the Local Government Finance Act 1988. This section allows the government to implement NNDR changes without having to raise new legislative provisions through Parliament. As Section 47 is technically a discretionary provision, local authorities are required to set up their own local schemes.

2 Background

- 2.1 At the start of the pandemic, a number of rating agents made proposals to the Valuation Office (VOA) to reduce the rateable value of their client's properties on the basis that the effect on businesses caused by the pandemic could be regarded as a Material Change of Circumstances (MCC).
- 2.2 It appeared that the VOA was preparing to accept this argument and was potentially planning to issue rateable value reductions of between 20% and 65% on all different property types, including office and retail properties.
- 2.3 Meetings were held with DLUHC to outline the consequences of such rateable value reductions on the finances of local government. Business rates is a key component of local authority income and are administered through the government's Business Rate Retention scheme. Reductions of the level suggested by the rating agents would have initially required local authorities to set massive rateable value appeal provisions and if the rateable value reductions were subsequently agreed by the VOA would have resulted in there being insufficient income within the system to support local government funding.
- 2.4 The issue was subsequently recognised by central government and a decision was taken that the pandemic should not be regarded as a Material Change of Circumstance (MCC) and therefore the proposed rateable value reductions could not take effect. The government indicated that alongside the requisite legislative change to put this into effect, it would provide a separate national discretionary funding scheme of 1.5B to mitigate the effect on businesses. However the 1.5B funding allocation is, in reality, only a fraction of the reduction in business rate bills that might have been achieved if the MCC rateable value reductions had been allowed by the VOA.

2.5 In late December 2021, the government issued a guidance document regarding the new discretionary scheme entitled “Covid-19 Additional Relief Fund (CARF)”. Alongside the guidance, the government provided the funding allocation for each local authority. Three Rivers Council was allocated £2,006,413.

3. Options and Reasons for Recommendations

3.1 The government guidance outlines that local authorities have discretion to provide NNDR relief (not grants) to businesses in relation to the 2021/22 liability year. The only conditions being that a local authority should:-

- not award relief to businesses that have received Expanded Retail Discount (a NNDR discount covering Retail, Hospitality & Leisure) or which have received the NNDR Nursery Discount within the 2021/22 liability year.
- not award relief to a property for a period it was unoccupied.
- direct support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to the impact.

3.2 It is proposed to make the property types in the table below, defined by Valuation Office Analysis Codes, eligible for the Council’s scheme. As well as the property type, the table below shows the proposed reduction percentage for each property type.

Agriculture, Forestry and Fishing -3%
Mining and Quarrying -8%
Manufacturing -9%
Energy -1%
Water and Waste Management 0%
Construction -14%
Wholesale and Retail -8%
Hospitality -55%
Information and Communication -6%
Financial Services -2%
Real Estate Activities -2%
Professional Services -7%
Administrative Services -21%
Public administration -1%
Education -20%
Health-10%

Arts, Entertainment and Recreation - 34%
Other Services -32%
J-N: Information, Communication, Financial Intermediation, Real Estate and Business Services -6%
Transport -32%
Storage and Distribution -1%

- 3.3 It is further proposed that only businesses that have remained in occupation of their property throughout the whole of 2021/22 (i.e. 1/4/21 – 31/3/21) are included within the scheme's eligibility criteria i.e. with no empty periods within the financial year.
- 3.4 It is proposed that the following property types are excluded from the Council's CARF scheme; communication infrastructure i.e. phone masts, advertising board and public telephones, electricity distribution, parish council offices, councils and PCC. Local Authorities, including parish councils, are specifically excluded by Government from receipt of payments.
- 3.5 The government's guidance makes it clear that local authorities can award the relief without an application process. On the assumption that all the business types outlined in 3.2 have been adversely affected by the pandemic in some way, it is proposed to automatically award the relief to all eligible businesses. The Council will at the same time write to each eligible business requiring the business to advise the Council:
- if they have exceeded the Subsidy Control limitation and / or
 - if the business wishes to refuse the relief
- 3.6 This process will allow the Council to ensure that all its available CARF funds are distributed within statutory timescales.
- 3.7 The proposed scheme enables an accurate assessment of the relief to be granted therefore ensuring that our allocated funding is fully utilised and not exceeded (any excess cost would need to be met by the local authority).
- 3.8 As the funds allocated to the council by Government are not sufficient to pay discounts equivalent to the percentages set out in 3.2, it will be necessary to apply a scaling factor – projected to be around 60%. The scaling factor will be set once the list of eligible companies is finalised such that all the allocated funds are used. Any discounts not taken up will provide a pot for any additional awards due to backdated changes in rating values or categories, however, once funding allocation is exhausted, no more CARF allowances will be made under the scheme irrespective of any new eligible claims.
- 3.9 The government guidance advises that Subsidy Control (formerly State Aid) will apply to this relief through the Small Amounts of Financial Assistance Allowance and the Covid-19 Additional Relief Fund Allowance, which in turn means that businesses can receive CARF allowance providing the business has not received more than £2,243,000 in State Aid / Subsidy Control within the last 3 years. Further, a business

that has exceeded this limit could still receive a further £10M if it meets specific Subsidy Control eligibility criteria under Covid-19 Additional Relief Fund Furth Allowance element of Subsidy Control.

- 3.10 The inclusion of all three elements of Subsidy Control mean that it is very unlikely that many, or any, Three Rivers businesses will exceed the Subsidy Control limits, however the guidance advises that we must ask businesses to notify us if the business is in breach of the Subsidy Control limitation i.e. the Council does not need to seek a response from the business confirming Subsidy Control compliance, only if they are in breach of the limitations. This is important for an administrative point of view due to the number of businesses affected. Information on Subsidy Control will be included as a question in the above mentioned letter to the businesses.
- 3.11 It is proposed that there will be no appeal process in relation to the Council's discretionary scheme. Businesses can still apply for NNDR Hardship relief if they are in financial difficulty.
- 3.12 The Council's scheme will not provide CARF allowances to any individual or company that appears on HM Treasury's Sanctions list.

4. Policy/Budget Reference and Implications

- 4.1 None specific.

5. Financial

- 5.1 There are no financial implications for the Council as the relief under the scheme will be fully funded from within the Council's funding allocation £2,006,413.
- 5.2 The administration of the relief will be addressed via the government's Business Rate Retention scheme within their NNDR3 Return. On account Section 31 payments will be provided by the government to protect authorities' cash flow.
- 5.3 New Burdens funding will be provided by central government to support the Council's costs in administering the scheme.

6. Legal Implications

- 6.1 The government has advised that the relief will be granted under Section 47 of the Local Government Finance Act 1988. The use of Section 47 of the Act allows the government to implement the new relief without any new legislation having to be passed.

7. Recommendation

- 7.1 That the scheme as outlined in Section 3 of this report is approved and that any further amendments are delegated to the Director of Finance in consultation with the Lead Member of Resources and Shared Services,
- 7.2 The proposed scheme seeks to support the main categories of business that have not previously received any local authority Covid-19 financial support.

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

Data Quality

Data sources: Not applicable

POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I - DELEGATED

10. STRATEGIC, SERVICE AND FINANCIAL PLANNING INCLUDING DEVELOPMENT OF CORPORATE FRAMEWORK 2023-2026 (DCES/DoF)

1. Description

- 1.1 The purpose of this report is to seek agreement to the process whereby the Council will determine its three-year medium-term strategic plan for 2023-2026, the related service plans, and the allocation of financial resources to achieve them.

2 Summary of Main Points

- 2.1 Each year the Council is required to set a realistic, achievable in-year budget and indicative budgets for the following two years. Overall responsibility for the budget setting process is the responsibility of the Director of Finance. (shared services)
- 2.2 The process for agreeing the strategic, service and financial plans relies upon the principles that:
- 2.2.1 The Policy and Resources Committee concentrates at a strategic level on how the Council allocates resources between its key objectives, the level of council tax to be set, and the financial reserves to be held.
 - 2.2.2 Service committees formulate recommendations to the Policy and Resources Committee on the provision and level of services within their remit and validate the details of the budget to achieve this.
 - 2.2.3 Officers prepare savings & growth proposals for consideration by the service committees

Corporate Framework

- 2.3 The Council adopted its current three-year Corporate Framework 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.
- 2.4 The Corporate Framework included:
- 2.4.1 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.'
 - 2.4.2 Four priorities: Housing and Thriving Communities, Sustainable Environment, Successful Economy and High Performing, Financially Independent Council
- 2.5 The Corporate Framework consists of two elements,

- 2.5.1 An introduction that outlines the purpose of the plan and the internal and external influences that have been taken into account during the plan's development, and
- 2.5.2 Tabular representation of each of the themes and corresponding aims and objectives. Various activities, measures and targets are also linked to each objective.
- 2.6 The period of the existing Corporate Framework has been extraordinary and has affected the district in many ways with unprecedented demand for and pressure on the Council's. The events of recent years have triggered an unprecedented level of new working between central and local government with the latter including this council assuming new and evolving duties that have and continue to play a key role in the wellbeing of communities.
- 2.7 Looking ahead, there remain many uncertainties which means the work to revise the current Corporate Framework is challenging. As communities and businesses move towards "living with Covid" and nationally the cost of living crisis builds, the impact of on the economy (national and local) remains unclear, though the early signs are very concerning. Consequently, further impacts on the Council; the services it needs to provide and its finances, remain unclear.
- 2.8 A new draft Corporate Framework is being developed based on best available evidence and forecasts and will be brought back to Committee in November for consideration. It will, however, be important to keep any assumptions under close review during the months ahead.

Service Plans

- 2.9 Officers will prepare service plans, for consideration by committees in November 2022, focused on delivery of the draft Corporate Framework, incorporating details of any existing, revised or new, performance indicators, the latest approved budgets, proposals for new projects or work streams and an analysis of any risks and opportunities arising from the plans.

Financial Plan - Revenue

- 2.10 The Council prepares and monitors a rolling three-year Medium Term Financial Plan (MTFP) consisting of a working budget for the current year and indicative budgets for the following years. This contains budget estimates calculated at a detailed level. The latest budget monitoring report (at end of July – Period 4) is elsewhere on this agenda.
- 2.11 Officers will convert the previous indicative budget for 2023/24 into a detailed plan. They will also add a 'new' third year indicative budget to complete the three-year plan for 2023/2024 to 2025/26. Appendix 1 details the assumptions to be used in preparing these detailed budget figures.
- 2.12 The Council is required to set a balanced budget for 2023/24 and agree a prudent minimum level of general balances that should be maintained to assist cash flow management, avoid the need to borrow in the short term, and cover unforeseen expenditure.

Capital Investment Programme

- 2.13 The budget monitoring reports provide the current position on progress against the 2022/23 capital investment programme and the resources available for future investment.
- 2.14 Officers will carry out option appraisals on the future capital investment schemes. It is proposed to use the method of prioritising schemes that was applied last year.
- 2.15 It should be noted that schemes that are deemed to be as 'invest to save' are likely to be regarded more favourably than those requiring growth in revenue expenditure.
- 2.16 In accordance with the Protocol on Member / Officer Relations, briefings on the strategic, service or financial plans can be requested by party groups.

Budget Consultation

- 2.17 Members are asked to consider whether the Council wishes to carry out any budget consultation, and if so, what form it should take.

3 Policy/Budget Reference and Implications

- 3.1 The recommendation in this report is within the Council's agreed policy and budgets.

5. Staffing, Customer Services Centre, Communications & Website Implications

- 5.1 None arising from this report

6. Financial Implications

- 6.1 None arising from this report.

7. Legal Implications

- 7.1 Under Local Authority regulations only Full Council can agree a Corporate Framework
- 7.2 The Council must set its budget before 11 March 2021 in accordance with Section 32 (10) of the Local Government Finance Act 1992.
- 7.3 The Council's Chief Financial Officer (Shared Director of Finance) has a statutory duty to report to the Council if it is likely to incur expenditure that is unlawful or likely to exceed its resources.
- 7.4 The Localism Act includes powers to allow local residents to veto through a referendum council tax rises that propose to exceed the limit imposed by Central Government.

8. Equal Opportunities Implications

- 8.1 Relevance Test

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

An equality impact assessment will be completed for the proposed the new Corporate Framework	
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8. Staffing Implications for staffing, environment, community safety and Public Health

8.1 None specific to this report.

9. Risk and Health and Safety Implication

9.1 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
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

9.2 The above risks are scored using the Council Risk matrix. 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.

10 Recommendations

10.1 That the assumptions to use in preparing the detailed budgets for the period shown in Appendix 1 be agreed.

10.2 That the draft timetable at Appendix 2 be agreed.

10.3 That the format of any budget consultation if agreed be approved by the Director of Finance in consultation with the Lead Member for Resources.

Report prepared by: Emma Sheridan, Head of Community Partnerships

Background Papers:

Corporate Framework Action Plan for 2022-2023

APPENDICES / ATTACHMENTS

Appendix 1 – Assumptions to be used in preparing budgets

Appendix 2 – Timetable – Strategic, Service and Financial Planning 2023-26

ASSUMPTIONS TO BE USED IN PREPARING BUDGETS

The following assumptions will be made in preparing the detailed estimates for the three year Medium Term Financial Plan (MTFP).

Employee Costs

A 2% year on year increase has been assumed within the existing MTFP however, this is subject to change. The expected increase will be reviewed during the autumn, taking into account the outcome of the pay negotiations for 2022/23 and the latest projections for inflation. A 1% increase is equivalent to an additional budget pressure of around £130k. The Council also allows for a 1% vacancy provision.

The employers' pension contributions and national insurance contributions will also be built into the financial projections.

Parish Precepts

This is assumed to increase by 2%.

Other Cost Inflation - Supplies & Services

As in past years, a cash freeze will be applied to detailed budgets unless there is a contractual agreement (e.g. in fuel prices) to the contrary or there are known increases or demographic pressures – i.e.: unavoidable growth.

Fees & Charges

In previous years RPI has been used to set the minimum expected increase for fees and charges that are not set by statute. The latest published RPI for July 2022 is 12.3% and is expected to remain at over 10% for a further 12 months. In light of the inflationary cost environment, fees will be reviewed with a view to achieve full recovery of additional costs incurred by the Council in the delivery of chargeable services. A target for a minimum increase will be set during the Autumn. Heads of Service will be asked to review increases in the light of their effect on demand, affordability and vulnerability, however, any request to not increase discretionary fees and charges must be supported by a growth bid.

TIMETABLE – STRATEGIC, SERVICE AND FINANCIAL PLANNING 2023-26

19 Sept 22	Start Public Consultation on Corporate Objectives (6 weeks)	
07 Nov22	Policy and Resources Committee	Q2 Performance 2022-23 Budget Management P6 Draft Corporate Framework 2023-26 Draft Service Plans 2023-24
15 Nov 22	Infrastructure, Housing and Economic Development Committee	Draft Service Plans 2023-24
23 Nov22	Leisure, Environment and Community Committee	Draft Service Plans 2023-24
13 Dec 22	Council	2023-24 Council Tax Base Agreed
23 Jan 23	Policy and Resources Committee:	Final Draft Corporate framework Draft Budget & 2023-2026 MTFP
21 Feb 23	Budget Council:	Final Corporate Framework 2023-2026 Medium Term Financial Plan Approval
13 Mar 23	Policy and Resources Committee	Final Service Plans
15 Mar 23	Infrastructure, Housing and Economic Development Committee	Final Service Plans
21 Mar 23	Leisure, Environment and Community Committee:	Final Service Plans

POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I – NOT DELEGATED

11. CIL SPENDING APPLICATIONS (DCES)

1 Summary

1.1 The report seeks to allocate a total of £632,282 of CIL funding to local infrastructure projects to support growth in Three Rivers.

2 Details

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

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

2.3 Since the introduction of the CIL Charging Schedule in April 2015 a total of £8,117,499 has been collected.

2.4 The CIL monies collected are divided into three pots – Main CIL Pot (70/80%) Neighbourhood Pot (15/25%) and the remaining 5% set aside for the administration and the Exacom software costs to support the CIL in line with the CIL Regulations.

2.5 This report relates only to the Main CIL Pot which, as of 5 August 2022, amounts to £ 6,472,319 (this figure excludes monies already allocated on agreed projects).

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

2.7 What can CIL be spent on?

2.8 Regulation 59 of the CIL Regulations states:

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

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

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

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

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

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

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

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

3 Applications for CIL Funds

3.1 We have received two applications for CIL funds. The table below provides a brief summary with the full details contained in Appendix 1 to this report:

Table 1.

Applicant & Project Name	Infrastructure	Total Cost	Additional Funding	CIL Amount	Year funds required

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

Transport and Parking Projects, Regulatory Services TRDC Electric Vehicle Charging Points Installation	EC Charging points in District Council Car Parks to be determined, but located in or near six retail centres at: <ul style="list-style-type: none"> • Abbots Langley High Street • Chorleywood village centre • Croxley Green • Rickmansworth High Street • Rickmansworth neighbourhood centres (indicative Moneyhill Parade) • South Oxhey centre 	£460,000.	£180,000. Capital funds proposed to be replaced by CIL	£460,000	2022/2023
Transport and Parking Projects, Regulatory Services TRDC Grand Union Towpath Upgrade (Phase 6, Kings Langley Lakes to Red Lion Lane)	New Towpath	£172,282	£78,000. Capital funds proposed to be replaced by CIL	£172,282.	2022/2023

3.2 An assessment of the applications has been undertaken by the Community Infrastructure Officer and the Head of Regulatory Services to determine whether the applications meet the definition of 'infrastructure', meet the requirement to 'support the development' of the area and are included on the Infrastructure List. The assessment is contained in Section H of the applications in Appendices 1.

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

3.4 **Next Steps**

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

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

- 3.7 Where funding is agreed, the infrastructure provider will be expected to provide information until the scheme has been completed and all CIL funding has been spent. As a minimum, an annual report will need to provide information on the progress of each scheme that funding has been allocated to. A requirement to submit this information will form part of the agreement that the successful applicant is required to sign between themselves and Three Rivers District Council.
- 3.8 If an applicant does not spend CIL money within five years of receipt or does not spend it as agreed then the Council may require the applicant to repay some or all of those funds.
- 3.9 Details about planning obligation receipts and anticipated expenditure in relation to CIL and S106 is published in the Infrastructure Funding Statement by the 31 December each year in accordance with Regulation 121A of the CIL Regulations.

4 Future CIL Income

- 4.1 Up to 5 August 2022, liability notices for a potential value of £ 3,416,589.67 have been issued. These notices are raised following the grant of planning permission and set out what the liable charge would be should work on the development start and no exemptions are applied. The realisation of the remainder of these monies is therefore totally dependent on a developer implementing their planning permission and not benefiting from any exemptions. It is common to have multiple planning permissions on a site, for a permission not to be implemented and exemptions to be granted (mainly for self-build). This figure, while informative, should not therefore be treated as guaranteed future income.
- 4.2 Where a demand notice has been issued, this means that development has commenced and that CIL is now due for payment. The council's CIL instalment policy allows developers fixed timescales at 60, 120 and 360 days (post-commencement) to pay the amount due. The number of instalments available is dependent on the total amount of CIL due, with higher CIL charges allowing for more time to pay. A further £3,155,831.80 is due to be collected over the next year on developments that have already commenced. Further demand notices may also be issued if other developments commence.

5 Options and Reasons for Recommendations

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

6 Policy/Budget Reference and Implications

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

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

- 7.1 None specific.

8 Financial Implications

- 8.1 The commitment of CIL funds of £1,653,533 previously agreed, plus the proposed £632,282 will leave a balance of £4,186,474 in the CIL Main Pot for infrastructure projects going forward.
- 8.2 The CIL funds committed in relation to the Electric Vehicle Charging Points Installation and Canal Towpath upgrade will mean that £632,282 will not need to be committed from the Capital Budget in future years to deliver the infrastructure.
- 8.3 The requests both contain an element of contingency funds given increasing building material costs and with regard to the towpath there is contingency included for any additional works required as concrete wharfs, for example, are uncovered.
- 8.4 Part of the recommendation will include delegation to the DCES, in consultation with the Lead Member, to consider any reasonable increased costs to allow the project to proceed.

9 Legal Implications

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

10 Risk and Health & Safety Implications

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

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

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

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

Impact Score

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

Likelihood Score

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

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

11 Recommendation

11.1 That Members approve

- (i) CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2022/2023:

Applicant & Project Name	Infrastructure	CIL Amount
Transport & Parking Projects, Regulatory Services TRDC Electric Vehicle Charging Points Installation	Installation of Electric Vehicle Charging Points in District Council car parks to be determined, but located in or near six retail centres at: <ul style="list-style-type: none"> • Abbots Langley High Street • Chorleywood village centre • Croxley Green • Rickmansworth High Street • Rickmansworth neighbourhood centres (indicative Moneyhill Parade) • South Oxhey centre 	£460,000.00

Grand Union Towpath Upgrade (Phase 6, Kings Langley Lakes to Red Lion Lane)	Canal Towpath Upgrade (costs to be paid exclude consultancy costs)	£172,282.00
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- (ii) Any request for additional monies for these specific projects is delegated to the Director of Community and Environmental Services, in consultation with the Lead Member, to determine having regard to the economic context and timescales for implementation.

Report prepared by: Kimberley Rowley, Head of Regulatory Services

Data Quality

Data sources: Exacom (Planning Obligations Software)

Data checked by: Debbie Wilson, CIL Officer

1	Poor	
2	Sufficient	
3	High	X

Background Papers

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

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

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

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

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

APPENDICES

Appendix 1 Electric Vehicle Charging Points Installation and Canal Towpath CIL request forms

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COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

Applications are invited for strategic infrastructure projects to be considered for Community Infrastructure Levy (CIL) funding.

To bid for CIL funding, you will need to fill out the following application form and submit relevant supporting material, as necessary. Please ensure the information you provide is correct and complete to the best of your knowledge.

Deadline for applications

The deadline for submission of applications to the Strategic Spending Board is **midnight on XXXXXXXX**. Please send your completed application to:

Email: cil@threerivers.gov.uk

Address: Community Infrastructure Levy Officer, Three Rivers District Council, Three Rivers House, Northway, Rickmansworth, Herts. WD3 1RL

Please Note

Failure to answer all the questions on this form could impact upon the success of your application.

Bid Reference:	
Section A: Applicant Contact Information	
Name and address of your organisation	Transport and Parking Projects, Regulatory Services, TRDC
Name and position of main contact	Senior Transport Officer
Applicant contact details (phone number, email and address)	01923 776611 tpp@threerivers.gov.uk
Type of organisation (If a charity, please provide registration number)	Local Authority
Describe your organisation's main purpose and regular activities	Promoting more sustainable travel in the Three Rivers District https://www.threerivers.gov.uk/egcl-page/corporate-framework
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	Electric Vehicle Charging Points Installation
Summary of the project proposal	Installation Of Electric Vehicle Charging Points To Enhance Retail Centres In Three Rivers District
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	Total cost for six sites is estimated at £460,000 (of which either 100% or £280,000 is requested from CIL; £180,000 had been allocated from TRDC capital which is now required to be replaced by CIL; At present there is no other external funding source but if anything does become available the CIL contribution would be reduced).
Full address of project location	District Council car parks to be determined, but located in or near six retail centres at: <ul style="list-style-type: none"> • Abbots Langley High Street • Chorleywood village centre • Croxley Green • Rickmansworth High Street • Rickmansworth neighbourhood centres (indicative Moneyhill Parade) • South Oxhey centre
Project partner (if applicable)	N/A

Section C: Strategic Case	
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p>	<p>This proposed scheme will address demands of development by providing electric vehicle charging for dwellings provided under the current Local Plan that do not provide electric charging capability and will:</p> <ol style="list-style-type: none"> 1. Contribute to providing a healthy environment by improving air quality through reduced particulate emissions; 2. Contribute to carbon reduction in the District, by enabling use of short-range electric vehicles, 3. Contribute to creating high quality neighbourhoods by reducing traffic pollution including noise (by promoting electric engines) and the visual effects of air pollution. 4. Reduce the eco-footprint of the District by replacing carbon miles with ultra-low emission miles. 5. Improve access to businesses and the local economy by attracting potential customers and staff who would otherwise be deterred from travelling due to lack of charging opportunity for their vehicles.
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p>	<p>Yes, deemed planning consent applies for these works to these sites.</p>
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p>	<p>CIL funding is sought due to the high costs of installing this kind of infrastructure; the beneficiaries are the general public, any procured service provider.</p>
<p>Would the community support the project?</p>	<ul style="list-style-type: none"> - This would represent a 30% increase in local charging provision (DfT, April 2022) with importantly 4 new rapid charging hubs within a short distance of the M25 NW Quadrant (junctions 17, 18 and 21). - Demand is shown by the WSP EVReady tool which identifies each site as rating 8 or 9 for demand (by 2030) on a scale of 1-9 (1 being lowest); this tool is based on metrics including private off-street capacity. - More specific evidence is unavailable; demand is likely to be unmet where it is potential rather than actual, but this information would be likely to be sensitive business data so not available to the LA.

	<ul style="list-style-type: none"> - Most of the District (around 90,000 popn) is within ten minute drive of the proposed rapid points. Each proposed site is within 400m / 5 minute walk of a high density development that does not have current off-street capacity.
<p>Would the project lead to any income generation?</p>	<p>Yes, potentially, dependant on supplier costs and charges.</p>
<p>Please provide details of any supporting policy from the Local Plan</p>	<p>This proposed scheme contributes to the following local policies set out in the TRDC Core Strategy (2011):</p> <p>CP8 <i>“Development will ... make adequate contribution towards... infrastructure and services to... Make a positive contribution to safeguarding or creating sustainable, linked communities”.</i></p> <ul style="list-style-type: none"> - This proposal will create new sustainable links between communities by providing essential electric charging capacity that allows people to travel more sustainably between town centres. <p>CP10 <i>“Every opportunity will need to be taken to integrate means of travel... transport and travel measures will be supported at appropriate locations across the District, and development will need to consider the provision of measures and facilities that encourage integration including... Improvements to transport hubs within and including the provision of Mobi-Hubs.”</i></p> <ul style="list-style-type: none"> - This proposal contributes to the creation of Mobi-Hubs (source: <i>TRDC ITS 2008</i>) by providing essential electric charging capacity (a key feature of Mobi-Hubs) focussed within or adjacent to the designated Hub sites around the District. <p>This proposed scheme also contributes to the following local policies set out in the National Planning Policy Framework (July 2021):</p> <p>NPPF Para 112 sets out that development should: <i>“be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations”.</i></p> <ul style="list-style-type: none"> - This proposal contributes to delivering the NPPF by providing essential electric charging capacity to the public focussed within or adjacent to the designated Hub sites around the District.

Section D: Financial information		
Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme		
	Amount	Detail
Please indicate total cost of project	£460,000	
Please provide a detailed breakdown of the costs for the project		Estimated installation cost of rapid and fast EV charging points at six sites, includes significant new high-voltage cable ducting.
Please provide a detailed summary of the total CIL funding required, including phasing	£460,000	Full funding request due to urgency.
How much funding does the project currently have?	£180,000*	Allocated capital proposed to be replaced by CIL At present there is no other external funding source but if anything does become available the CIL contribution would be reduced).
Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	None.	Installations fully self-financing.

Please indicate in the table below the source of additional funding that has been secured/ is being sought.				
Source	Amount	Conditions Attached	Use by Date	Funding Confirmed

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

Section E: Delivery Timescales

What is the delivery timescale for the project?

May 2023 (subject to suppliers project plan and DNO capability)

Section F: Additional Information

- Our proposal would provide a charging site in every one of the six larger settlements in the District, initially aimed at two sites in the Northway Lower car park in Rickmansworth and in the Causeway House car park in Abbots Langley, which have been assessed for viability as a trial, based on previous site investigation and quotations.
 - Each site would include at least one rapid charger (and if additional financial support becomes available, two) and one or two fast chargers for the use of drivers who have more time or require only a partial battery charge.
- This would be delivered by the District Council and a supplier expected to be procured from the NHSBSS framework or the Oxford DPS framework or via open tender.
- Total cost for six sites is estimated at £460k based on previous quotations.
- Private funding is invited through the planned procurement process but has not been explicitly sought outside this process (as the LA wishes to retain good control over price to customer, taking account of known demographic from which demand is evidenced locally).
- The scheme would result in installation of six rapid chargepoints each supported by at least two fast chargers and up to 100 lamp column chargers.
 - This would represent a 30% increase in local charging provision (DfT, April 2022) with importantly 4 new rapid charging hubs within a short distance of the M25 NW Quadrant (junctions 17, 18 and 21).
 - Demand is shown by the WSP EVReady tool which identifies each site as rating 8 or 9 (by 2030) on a scale of 1-9; this tool is based on metrics including private off-street capacity.
 - More specific evidence is unavailable; demand s likely to be unmet where it is potential rather than actual, but this information would be likely to be sensitive business data so not available to the LA.
 - Most of the District (around 90,000 popn) is within ten minute drive of the proposed rapid points. Each proposed site is within 400m / 5 minute walk of a high density development that does not have current off-street capacity.
 - Prices are intended to be charged at market rates (to be determine at procurement stage but regularly assessed to ensure they are viable for customers locally (see attached Specification)

Section G: Declaration

When you have completed the application, please sign this declaration and submit the application form as directed

To the best of my knowledge the information I have provided on this application form is correct.

If Three Rivers District Council agrees to release funds for the specified project, these funds will be used exclusively for the purposes described. In such an event, I agree to inform the Council's Infrastructure Delivery Coordinator of any material changes to the proposals set out above. When requested, I agree to provide the Council with all necessary information required for the purposes of reporting on the progress or otherwise of the identified project. I recognise the Council's statutory rights as the designated CIL Charging Authority, which includes provisions to reclaim unspent or misappropriated funds. Privacy Notice: By signing this form, the applicant agrees to Three Rivers District Council checking all supplied information for the purposes of informing decision making. The information on this form will be stored in the Council's Infrastructure Spending Board manual filling system and summarised in the Council's ICT system for the sole purpose of fund processing, analysis and accounting. Information about the project may be publicised on the Council website and in public material for publicity purposes. Personal data will not be disclosed without any prior agreement of those concerned, unless required by law. For further information on the Council's privacy policy, please see: <https://www.threerivers.gov.uk/egcl-page/privacy-notice>

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Signed: _____ Senior Transport Officer _____

Organisation: ___ Three Rivers DC, Regulatory Services, Transport and Parking Projects

Date: 27/07/22

Section H: Officer Comments/Recommendations July 2022

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

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

Electric vehicles are becoming more popular and is the way forward in tackling climate change.

This proposed scheme contributes to the local policies set out in the TRDC Core Strategy (2011) as detailed above under '*details of supporting policy from the Local Plan*'

The District Council's agreed approach is to consider the potential provision of 'rapid charging' points to enhance the attractiveness of local centres for business users and retail visitors, as well as providing an opportunity for local residents who have no private charging to charge their cars, subject to the availability of external funding.

The Regulation 123 List (although now superseded) indicates that CIL monies can be spent on strategic and local transport projects as long as there is a need resulting from development in the area. It is recognised that substantial development has been constructed/consented or is planned for the entire district of which the electric vehicle charging points will provide a service throughout.

Recommendation:

The total cost of the project is estimated as being £460,000.00. Of this £180,000.00 could be sourced from the capital budget. However, by granting the full amount through CIL will allow the Council to focus capital funds on alternative projects that cannot be funded by CIL. Therefore, it is recommended that the full £460,000.00 be granted.

The infrastructure meets the legal definition and new/improved facilities relate to the development of the area.

CIL monies of £460,000.00 can be used for the following:

Installation of Electric Vehicle Charging Points in District Council car parks as detailed below to enhance retail centres In Three Rivers District.

District Council car parks at:

WD5 0AW,
WD3 1RL,
WD3 5RB,
WD19 4DT,
WD3 3EN,
WD3 7DY

Additional Note:

Please note the cost of the project is estimated and there could be a % rise/fall depending on when the project is implemented.

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COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

Applications are invited for strategic infrastructure projects to be considered for Community Infrastructure Levy (CIL) funding.

To bid for CIL funding, you will need to fill out the following application form and submit relevant supporting material, as necessary. Please ensure the information you provide is correct and complete to the best of your knowledge.

Deadline for applications

The deadline for submission of applications to the Strategic Spending Board is **midnight on XXXXXXXX**. Please send your completed application to:

Email: cil@threerivers.gov.uk

Address: Community Infrastructure Levy Officer, Three Rivers District Council, Three Rivers House, Northway, Rickmansworth, Herts. WD3 1RL

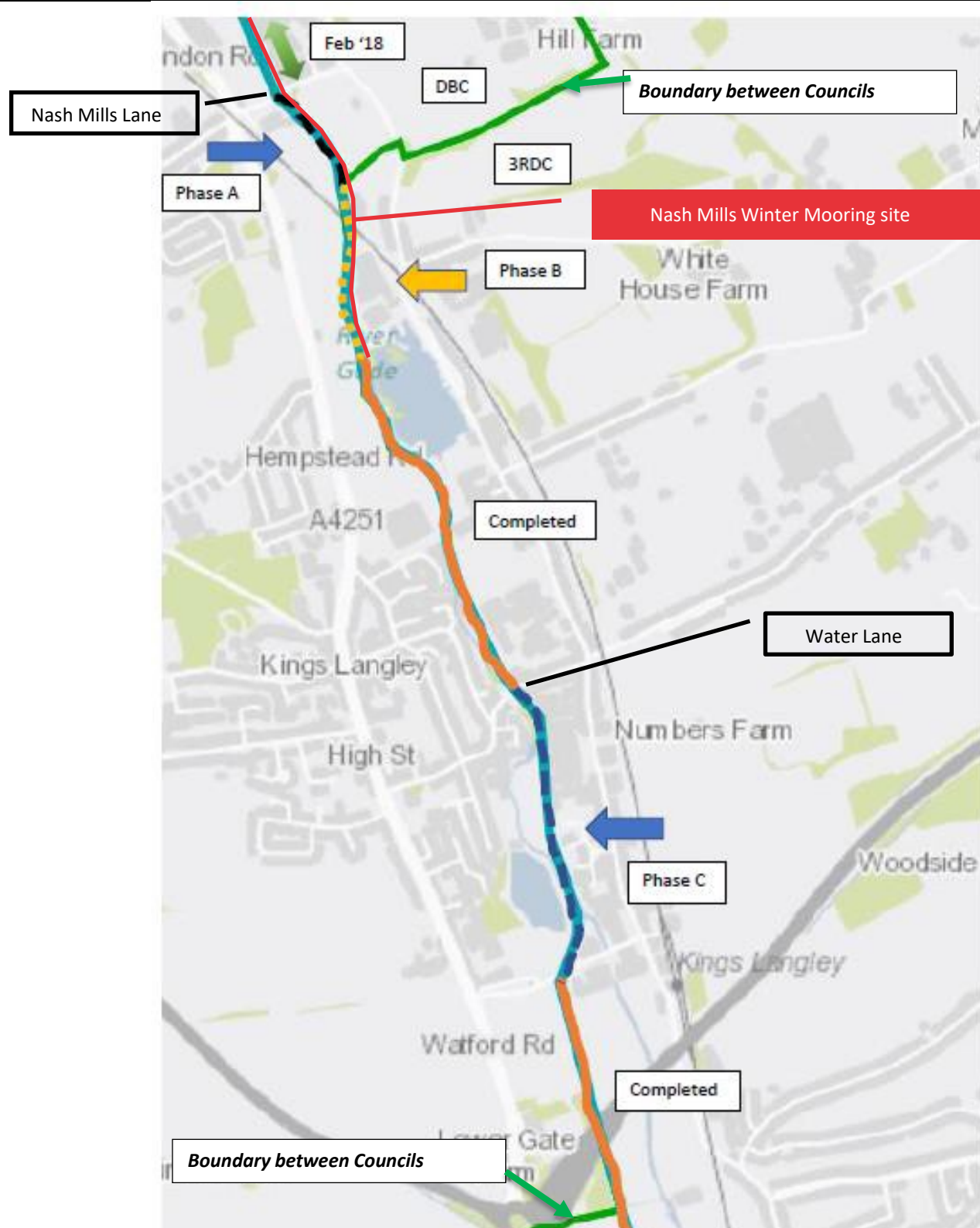
Please Note

Failure to answer all the questions on this form could impact upon the success of your application.

Bid Reference:	
Section A: Applicant Contact Information	
Name and address of your organisation	Transport and Parking Projects, Regulatory Services, TRDC
Name and position of main contact	Project Assistant (Transport)
Applicant contact details (phone number, email and address)	01923 776611 tpp@threerivers.gov.uk
Type of organisation (If a charity, please provide registration number)	Local Authority
Describe your organisation's main purpose and regular activities	Promoting more sustainable travel in the Three Rivers District https://www.threerivers.gov.uk/egcl-page/corporate-framework Promoting the Walking and Cycling Strategy https://www.threerivers.gov.uk/cycling
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	Grand Union Canal Towpath upgrade (Phase 6, Kings Langley Lakes to Red Lion Lane)
Summary of the project proposal	<p>When the proposed towpath sections have been completed, a high-quality towpath will stretch all the way from Apsley south to Croxley Green.</p> <p>This represents an excellent traffic-free route for walkers and cyclists, providing support to local business and wellbeing benefits to the local community.</p>
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	Total cost is estimated at £187,191.00
Full address of project location	Grand Union Canal Towpath south of Red Lion Lane
Project partner (if applicable)	Hertfordshire County Council, Canal & River Trust and others

Section C: Strategic Case	
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p>	<p>Plans to create a better environment for walking and cycling at Kings Langley relate directly to the strategic direction outlined in Hertfordshire's Local Transport Plan 4 and the Three Rivers Cycling Strategy (2008), making relatively simple improvements to the canal environment can help the county to meet its objectives around encouraging more sustainable travel behaviour; accommodating development impacts growth in travel whilst enhancing features that attract people to the area; increase cycling mode share; and attracting a broader demographic to cycle. Hertfordshire County Council, Three Rivers District Council and Canal & River Trust support these ambitions and would be delighted to contribute to them through this proposal.</p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p>	<p>Yes, deemed planning consent applies for these works to these sites.</p>
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p>	<p>CIL funding is sought due to the high costs of installing this kind of infrastructure; the beneficiary is the general public and the Canal & River Trust CIC, the national organisation that owns and maintains Britain's waterways.</p> <p>Extensive upgrades to the canal towpath has been made in Dacorum and their final phase will join the boundary of Three Rivers District where the tow path is in need to extensive works. It therefore makes sense for us to create a joint scheme and do both sections now, both financially (cost saving) and practically (as it doesn't leave a 'gap' of muddy towpath between two beautifully surfaced sections). The key benefit is that we'll have completed the regeneration of six miles and all of the towpath north of Rickmansworth, so anyone can bike/walk/jog between almost all the towns/villages in Three Rivers without going on roads at all, and on a level and safe surface.</p> <p>A map of works is shown below:</p>



Nash Mills Lane

Phase A

Feb '18

DBC

Boundary between Councils

3RDC

Nash Mills Winter Mooring site

Phase B

White House Farm

River Glade

Hempstead Rd

A4251

Completed

Water Lane

Kings Langley

High St

Numbers Farm

Phase C

Woodside

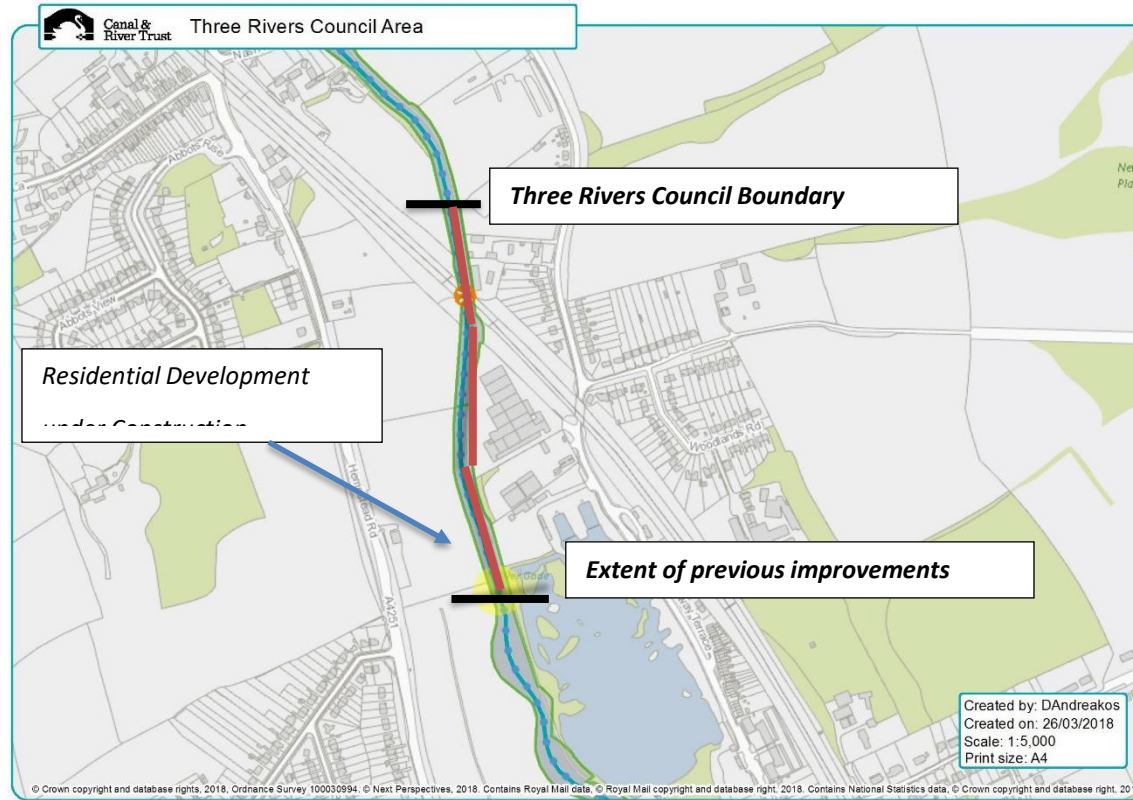
Kings Langley

Watford Rd

Completed

Boundary between Councils

Lower Gate



Existing condition



GU-179-P0050
Uneven, muddy towpath



GU-178-P0925
Uneven, muddy towpath



GU-178-P0825
Uneven, muddy towpath



GU-178-007 – Railway Bridge Towpath Wall recently reconstructed. Grass verge to be reinstated



<p>Would the community support the project?</p>	<p>Yes, this benefits a wide range of local users including cyclists, walkers (and Health walks), people travelling to work and school and for access from settlements from Rickmansworth to Hemel Hempstead.</p>
<p>Would the project lead to any income generation?</p>	<p>No.</p>
<p>Please provide details of any supporting policy from the Local Plan</p>	<p>This proposed scheme contributes to the following local policies set out in the TRDC Core Strategy (2011):</p> <p>CP8 <i>“Development will ... make adequate contribution towards... infrastructure and services to... Make a positive contribution to safeguarding or creating sustainable, linked communities”.</i></p> <ul style="list-style-type: none"> - This proposal will create new sustainable links between communities by providing essential improvements to level traffic free routes that allow people to travel more sustainably between town centres. <p>CP10 <i>“Every opportunity will need to be taken to integrate means of travel... transport and travel measures will be supported at appropriate locations across the District, and development will need to consider the provision of measures and facilities that encourage integration including... Improvements to transport hubs within and including the provision of Mobi-Hubs.”</i></p> <ul style="list-style-type: none"> - This proposal contributes to the connection of multiple development sites, through delivery of the District Council’s strategic commitment to upgrade the whole length of towpath in Three Rivers District, building on the 5.5 miles improved to date. Numerous nearby sites along the GU Canal would be supported as well as general traffic free access between many local settlements. - This scheme is helping to integrate traffic free inter-settlement travel linking key destinations and transport hubs, which is essential for users at a lower capability level of bikeability,

Section D: Financial information

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

	Amount	Detail
Please indicate total cost of project	£187,191.	Based on quotation from CRT retained engineers. Includes significant risk contingency: "this is a preliminary cost estimate and the accurate cost estimate will be worked out by our internal team only at a later stage".
Please provide a detailed breakdown of the costs for the project		Section B
		Materials & construction
		£110,437
		Project management & design
		£14,909
		Risk & optimism bias
		£61,845
		TOTAL COST
		£187,191
Please provide a detailed summary of the total CIL funding required, including phasing	£109,191.	Required in order to initiate scheme.
How much funding does the project currently have?	£78,000.	TRDC capital
Are there any revenue costs (i.e. day-to-day running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	No.	

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

--

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
Hertfordshire County Council	Three Rivers DC is not being granted funds directly from HCC but the cost is reduced because we plan to work jointly with Dacorum regarding the upgrade in both districts. In doing so it makes the project more cost effective and reduces the expenditure for Three Rivers.	None	None	Yes – See information provided in 'Amount'

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

Section E: Delivery Timescales

What is the delivery timescale for the project?

Expected completion May 2023 subject to agreed project plan.

Section F: Additional Information

The key driver for this scheme to be supported now (having been developed in 2019) is the availability for an adjacent section being funded through unplanned central government funding; combining the two sections is logical and prevents the path ending at the District boundary and combining the works also reduces cost overheads.

Section G: Declaration

When you have completed the application, please sign this declaration and submit the application form as directed

To the best of my knowledge the information I have provided on this application form is correct.

If Three Rivers District Council agrees to release funds for the specified project, these funds will be used exclusively for the purposes described. In such an event, I agree to inform the Council's Infrastructure Delivery Coordinator of any material changes to the proposals set out above. When requested, I agree to provide the Council with all necessary information required for the purposes of reporting on the progress or otherwise of the identified project. I

recognise the Council's statutory rights as the designated CIL Charging Authority, which includes provisions to reclaim unspent or misappropriated funds.

Privacy Notice: By signing this form, the applicant agrees to Three Rivers District Council checking all supplied information for the purposes of informing decision making. The information on this form will be stored in the Council's Infrastructure Spending Board manual filling system and summarised in the Council's ICT system for the sole purpose of fund processing, analysis and accounting. Information about the project may be publicised on the Council website and in public material for publicity purposes. Personal data will not be disclosed without any prior agreement of those concerned, unless required by law. For further information on the Council's privacy policy, please see: <https://www.threerivers.gov.uk/egcl-page/privacy-notice>

Signed: __Senior Transport Officer_____

Organisation: ____TPP, Regulatory Services, Three Rivers DC_____

Date: ____04/08/22_____

Section H: Officer Comments/Recommendations July 2022

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

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

This proposed scheme contributes to the local policies set out in the TRDC Core Strategy (2011) as detailed above under '*details of supporting policy from the Local Plan*'

The National Planning Policy Framework, Section 9 'Promoting sustainable transport' states:

Transport issues should be considered from the earliest stages of plan-making and development proposals, so that:

- c) opportunities to promote walking, cycling and public transport use are identified and pursued;
- d) the environmental impacts of traffic and transport infrastructure can be identified, assessed and taken into account – including appropriate opportunities for avoiding and mitigating any adverse effects, and for net environmental gains

The planning system should actively manage patterns of growth in support of these objectives. Significant development should be focused on locations which are or can be made sustainable, through limiting the need to travel and offering a genuine choice of transport modes. This can help to reduce congestion and emissions, and improve air quality and public health.

Section 14. Meeting the challenge of climate change, flooding and coastal change states:

152. The planning system should support the transition to a low carbon future in a changing climate, taking full account of flood risk and coastal change. It should help to: shape places in ways that contribute to radical reductions in greenhouse gas emissions, minimise vulnerability and improve resilience; encourage the reuse of existing resources, including the conversion of existing buildings; and support renewable and low carbon energy and associated infrastructure.

By updating the canal towpath the above can be satisfied via sustainable transport and its links.

The Regulation 123 List (although now superseded) indicates that CIL monies can be spent on strategic and local transport projects as long as there is a need resulting from development in the area. It is recognised that substantial development has been constructed/consented or is planned for the entire district of which the upgrade of the canal towpath in this section of Kings Langley will provide a continuous high quality easily accessible travel route from Apsley south to Croxley Green.

Recommendation:

The total cost of the project is estimated as being £187,191.00. Of this £78,000.00 could be sourced from the capital budget, and £14,909 project management and design cost can't be used from CIL funding. However, by granting the full amount through CIL minus £14,909 will allow the Council to focus capital funds on alternative projects that cannot be funded by CIL. Therefore, it is recommended that £172,282.00 be granted.

The infrastructure meets the legal definition and new/improved facilities relate to the development of the area.

CIL monies of £172,282.00 can be used for the following:

Grand Union Canal Towpath upgrade (Phase 6, Kings Langley Lakes to Red Lion Lane)

Additional Note:

Please note the cost of the project is estimated and there could be a % rise/fall depending on when the project is implemented.

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POLICY AND RESOURCES COMMITTEE - 12 SEPTEMBER 2022

PART I – NOT DELEGATED

12. BUDGET MONITORING REPORT TO 31 JULY 2022 (DoF)

1 Budget Monitoring Summary

1.1 Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.

1.2 This report shows the expected financial position over the 3 year medium term based on the Council's actual financial performance at the end of period four (31 July 2022) set against the latest budget.

1.3 Revenue Summary

1.3.1 The original 2022/23 budget as approved by Council 22 February 2022 was £13.188m. The latest budget which totals £13.840m includes the variances previously reported to Policy and Resources Committee in March 2022 (Period 10 Budget Monitoring) and July 2022 (2021/22 Year end report). The forecast year end position for 2022/23 at Period 4 is estimated to be £14.396m giving an unfavourable variance of £0.556m. This forecast does not include the 2022/23 pay award which is noted as a significant risk to the budget in sections 2.5 and 2.6.

1.3.2 The table below shows how the forecast year end position has been constructed:

Revenue Budget 2022/23		£000
Original Net Revenue Budget		13,188
Carry Forward from 2021/22 (Year end report July 2022)		0.652
Latest Approved Budget		13,840
Variances to budget reported at Period 4 – <i>(to be approved)</i>		0.556
Forecast Total Net Expenditure 2022/23		14,396

1.3.3 The main variances are shown in the table below:

Description		£000
1	Leisure Venues £494,519 reduction in SLM Management fee for 2022/23, offset by £32,000 of extra income due to the increase in cost of swimming lessons	462

2	Kerbside Recycling Full budget on Kerbside Recycling no longer required. £20,000 transferred to Playing Fields & Open Spaces to facilitate ongoing maintenance of play areas, £51,600 transferred to Trade Refuse to cover increased waste disposal charges, £43,200 transferred to Trade Refuse to cover the reduction in income, £7,880 transferred to Clinical Waste to cover the increased disposal costs from Herts County council, £15,825 transferred to Clinical waste to cover the reduction in income, £1,878 to be transferred to Pest Control to cover the inflationary rise of the service and £140,000 transferred to Waste Management to cover the increase in fuel costs	(280)
3	Waste Management £140,000 budget transferred from Kerbside Recycling to cover increase in fuel costs. £45,000 increase in income received from Herts County Council for Transport Subsidy	95
4	Garden Waste Increase in income of £22,000 received from Herts County Council for Transport Subsidy	(22)
5	Trade Refuse Reduction in income from Trade Refuse of £63,890 due to pre-covid levels not returning and more customers recycling. Increase in income of £5,460 on Bulky Domestic waste and £15,170 on recycling. The net variance of £43,260 is being offset against a reduction in the Kerbside Recycling Budget. £51,600 increase in waste disposal charges, budget transferred from Kerbside Recycling.	95
6	Development Management Increase in budget of £31k required for Legal fees due to Counsel costs for Maple Lodge planning appeal	31
7	2021/22 Pay Award 1.75% pay award across all services and an additional 1.25% National Insurance increase resulting in increase to pay budgets of £322,000 predominantly offset by contingency for 2021/22 pay award of £275,000	47
	Other Variances below £20k	128
	Total Variance	556

1.4 Capital Summary

1.4.1 The original 2022/23 capital budget as approved by Council on 22 February 2022 was £7.038m. The latest budget which totals £18.375 million includes the variances previously reported to Policy and Resources Committee in July 2022 (2021/22 Year end report). The forecast Year end position for 2022/23 provided by the services is £18.767m.

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

Capital Investment Programme 2022/23	£000
Original Budget	7,038
Rephasing from 2021/22	11,337
Latest Approved Budget (Council July 2022)	18,375
Variances to budget reported at Period 4 (<i>to be approved</i>)	392
Forecast Capital Expenditure 2022/23	18,767

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

Description	£000
Alternative Grassland Management Budget of £100k Approved at the 14th March 2022 P&R Committee meeting for the Alternative Grassland Management Regimes, to purchase equipment to implement agreed actions. Requirement now £40k.	40
South Oxhey Initiative Statutory Compulsory Purchase Order payment made. Final negotiations with one remaining tenant taking place which will require additional budget when final cost is ascertained.	352
TRH Whole Life Costing Budget transferred from Three Rivers House Transformation to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero.	196
Three Rivers House Transformation Budget transferred to Three Rivers House Whole Life Costing to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero.	(196)
Total Capital Variance	392

1.5 Reserves Summary

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

Description	Balance at 1 April 2022	Movement	Balance at 31 March 2023
	£000	£000	£000
Capital Reserves	(4,694)	(1,094)	(5,788)
Earmarked Reserves	(8,138)	(288)	(8,426)
Economic Impact Reserve	(2,334)	0	(2,334)
General Fund	(5,364)	1,561	(3,803)
Total	(20,530)	179	(20,351)

2 Details

2.1 Revenue Budget

2.1.1 The Council's latest approved services budget (excluding corporate budgets) is £11.639m. The forecast year end position is now estimated to be £12.171 million which results in a service variance of £0.532m.

2.1.2 The table below compares the original budget, latest budget, the forecast year end position and the variance against each Committee. It also shows spend to date up to the end of Period 4 (31 July 2022). The position of each cost centre and an explanation of the main variances for each committee are set out in the detailed committee monitoring reports at Appendices 1 to 3.

Committee	2022/23 Revenue Account – General Fund Summary				
		(A)		(B)	(B – A)
	Original Budget	Latest Budget	Net Spend to Date	Year end Forecast	Variance
	£000	£000	£000	£000	£000
Leisure, Environment and Community	4,555	4,755	(2,250)	5,316	561
Infrastructure, Housing and Economic Development	1,436	1,562	(902)	1,643	80
Policy & Resources	4,996	5,322	(241)	5,236	(85)
Total Service Budgets	10,987	11,639	(3,393)	12,195	556
Corporate Costs (Interest Earned/ Paid), Parish Precepts and Transfer to Reserves	2,201	2,201	1,361	2,201	0
Net General Fund	13,188	13,840	(2,032)	14,396	556

2.2 Revenue Reserve Position

2.2.1 The effect of all Period 4 variances on the Council's General Fund Reserve over the medium term is shown in the table below:

Movement on General Fund Balance	2022/23			2023/24	2024/25
	Original £000	Latest Budget £000	Forecast £000	Latest £000	Latest £000
Balance Brought Forward at 1 April	(5,364)	(5,364)	(5,364)	(3,803)	(3,147)
(Surplus)/Deficit for Year	340	1,004	1,561	656	704
Closing Balance at 31 March	(5,024)	(4,360)	(3,803)	(3,147)	(2,443)

2.2.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to remain above this minimum level over the medium term.

2.3 Investment Portfolio

2.3.1 The Council's Property Investment Board was allocated up to a total of £20.000m in 2017 to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2022/23 receivable rent, and the resulting yield.

2.3.2 The total rent due is forecast to be £1.001m which will achieve an average yield of 5.53%, above the 5% target.

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

Investment Property	2022/23 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(189)	4,469	4.23%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. Due to financial difficulties which a number of high street brands have encountered, one tenant company are now under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as oppose to the contracted rent of £60,000 pa. Additional rent may be charged quarterly, based on the difference between 11% of quarterly turnover and the quarterly concessionary rent. Turnover certificates are provided quarterly. Barclays Bank plc & Robinson Webster (Holdings) Limited contain a tenant only break clause, effective 26th February 2023 on six months minimum notice.
Norwich	(464)	7,169	6.47%	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 2022/23 is £0.464m. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively.
Lincoln Drive (South Oxhey)	(161)	2,740	5.89%	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 annual interest payment of £0.187m.
Total	(1,001)	14,378	5.53%	Average Yield

2.4 Capital Programme

2.4.1 The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at Appendix 4 and includes variances and commentary from officers.

2.4.2 The latest capital budget including re-phasing from 2021/22 is £18.375m. The forecast year end position for capital expenditure by Services at Period 4 is £18.767m. This provides a variance of £0.392m.

2.4.3 The table below shows the 2022/23 original budget, latest budget, forecast year end position, spend to date and variance for Period 4.

Committee	Original Budget £000	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
Leisure, Environment and Community	3,718	4,042	405	4,082	40

Infrastructure, Housing and Economic Development	1,633	1,851	231	1,851	0
Policy & Resources	1,687	2,011	186	2,011	0
Total Service	7,038	7,904	822	7,944	0
Major Projects:					
South Oxhey Initiative	0	0	351	352	352
Property Investment	0	10,471	1	10,471	0
Total Capital	7,038	18,375	1,174	18,767	392

2.4.4 As at the end of Period 4, the total spend totalled £1.174m and represents 6.39% of the latest budget.

2.4.5 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. In addition the Council may prudentially borrow to fund its capital programme. Decisions on borrowing (amount and duration) will be taken when the need arises. Funding of the capital investment programme over the medium term is shown at Appendix 6.

2.5 Key Risk Areas

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

- **Inflation**

Inflation, as measured by the Consumer Price and Retail Price Indices, continues to rise. The 12 month Consumer Price Index (CPI) reached 10.1% for July 2022 and the Retail Price Index (RPI) reached 12.3%. Inflation drives costs across the Council's budgets with the most significant impact on pay, fuel and energy costs.

The impact on the Council's budget is set out section 2.6 below.

- **Leisure Management Contract**

An agreement has been reached with the operator to reprofile the management fee due to the Council under the leisure management contract. The reprofiling recognises that activity levels remain below the initial expectations when contract commenced due to a lack of growth during the COVID-19 pandemic. This agreement results in a reduced fee for 2022/23 that will be recovered over the life of the contract. The Leisure Management Contract includes a utilities price mechanism. However, any discussions in relation to additional support for the operator will recognise the existing support that is in place for 2022/23.

- **Business Rates & Council Tax**

Over the last couple of years additional support has been provided to business rate payers and those of working age who are entitled to Council Tax Relief Support (CTRS). However these reliefs are not expected to completely mitigate the longer term 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 2023/24.

The table below shows the impact on collection rates in the first four months of this year:

Fund	P4 2022/23 Target	P4 2022/23 Actual	Difference
Council Tax	39.9%	39.2%	-0.70%
Business Rates (NNDR)	43.31%	41.87%	-1.44%

2.5.2 The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 26 July 2022.

2.6 **Impact of inflation**

2.6.1 The pay award remains the most significant risk to the annual budget and MTFP. The unions submitted the 2022 pay claim, effective from 1 April 2022, which would see individual council employees receive the higher of a £2,000 rise or the current rate of RPI (presently 12.3%). An offer was made by the National Employers Panel on 25 July 2022.

2.6.2 The offer included an increase of £1,925 for all employees and an increase in allowances of 4.04% effective from 1 April 2022 plus an increase of one day to all employees' annual leave entitlement from 1 April 2023.

2.6.3 This offer was rejected by the unions on 3 August 2022.

2.6.4 The offer made by the National Employers Panel is significantly above the 2.00% increase allowed within the budget for 2022/23 and represents an increase to the pay budget of 5.72%.

2.6.5 The total cost is estimated at £0.880m compared to a budget of £0.275m. This would create an annual pressure of £0.605m. This pressure could be met from general balances on a one off basis in the current year but will need to be addressed on an ongoing basis through the budget planning process.

2.6.6 A variation to the budget for fuel costs at the depot of £0.140m is reported in this monitoring update. This pressure has been offset by an increase to forecast income from recyclables.

2.6.7 The pressure from increased fuel costs was initially forecast to be as high as £0.018m per month, however, fuel prices have reduced over the last few weeks. This will continue to be closely monitored.

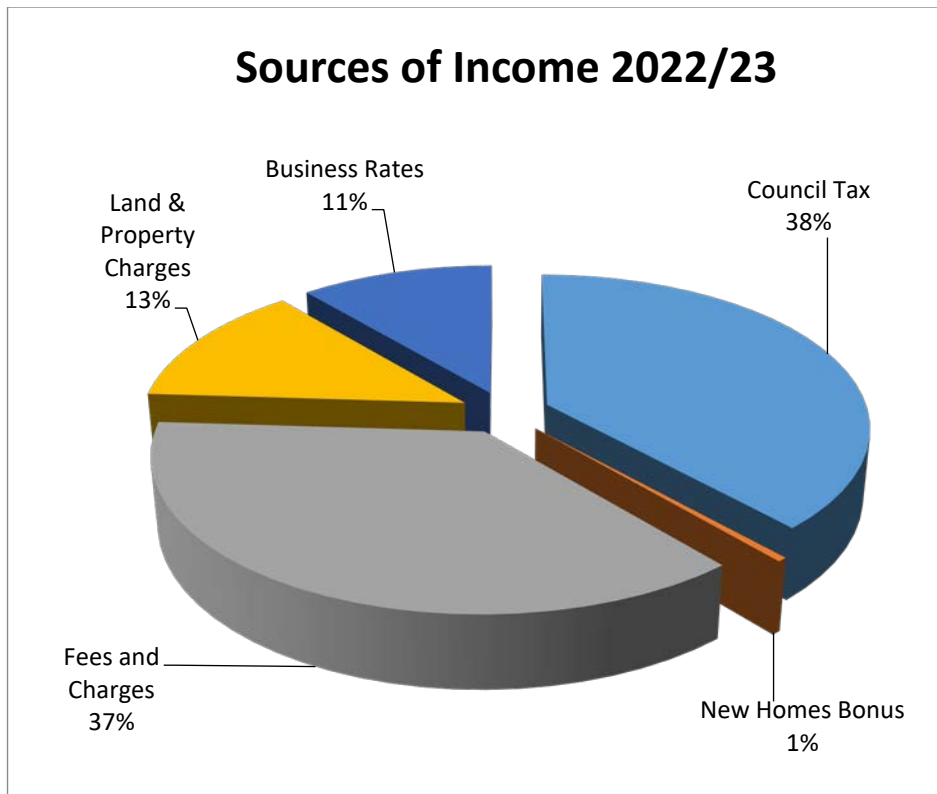
2.6.8 Energy costs are expected to exceed budgets in year although the pressure has not materialised in actual costs to 31 July 2022. This is due to bills being received in arrears and lower usage over the spring and summer months. As far as possible, services will be expected to absorb increased costs by managing other expenditure.

2.6.9 A further update will be provided in the next monitoring report when a forecast will be produced based on actual charges received and there will be further information available about the impact of the price cap rise in October.

2.7 **Council Income**

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

Sources of Income 2022/23



- 2.7.2 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below. It should be noted that the income receivable from the Planning Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year.
- 2.7.3 Environmental Services, trade waste is invoiced to customers half yearly in April and October and garden waste for existing customers is charged for in one instalment at the beginning of the financial year.
- 2.7.4 Garage rents are charged on a weekly basis and most are collected by a monthly direct debit. Licensing income relates licences which are issued on a three or five year basis.

Service	Income Stream	2022/23 Original Budget £	2022/23 Latest Budget £	2022/23 Actual to date £	2022/23 Year end Forecast £	2022/23 Variance £
Regulatory Services	Application Fees	(696,420)	(696,420)	(546,819)	(696,420)	0
	Licenses	(200,260)	(200,260)	(98,696)	(200,260)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(30,001)	(82,616)	0
	Pay and Display	(220,000)	(220,000)	(52,930)	(175,337)	0
Environmental Protection	Trade Refuse	(794,760)	(794,760)	(377,254)	(751,500)	43,260
	Garden Waste	(1,223,200)	(1,223,200)	(1,217,934)	(1,223,200)	0
	Clinical Waste	(119,328)	(119,325)	(51,774)	(119,325)	0
	Cemeteries	(202,480)	(202,480)	(72,860)	(202,480)	0
Property Services	Garages	(976,830)	(976,830)	(303,383)	(976,830)	0
	Shops	(210,000)	(210,000)	(92,598)	(210,000)	0
	Investment Properties	(1,100,000)	(1,100,000)	(369,908)	(1,100,000)	0

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

2.8 Debtors (invoicing)

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

2.8.2 As at the end of Period 4 (July), the total outstanding debt was £0.290 million. This is equivalent to 1.15% of total budgeted income of £25.200 million. Debts less than a month old total £0.028 million (9.5% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.080 million (27.7% of the total debt) which mainly relate to unpaid rent on Temporary Accommodation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
Leisure, Environment & Community	Community Safety Partnership	0	55,800	0	55,800
	Environmental Services	10,015	40,022	7,039	57,076
	Leisure	5,268	1,270	0	6,538
Infrastructure, Housing and Economic Development	Housing- Temporary Accommodation	10,941	17,318	55,790	84,049
	Planning	360	23,634	12	24,006
Policy & Resources	Legal & Property	1,012	42,082	6,622	49,716
	Insurance	0	148	504	652
	Others	33	1,705	10,371	12,109
Total		27,629	181,979	80,338	289,946

2.9 Treasury Management

2.9.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 31st July. 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 £0.090m on short-term investment interest for 2022/23. The Bank of England base interest rate was 0.75% on 1st April 2022, and was subsequently increased by 0.25% in both May and June 2022. The base rate was therefore 1.25% at the end of the period. A further increase of 0.50% was made in August 2022. The increase in base rate has fed through into increased market returns for short-term deposits, which means it is likely that the income budget of £0.090m will be achieved in 2022/23.

2.10 Staff Vacancy Monitoring

2.10.1 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of July 2022 with a detailed analysis by service within appendices 1 to 3.

Committee	No of Vacancies
Infrastructure, Housing and Economic Development	4
Leisure, Environment & Community	4
Policy & Resources	19
Total	27

2.10.2 The percentage of vacant posts at the end of the first quarter is 7.46% when compared against the total number of 362 Council posts. Although there are 27 vacant posts this equates to 26.1 FTE's as some posts are part time. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

3 Options and Reasons for Recommendations

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

4 Policy/Budget Reference and Implications

4.1 In accordance with the Council's Constitution and Financial Procedure Rules, if the recommendations are accepted, this will amend the Council's budgets for 2022/23, and over the MTFP.

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

5 Financial Implications

5.1 The following revenue and capital variations have been identified for all service committees at 31 July 2022:

Variance	2022/23 £	2023/24 £	2024/25 £
Revenue - (Favourable)/ Unfavourable	556,513	59,244	59,244
Capital - Increase / (Decrease)	391,764	0	0

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

6 Legal Implications

6.1 There are no legal implications directly arising from this report.

7 Equal Opportunities Implications

7.1 Relevance Test

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

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

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

9 Risk and Health & Safety Implications

- 9.1 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.
- 9.2 The Financial and Budgetary risks are set out in Appendix 6 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk that the medium term financial position worsens, is also reported within the Council's Strategic Risk Register.
- 9.3 The risks set out in Appendix 6 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.

10 Recommendation

To Council:

- 10.1 That the revenue and capital budget variations as shown in the table at paragraph 5.1 be approved and incorporated into the three-year medium-term financial plan.

Data Quality

Data sources:

Council's financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	
3	High	✓

Background Papers

Budget papers to Council – February 2022

APPENDICES / ATTACHMENTS

- Appendix 1 Leisure, Environment and Community Committee Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
 - Annex E – Key Income Streams
- Appendix 2 Infrastructure, Housing and Economic Development Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
 - Annex E – Key Income Streams
- Appendix 3 Policy and Resources Committee Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
 - Annex E – Key Income Streams
- Appendix 4 Strategic Finance Medium term revenue budget
- Appendix 5 Funding the capital programme
- Appendix 6 Budgetary risks
- Appendix 7 Reserves Forecast 2022/23

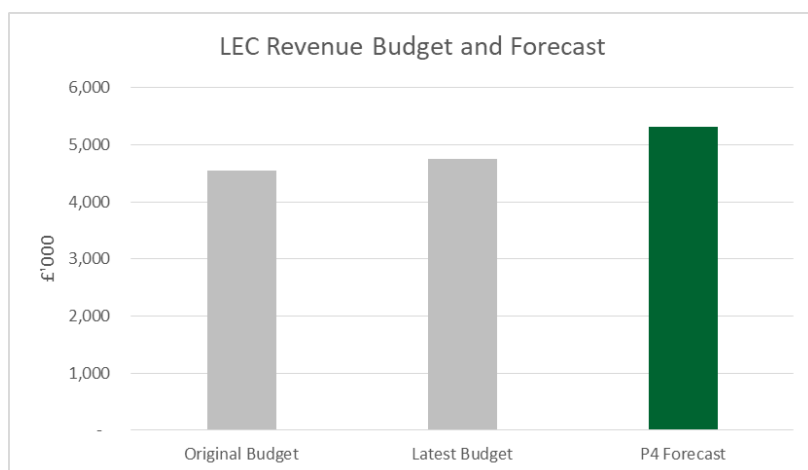
Leisure, Environment and Community Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Leisure, Environment and Community (LEC) Committee. The forecast is based on the position as at Period 4 which covers the period from 1 April 2022 to 31 July 2022.

Revenue

2. The latest forecast is net expenditure of £5.316m against the latest budget of £4.755m, a variation of £0.562m. The latest budget includes the carry forward of budgets from 2021/22 as agreed by Council in July 2022. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Latest Budget £000	Yearend Forecast £000	Forecast Variation to Budget £000
Community Safety and Partnerships	1,089	1,172	1,184	12
Leisure	1,120	1,216	1,775	559
Environmental Services	2,346	2,367	2,357	(10)
Total	4,555	4,755	5,316	562

3. Annex B sets out the main variations to budget. The period 4 forecast includes the allocation of £0.275m salary contingency budget to staff budgets across the Council to reflect the pay award for 2021/22.
4. The most significant variation reported relates to the profiling of the management fee for the leisure management contract. This has resulted in a reduction in the management fee for 2022/23 of £0.494m, partially offset by additional income of £0.032m in relation to income from swimming lessons.

Income Streams

5. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2022/23.

Capital Investment Programme

6. The latest capital investment budget for 2022/23 is £4.042m. A variation of £0.040m is reported in relation to the equipment required to deliver the Alternative Grassland Management Regimes as agreed by Policy and Resources Committee in March.
7. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

8. 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. There are no service impacts to report as a result of current vacancies.

9. The following table sets out the vacancies at 31 July 2022.

Department	Job Title	Comments	Total
Environmental Protection	Loader	Currently advertised	1.08
	Environmental Enforcement Officer	Not currently advertised	1.00
	Street Cleansing Operative	Currently advertised	0.54
	Trade Waste HGV Driver	Not currently advertised	1.35
Total LEC			3.97

**Annex A
LEC Committee Medium Term Revenue Budget Service**

Leisure, Environment & Community								
<i>Community Safety & Partnership</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Citizens Advice Bureaux	303,340	303,340	64,335	303,340	0	303,340	303,340	Accommodation costs actioned at year end
Community Development	4,500	4,500	(101,068)	4,500	0	4,500	4,500	Actuals includes grants which are yet to be paid out
Community Safety	273,695	293,695	192,822	297,732	4,037	282,247	282,247	2021/22 1.75% pay award and 1.25% National Insurance increase
Corporate Climate Change	93,600	156,104	(2,884,339)	157,279	1,175	95,550	95,550	2021/22 1.75% pay award and 1.25% National Insurance increase
Community Partnerships	198,215	198,215	63,536	202,744	4,529	209,364	209,364	2021/22 1.75% pay award and 1.25% National Insurance increase
Env Health - Commercial Team	209,790	209,790	0	209,790	0	209,790	209,790	Invoiced 1/2 yearly by Watford Borough Council
Licensing	(74,100)	(74,100)	(70,003)	(71,716)	2,384	(71,516)	(71,516)	2021/22 1.75% pay award and 1.25% National Insurance increase
Community & Leisure Grant	80,000	80,000	37,800	80,000	0	80,000	80,000	Grants to be paid out
Total	1,089,040	1,171,544	(2,696,917)	1,183,669	12,125	1,113,275	1,113,275	

LEC Committee Medium Term Revenue Budget Service cont.

Leisure	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Officer Comments
	£	£	£	£	£	£	£	£	
Abbots Langley Project	0	0	150,934	0	0	0	0	0	Budget is fully funded by the National Lottery Heritage Fund and S106 monies
Community Sports Network Csn	0	0	(4,970)	0	0	0	0	0	Actuals includes grant funding
Community Arts	10,600	10,600	(7,260)	10,600	0	10,600	10,600	0	Actuals includes grant funding
Watersmeet	64,990	64,990	(135,589)	69,889	4,899	51,998	51,998	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Leavesden Ymca	(35,000)	(35,000)	(8,750)	(35,000)	0	(35,000)	(35,000)	0	Income is received quarterly.
Oxhey Hall	(3,000)	(3,000)	(1,500)	(3,000)	0	(3,000)	(3,000)	0	Income is received quarterly.
Trees And Landscapes	189,360	189,360	21,925	213,560	24,200	189,360	189,360	0	Budget required for the cost of the first cut, to implement the actions for the new Alternative Grassland Management regimes and from the Biodiversity Opportunities Audit Action Plan for 2022/23. Additional budget will be required, this will be determined at P6.
Museum	(700)	(700)	0	(700)	0	(700)	(700)	0	Income received by year end
Playing Fields & Open Spaces	80,225	80,225	49,692	110,225	30,000	100,335	100,335	0	Variance includes £10k increased budget required for Water Rates due to previous year bill being estimates and £20k budget transferred from Recycling Kerbside to Fix & Fit Pay Equipment to facilitate ongoing maintenance of play areas
Play Rangers	50,915	50,915	16,982	52,111	1,196	52,111	52,111	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Comm Parks & Sust Project	22,000	22,000	0	22,000	0	22,000	22,000	0	Budget will be spent
Aquadrome	16,390	16,390	21,284	16,390	0	16,550	16,550	0	Budget will be spent
Leisure Venues	(737,480)	(641,480)	(278)	(163,961)	477,519	(662,480)	(662,480)	0	Variance includes £494,519 reduction in SLM management fee for 2022/23 offset by £32,000 extra income from swimming lessons. £15k provision made for Real Living Wage to be paid to SLM
Leisure Development	482,960	482,960	145,619	490,610	7,650	490,700	490,700	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Play Development - Play schemes	37,940	37,940	(23,474)	37,940	0	37,940	37,940	0	Actuals includes grant funding
Sports Devel-Sports Projects	43,200	43,200	11,777	43,200	0	43,200	43,200	0	Budget will be spent
Leisure & Community Services	130,120	130,120	45,903	133,283	3,163	132,983	132,983	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Grounds Maintenance	767,495	767,495	221,503	778,241	10,746	779,981	779,981	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Total	1,120,015	1,216,015	503,798	1,775,388	559,373	1,226,578	1,226,578	0	

LEC Committee Medium Term Revenue Budget Service cont.

Environmental Services	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Officer Comments
	£	£	£	£	£	£	£	£	
Refuse Domestic	(19,695)	(19,695)	(11,374)	(19,695)	0	(19,695)	(19,695)	0	Income will be received by year end
Refuse Trade	(218,075)	(218,075)	(298,345)	(118,981)	99,094	(118,981)	(118,981)	0	Variance includes 2021/22 1.75% Pay Award and 1.25% National Insurance increase of £4.2k. Reduction in income from Trade Refuse of £63.9k due to pre-covid levels not returning and more customers recycling. Increase in income of £5.5k on Bulky Domestic waste and £15.2k on recycling. The net variance of £43.2k in income is being offset against a reduction in the Kerbside Recycling Budget and £51.6k budget transferred from Kerbside Recycling to cover increased waste disposal charges
Recycling General	750	750	(1,479)	750	0	750	750	0	Budget will be spent
Garden Waste	(416,960)	(416,960)	(1,131,402)	(438,960)	(22,000)	(427,000)	(427,000)	0	Increase in income of £22k due to the transport subsidy from Herts County Council
Clinical Waste	(44,585)	(44,585)	(46,326)	(20,217)	24,368	(20,217)	(20,217)	0	Variance includes 2021/22 1.75% pay award and 1.25% National Insurance increase of £663. Reduction in income from Clinical Waste Collection of £15.8k due to fewer customers using the service. This is being offset against a reduction in the Kerbside Recycling Budget and £7.8k budget transferred from Kerbside Recycling to cover increased disposal charges from Herts County Council.
Recycling Kerbside	(90,790)	(90,790)	111,895	(371,233)	(280,443)	(373,188)	(373,188)	0	Full budget on Kerbside Recycling longer required. £20k transferred to Playing Fields & Open Spaces to facilitate ongoing maintenance of play areas, £51.6k transferred to Trade Refuse to cover increased waste disposal charges, £43.2k transferred to Trade Refuse to cover the reduction in income, £7.8k transferred to Clinical Waste to cover the increased disposal costs from Herts County council, £15.8k transferred to Clinical waste to cover the reduction in income, £1.8k to be transferred to Pest Control to cover the inflationary rise of the service and £140k transferred to Waste Management to cover the increase in fuel costs
Abandoned Vehicles	250	250	0	250	0	250	250	0	Demand led service
Pest Control	76,922	76,922	0	78,800	1,878	80,755	80,755	0	Inflationary increase in cost of Pest Control contract with Watford Borough Council. The variance will be offset against a reduction in the Kerbside Recycling Budget
Environmental Maintenance	25,980	25,980	9,294	25,980	0	25,980	25,980	0	Budget will be spent
Animal Control	58,850	58,850	20,650	59,984	1,134	59,984	59,984	0	Budget will be spent
Cemeteries	(188,330)	(188,330)	(64,667)	(188,330)	0	(188,430)	(188,430)	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Hertfordshire Fly Tipping	0	0	(11,400)	0	0	0	0	0	Ring-fenced grant monies
Environmental Protection	358,985	358,985	131,340	368,107	9,122	368,227	368,227	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Depot-Batchworth	34,940	34,940	39,069	37,940	3,000	35,380	35,380	0	Increased budget required for Water Rates due to previous bills being estimated
Waste Management	2,222,160	2,243,515	1,019,658	2,387,553	144,038	2,362,563	2,362,563	0	Variance includes 2021/22 1.75% pay award and 1.25% National Insurance increase of £49k. Increased income of £45k from Herts County Council for transport subsidy and £140k budget transferred from Kerbside Recycling to cover increased fuel costs
Street Cleansing	545,215	545,215	176,137	555,327	10,112	557,277	557,277	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Total	2,345,617	2,366,972	(56,950)	2,357,275	(9,697)	2,343,655	2,343,655	0	
Total Leisure Environment & Community	4,554,672	4,754,531	(2,250,069)	5,316,332	561,801	4,683,508	4,683,508	0	

**Annex B
LEC Committee Explanations of revenue variances reported this Period**

Leisure, Environment & Community			2022/23	2023/24	2024/25
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Community Safety	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,037	4,037	4,037
Corporate Climate Change	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,175	1,175	1,175
Community Partnerships	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,529	4,529	4,529
Licensing	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	2,384	2,384	2,384
Total Community Safety & Partnership			12,125	12,125	12,125
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23	2023/24	2024/25
Watersmeet	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,899	4,899	4,899
	Premises	Realignment of budgets within service	200	0	0
	Supplies and Services	Realignment of budgets within service	12,000	0	0
	Income	Realignment of budgets within service	(12,200)	0	0
Trees & Landscapes	Premises	Budget required for the cost of the first cut, to implement the actions for the new Alternative Grassland Management regimes and from the Biodiversity Opportunities Audit Action Plan for 2022/23. Additional budget will be required, this will be determined at P6.	24,200	0	0
Playing Fields & Open Spaces	Premises	£10k increased budget required for Water Rates due to previous year bill being estimates. £20k budget transferred from Recycling Kerbside to Fix & Fit Pay Equipment to facilitate ongoing maintenance of play areas	30,000	20,000	20,000
Play Rangers	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,196	1,196	1,196
Leisure Venues	Third Party Payments	Provision made for Real Living Wage to be paid to SLM	15,000	75,000	75,000
	Income	£494,519 reduction in SLM management fee for 2022/23 offset by £32,000 extra income from swimming lessons	462,519	0	0
Leisure Development	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	7,650	7,650	7,650
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23	2023/24	2024/25
Leisure & Community Services	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,163	3,163	3,163
Grounds Maintenance	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	10,746	10,746	10,746
Total Leisure			559,373	122,654	122,654

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LEC Committee Explanations of revenue variances reported this Period cont.

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
Refuse Trade	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,234	4,234	4,234
	Supplies and Services	£51,600 budget transferred from Kerbside Recycling to cover increased waste disposal charges	51,600	51,600	51,600
	Income	Reduction in income from Trade Refuse of £63,890 due to pre-covid levels not returning and more customers recycling. Increase in income of £5,460 on Bulky Domestic waste and £15,170 on recycling. The net variance of £43,260 is being offset against a reduction in the Kerbside Recycling Budget	43,260	43,260	43,260
Garden Waste	Income	Increase in income of £22k due to the transport subsidy from Herts County Council	(22,000)	(22,000)	(22,000)
Clinical Waste	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	663	663	663
	Supplies and Services	Budget of £7,880 transferred from Recycling Kerbside to cover increased disposal charges from Herts County Council	7,880	7,880	7,880
	Income	Reduction in income from Clinical Waste Collection of £15,825 due to fewer customers using the service. The variance is being offset against a reduction in the Kerbside Recycling Budget	15,825	15,825	15,825
Kerbside Recycling	Supplies and Services	Full budget on Kerbside Recycling longer required. £20k transferred to Playing Fields & Open Spaces to facilitate ongoing maintenance of play areas, £51.6k transferred to Trade Refuse to cover increased waste disposal charges, £43.2k transferred to Trade Refuse to cover the reduction in income, £7.8k transferred to Clinical Waste to cover the increased disposal costs from Herts County council, £15.8k transferred to Clinical waste to cover the reduction in income, £1.8k to be transferred to Pest Control to cover the inflationary rise of the service and £140k transferred to Waste Management to cover the increase in fuel costs	(280,443)	(282,398)	(282,398)
Pest Control	Third Party Payments	Inflationary increase in cost of Pest Control contract with Watford Borough Council. The variance will be offset against a reduction in the Kerbside Recycling Budget	1,878	3,833	3,833
Animal Control	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,134	1,134	1,134
Environmental Protection	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	9,122	9,122	9,122
Batchworth Depot	Supplies and Services	Increased budget required for Water Rates due to previous bills being estimated	3,000	0	0
Waste Management	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	49,038	49,038	49,038
	Transport	£140k budget transferred from Recycling Kerbside to cover increase in fuel costs	140,000	140,000	140,000
	Income	Increase in income of £45k due to the transport subsidy from Herts County Council	(45,000)	(45,000)	(45,000)
Street Cleansing	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	10,112	10,112	10,112
Total Environmental Services			(9,697)	(12,697)	(12,697)
Total Leisure Community & Environment Services			561,801	122,082	122,082

Annex C

LEC Medium term capital investment programme

2022/23 - 2024/25 Capital Programme	2022/23					2023/24			2024/25			
Leisure, Environment & Community												
Community Safety & Partnership	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Capital Grants & Loans	0	3,631	0	3,631	0	0	0	0	20,000	20,000	0	Budget will be spent
Community CCTV	6,000	6,805	887	6,805	0	6,000	6,000	0	6,000	6,000	0	Budget will be spent
Total	6,000	10,436	887	10,436	0	6,000	6,000	0	26,000	26,000	0	
Leisure	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Downham Way MUGA	375,000	375,000	0	375,000	0	0	0	0	0	0	0	Budget will be spent
Alternative Grassland Management	0	0	0	40,000	40,000	0	0	0	0	0	0	Budget approved at Full Council 22 February 2022
Aquadrome	22,500	23,416	2,648	23,416	0	22,500	22,500	0	22,500	22,500	0	Budget will be spent
Watersmeet Electrical	40,000	40,000	0	40,000	0	0	0	0	0	0	0	Project led by Countryside Management Service
Leisure Facilities Improvement	16,000	21,039	3,540	21,039	0	0	0	0	0	0	0	Budget will be spent
Open Space Access Improvements	60,000	95,400	318	95,400	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
Improve Play Area-Future Schemes	15,000	38,507	5,017	38,507	0	115,000	115,000	0	120,000	120,000	0	Project part funded by Batchworth Community Council for Eastbury Outdoor Gym
Leisure	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Aquadrome-Whole Life Costing	11,000	11,798	0	11,798	0	11,000	11,000	0	11,000	11,000	0	Budget will be spent
Watersmeet-Whole Life Costing	20,000	20,000	1,465	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
Pavilions-Whole Life Costing	11,000	11,000	1,188	11,000	0	11,000	11,000	0	11,000	11,000	0	Budget will be spent
South Oxhey Playing Fields	347,000	347,000	0	347,000	0	0	0	0	0	0	0	Public consultation is complete, procurement will commence this quarter.
Outdoor Fitness Zones	54,400	108,800	0	108,800	0	27,200	27,200	0	0	0	0	Budget will be spent
Total	980,090	1,100,150	14,176	1,140,150	40,000	266,700	266,700	0	244,500	244,500	0	

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LEC Medium term capital investment programme cont.

<i>Environmental Services</i>	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Waste Plant & Equipment	25,000	63,958	38,197	63,958	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent - ongoing tenders
Waste Services Depot	300,000	459,348	308,744	459,348	0	0	0	0	0	0	0	Project will complete this financial year
Replacement Bins	115,000	115,000	42,001	115,000	0	115,000	115,000	0	115,000	115,000	0	Budget will be spent
Waste & Recycling Vehicles	1,887,000	1,887,000	0	1,887,000	0	645,000	645,000	0	800,000	800,000	0	3 New vehicles are due by the end of August 22, 4 by the end of September 22 and 1 in October 22
Energy Performance Certificate	2,000	2,000	1,015	2,000	0	2,000	2,000	0	2,000	2,000	0	Budget will be spent
Cemetery-Whole Life Costing	5,000	5,854	0	5,854	0	5,000	5,000	0	5,000	5,000	0	Budget will be spent
Replacement Ground Maintenance Vehicles	397,923	397,923	0	397,923	0	180,000	180,000	0	540,000	540,000	0	on-going tenders for a range of grounds maintenance plant
Total	2,731,923	2,931,083	389,957	2,931,083	0	972,000	972,000	0	1,487,000	1,487,000	0	
Total Leisure, Environment & Community	3,718,013	4,041,669	405,020	4,081,669	40,000	1,244,700	1,244,700	0	1,757,500	1,757,500	0	

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Annex D

LEC Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
Alternative Grassland Management	Budget of £100k Approved at the 14th March 2022 P&R Committee meeting for the Alternative Grassland Management Regimes, to purchase equipment to implement agreed actions. Requirement now £40k.	40,000	0	0
	TOTAL	40,000	0	0

Annex E
LEC Key Income Streams

Waste Management									
Trade Refuse	Month	2019/20		2020/21		2021/22		2022/23	
Contract fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(346,064)	955	(280,745)	866	(342,837)	989	(374,524)	930
	May	(1,459)		417		(23,082)		(2,105)	
	June	(1,614)		(20,476)		(3,124)		(297)	
	July	(1,652)		(10,195)		(2,934)		(328)	
	August	(419)		(2,013)		(235)			
	September	(1,394)		(1,827)		(869)			
	October	(347,316)		(347,427)		(362,664)			
	November	10		6,383		2,382			
	December	(1,540)		(751)		(6,135)			
	January	(4,259)		5,463		(1,064)			
	February	(1,361)		(2,020)		(1,213)			
	March	(19,849)		(8,782)		(8,966)			
	Total	(726,916)		622		(661,973)		866	

Comments: The original 2022/23 budget is £794,760. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service.

Garden Waste									
Bin Charges	Month	2019/20		2020/21		2021/22		2022/23	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(912,988)	21,143	(875,957)	20,314	(1,047,033)	21,524	(1,173,068)	21,649
	May	(27,729)	732	(66,976)	1,435	(19,620)	529	(18,910)	405
	June	(14,853)	304	(23,477)	469	(19,239)	331	(17,232)	237
	July	(9,565)	210	(10,812)	243	(13,244)	256	(8,724)	163
	August	(5,795)	115	(6,029)	131	(7,939)	190		
	September	(3,940)	96	(4,295)	105	(4,834)	93		
	October	(2,737)	98	(2,456)	85	(2,291)	75		
	November	(1,116)	39	(2,186)	65	(1,341)	51		
	December	(436)	16	(925)	28	(539)	20		
	January	(501)	24	(830)	28	(743)	31		
	February	0	0	0	0	0	0		
	March	0	0	0	0	0	0		
	Total	(979,660)	22,777	(993,943)	22,903	(1,118,711)	23,100	(1,217,934)	22,454

Comments: The original 2022/23 budget is £1,223,200. The standard charges for 2022/23 are £50 for the first bin and £85 each for a second or third bin. Customers in receipt of benefits pay a concession fee of £42 for the first bin.

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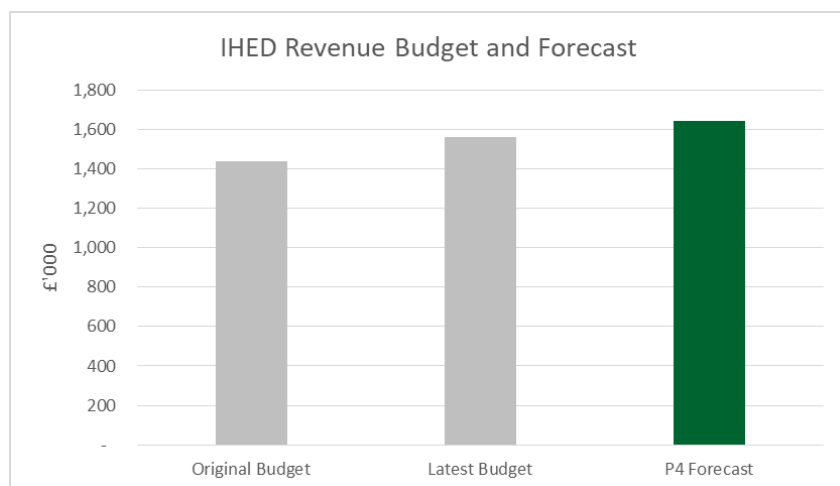
Infrastructure, Housing and Economic Development Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Infrastructure, Housing and Economic Development (IHED) Committee. The forecast is based on the position as at Period 4 which covers the period from 1 April 2022 to 31 July 2022.

Revenue

2. The latest forecast is net expenditure of £1.643m against the latest budget of £1.562m, a variation of £0.080m. The latest budget includes the carry forward of budgets from 2021/22 as agreed by Council in July 2022. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Latest Budget £000	Yearend Forecast £000	Forecast Variation to Budget £000
Housing	479	479	493	14
Infrastructure and Planning Policy	562	620	683	64
Economic Development	395	464	466	2
Total	1,436	1,562	1,643	80

3. Annex B sets out the main variations to budget. The period 4 forecast includes the allocation of £0.275m salary contingency budget to staff budgets across the Council to reflect the pay award for 2021/22. A variance of £0.031m in relation to additional legal costs associated with the Maple Cross Planning appeal.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2022/23.

Capital Investment Programme

5. The capital investment programme for 2022/23 is £1.852m. This is currently forecast to be delivered in full.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. There are no service impacts to report as a result of current vacancies.

8. The following table sets out the vacancies at 31 July 2022.

Department	Job Title	Comments	Total
Economic and Sustainable Development	Senior Planning Officer	Covered by Interim	1.00
Regulatory Services	LA1 Contract and Project Manager	Not currently advertised	0.57
Housing	Housing Apprentice	Not currently advertised	1.00
	Housing Options Officer	Not currently advertised	1.00
Total IHED			3.57

Annex A
IHED Committee Medium Term Revenue Budget Service

Infrastructure Housing & Economic								
<i>Housing</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Housing Services Needs	494,350	494,350	171,124	505,058	10,708	513,103	513,103	2021/22 1.75% pay award and 1.25% National Insurance increase
Rent Deposit Guarantee Scheme	5,110	5,110	0	5,110	0	5,110	5,110	Demand led service
Homelessness General Fund	(131,770)	(131,770)	(830,801)	(131,770)	0	(131,770)	(131,770)	Actuals include ring-fenced grant monies
Housing Associations	(5,000)	(5,000)	0	(5,000)	0	(5,000)	(5,000)	Lease income for Wensum Court - charged 1/2 yearly
Refugees	0	0	(94,426)	0	0	0	0	Ring-fenced grant monies
Env Health - Residential Team	116,255	116,255	48,795	119,514	3,259	119,534	119,534	Budget will be spent
Total	478,945	478,945	(705,308)	492,912	13,967	500,977	500,977	

<i>Infrastructure & Planning Policy</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Land & Property Info Section	(1,950)	(1,950)	(5,857)	859	2,809	1,259	1,259	2021/22 1.75% pay award and 1.25% National Insurance increase
Street Naming & Numbering	7,130	7,130	1,474	7,130	0	7,130	7,130	Budget will be spent
Development Management	133,707	143,281	(408,216)	193,414	50,133	158,755	158,755	Variance includes 2021/22 1.75% pay award and 1.25% National Insurance increase and an Increase in budget of £31k required for Legal fees due to Counsel costs for Maple Lodge planning appeal
Director Community & Env Servs	130,550	130,550	47,034	133,943	3,393	133,983	133,983	2021/22 1.75% pay award and 1.25% National Insurance increase
Development Plans	302,255	350,018	48,760	356,077	6,059	310,929	310,929	2021/22 1.75% pay award and 1.25% National Insurance increase
Hertfordshire Building Control	(9,487)	(9,487)	6,288	(8,096)	1,391	(8,096)	(8,096)	2021/22 1.75% pay award and 1.25% National Insurance increase
HS2 Planning	0	0	(591)	0	0	0	0	
Total	562,205	619,542	(311,108)	683,327	63,785	603,960	603,960	

<i>Economic Development</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Energy Efficiency	19,500	27,462	0	27,462	0	19,500	19,500	Budget will be spent
Sustainability Projects	3,000	3,000	152	3,000	0	3,000	3,000	Budget will be spent
Decriminalised Parking Enf	73,640	113,272	(17,874)	115,148	1,876	87,736	87,736	2021/22 1.75% pay award and 1.25% National Insurance increase
Car Parking-Maintenance	115,070	115,070	107,492	115,070	0	96,690	96,690	Budget will be spent
Dial A Ride	40,000	40,000	6,220	40,000	0	40,000	40,000	Budget will be spent
Sustainable Travel Schemes	1,500	22,500	400	22,500	0	1,500	1,500	Budget will be spent
Better Buses Fund	93,359	93,359	0	93,359	0	93,359	93,359	Budget will be spent
Public Conveniences	4,200	4,200	3,000	3,600	(600)	3,600	3,600	Full budget no longer required
GIS Officer	45,075	45,075	15,273	46,143	1,068	47,398	47,398	2021/22 1.75% pay award and 1.25% National Insurance increase
Total	395,344	463,938	114,663	466,282	2,344	392,783	392,783	

Total Infrastructure Housing & Economic Development	1,436,494	1,562,425	(901,753)	1,642,521	80,096	1,497,720	1,497,720	
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**Annex B
IHED Committee Explanations of revenue variances reported this Period**

Infrastructure Housing & Economic Development			2022/23	2023/24	2024/25
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Housing Services Needs	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	10,708	10,708	10,708
Env Health - Residential Team	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,259	3,259	3,259
Total Housing			13,967	13,967	13,967
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23	2023/24	2024/25
			£	£	£
Land & Property Info Section	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	2,809	2,809	2,809
Development Management	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	19,133	19,133	19,133
	Supplies and Services	Increase in budget of £31k required for Legal fees due to Counsel costs for Maple Lodge planning appeal	31,000	0	0
Director Community & Env Servs	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,393	3,393	3,393
Development Plans	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	6,059	6,059	6,059
Northamptonshire Building Control	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,391	1,391	1,391
Total Infrastructure and planning policy			63,785	32,785	32,785
Public Conveniences	Supplies and Services	Full budget no longer required	(600)	(600)	(600)
Decriminalised Parking Enf Spa	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,876	1,876	1,876
GIS Officer	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,068	1,068	1,068
Total Economic Development			2,344	2,344	2,344
Total Infrastructure, Housing & Economic Development			80,096	49,096	49,096

Annex C
IHED Medium term capital investment programme

Infrastructure Housing & Economic Development												
<i>Economic Development</i>	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Cycle Schemes	74,583	78,383	0	78,383	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Disabled Parking Bays	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Budget will be spent
Controlled Parking	181,975	181,975	28,576	181,975	0	50,000	50,000	0	50,000	50,000	0	Budget will be spent
Princes Trust-Business Start-up	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	A Service Level Agreement is in place, the budget will be spent by year end.
Listed Building Grants	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Demand Led service, no applications received to date
South Oxhey Initiative	0	13,277	3,185	13,277	0	0	0	0	0	0	0	Budget will be spent
Parking Bay & Verge Protection	150,000	163,239	0	163,239	0	40,000	40,000	0	40,000	40,000	0	Budget will be spent
Highways Enhancement	244,384	225,144	0	225,144	0	50,000	50,000	0	50,000	50,000	0	Budget will be spent
Bus Shelters	18,000	18,000	0	18,000	0	9,000	9,000	0	9,000	9,000	0	Budget will be spent
Retail Parades	224,849	174,179	0	174,179	0	30,000	30,000	0	30,000	30,000	0	Budget will be spent
Carbon Neutral Council	0	4,000	0	4,000	0	0	0	0	0	0	0	Budget will be spent
Nickmansworth Work Hub	28,606	28,606	0	28,606	0	0	0	0	0	0	0	Budget will be spent
Car Park Restoration	35,000	35,593	7,489	35,593	0	35,000	35,000	0	35,000	35,000	0	Budget will be spent
Estates, Paths & Roads	25,000	27,694	0	27,694	0	20,000	20,000	0	20,000	20,000	0	Planned Works Chorleywood House Estate & Leavesden Country Park
TRDC Footpaths & Alleyways	40,000	43,472	0	43,472	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Integration of Firmstep to uniform Licensing applications	0	5,150	0	5,150	0	0	0	0	0	0	0	Ongoing project
Total	1,037,397	1,013,712	39,250	1,013,712	0	299,000	299,000	0	299,000	299,000	0	
<i>Housing</i>	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Disabled Facilities Grant	586,000	827,799	191,645	827,799	0	586,000	586,000	0	586,000	586,000	0	Budget will be spent
Home Repairs Assistance	10,000	10,000	0	10,000	0	10,000	10,000	0	10,000	10,000	0	Demand Led service, no applications received to date
Total	596,000	837,799	191,645	837,799	0	596,000	596,000	0	596,000	596,000	0	
Total Infrastructure Housing & Economic Development	1,633,397	1,851,511	230,895	1,851,511	0	895,000	895,000	0	895,000	895,000	0	

Annex D

IHED Explanations of capital variances reported this Period

No variations are reported for this period.

Annex E IHED Key Income Streams

Regulatory Services									
Car Park Enforcement	Month	2019/20		2020/21		2021/22		2022/23	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(12,406)	355	(950)	2	(2,190)	80	(7,700)	176
	May	(13,713)	211	(1,905)	3	(5,008)	133	(7,955)	153
	June	(8,600)	138	(2,155)	10	(5,360)	124	(6,960)	144
	July	(10,493)	164	(2,363)	98	(7,916)	167	(7,386)	113
	August	(8,523)	152	(4,115)	138	(8,878)	233		
	September	(9,007)	155	(8,839)	238	(12,555)	252		
	October	(11,212)	170	(12,331)	353	(10,444)	219		
	November	(7,673)	167	(8,964)	108	(10,585)	230		
	December	(8,961)	143	(7,416)	93	(9,834)	230		
	January	(9,635)	248	(3,033)	4	(8,800)	149		
	February	(7,499)	158	(1,951)	9	(8,614)	231		
	March	(7,685)	102	(2,057)	17	(10,828)	190		
	Total	(115,407)	2,163	(56,079)	1,073	(101,012)	2,238	(30,001)	586

Comments: The Original budget for 2022/23 is £115,000. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). Residents are charged on a zonal basis. The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement	Month	2019/20		2020/21		2021/22		2022/23	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(18,065)	9,431	(23)	5	(9,551)	5,128	(11,910)	7,037
	May	(19,712)	9,907	(20)	8	(10,442)	5,577	(12,841)	7,097
	June	(12,913)	9,293	(1,967)	1279	(12,675)	6,513	(15,058)	7062
	July	(19,514)	10,064	(8,069)	4523	(11,677)	6,653	(13,121)	7362
	August	(15,275)	8,923	(10,408)	6,149	(11,136)	6,198		
	September	(16,566)	9,053	(12,002)	6,653	(12,418)	6,789		
	October	(19,368)	10,064	(13,292)	6,925	(13,466)	7,308		
	November	(16,736)	9,482	(7,433)	10,031	(14,253)	7,582		
	December	(21,011)	10,873	(8,184)	4,033	(14,857)	7,638		
	January	(20,315)	10,582	(12)	1	(10,425)	6,486		
	February	(18,123)	9,588	(131)	40	(12,966)	7,309		
	March	(14,546)	6,032	(273)	385	(17,041)	7,813		
	Total	(212,144)	113,292	(61,814)	40,032	(150,907)	80,994	(52,930)	28,558

Comments: The Original budget for 2022/23 is £220,000. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

Development Management	Month	2019/20		2020/21		2021/22		2022/23	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(51,431)	133	(38,159)	132	(37,925)	202	(389,072)	121
	May	(54,043)	131	(81,876)	109	(44,506)	200	(59,995)	162
	June	(66,271)	129	(41,283)	143	(40,347)	177	(41,122)	123
	July	(51,656)	149	(32,903)	138	(35,900)	152	(56,630)	129
	August	(50,897)	145	(35,997)	142	(58,240)	153		
	September	(42,726)	123	(90,374)	160	(24,763)	145		
	October	(80,266)	131	(29,374)	155	(26,477)	135		
	November	(116,095)	127	(30,543)	170	(34,623)	133		
	December	(51,835)	125	(67,640)	149	(53,134)	136		
	January	(50,727)	99	(30,515)	158	(39,467)	106		
	February	(33,802)	156	(32,295)	155	(39,530)	108		
	March	(40,924)	137	(55,165)	221	(91,250)	172		
	Total	(690,672)	1,585	(566,124)	1,832	(526,162)	1,819	(546,819)	535

Comments: The Original budget for 2022/23 is £696,420. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.

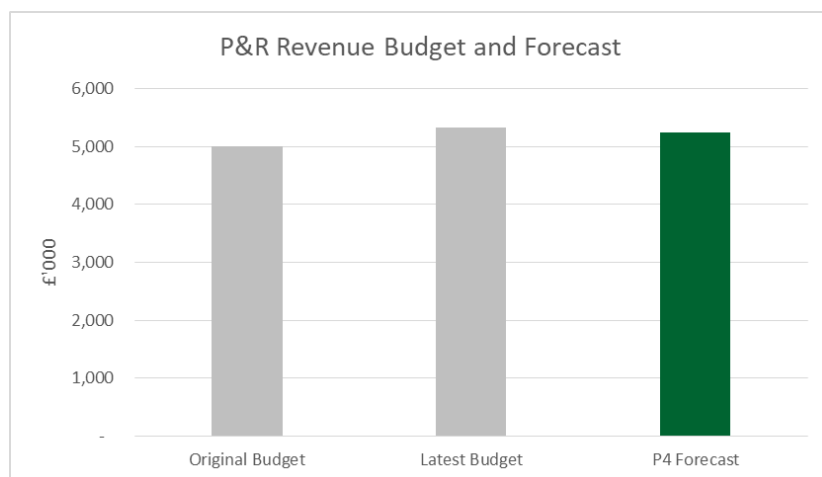
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Policy and Resources Committee Detailed Monitoring Report

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Policy and Resources (P&R) Committee for the 2022/23 financial year. The forecast is based on the position as at Period 4 which covers the period from 1 April 2022 to 31 July 2022.

Revenue

2. The latest forecast is net expenditure of £5.236m against the latest budget of £5.322m, a variation of (£0.085m). The latest budget includes the carry forward of budgets from 2021/22 as agreed by Council in July 2022. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Latest Budget £000	Yearend Forecast £000	Forecast Variation to Budget £000
Resources and Shared Services	6,869	7,195	7,409	215
Garages and Shops	(1,143)	(1,143)	(1,168)	(25)
Investment Properties	(1,100)	(1,100)	(1,100)	0
Vacancy Provision	(180)	(180)	(180)	0
Salary Contingency	550	550	275	(275)
Total	4,996	5,322	5,236	(85)

3. Annex B sets out the main variations to budget. The period 4 forecast includes the allocation of £0.275m salary contingency budget to staff budgets across the Council to reflect the pay award for 2021/22. The balance of the contingency budget is held to meet the pay award for 2022/23 which is yet to be agreed.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2022/23.

Capital Investment Programme

5. The latest capital investment budget is £18.375m. This includes budget of £10.471m carried forward from 2021/22 in relation to the purchase of pre-emption sites from Hertfordshire County Council.
6. A variation to budget of £0.352m is reported in relation to final the final settlement of costs to acquire sites in relation to the South Oxhey Initiative.

7. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

8. 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. There are no service impacts to report as a result of current vacancies.

9. The following table sets out the vacancies by service at 31 July 2022.

Department	Job Title	Comments	Total
Finance	Finance Manager (FA&T)	Offered	1.00
	Finance Manager (FA&T)	Offered	1.00
	Financial Services Officer (FA&T)	Post holder on secondment	1.00
	Finance Manager (FP&A) - Projects	Offered	1.00
Communications	Senior Communications Officer	Covered by Interim	1.00
Community Partnerships	Covid Community Engagement Officer	Not currently advertised	1.00
Property	Property and Asset Manager	Covered by Interim	1.00
Revenue and Benefits	Benefits Officer x 2	Covered by Interim	2.00
	Systems and Subsidy Lead Officer	Not currently advertised	1.00
	Revenues & Benefits Support Officer	Not currently advertised	1.00
	Billing Apprentice	Not currently advertised	1.00
	Billing Officer	Not currently advertised	1.00
	Recovery Apprentice	Not currently advertised	1.00
	Revenues Inspector	Not currently advertised	1.00
Legal & Committee	Principal Lawyer (Criminal Litigation)	Not currently advertised	1.00
	Committee Manager	Currently advertised	0.57
	Solicitor to the Council	Currently advertised	1.00
Democratic Services	Elections Manager	Covered by Interim	1.00
Total P&R			18.57

Annex A

P&R Committee Medium Term Revenue Budget Service

Policy & Resources								
<i>Resources & Shared Services</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Director Of Finance	70,610	70,610	24,799	73,937	3,327	73,937	73,937	2021/22 1.75% pay award and 1.25% National Insurance increase
Communication	115,670	129,220	56,969	131,780	2,560	118,350	118,350	2021/22 1.75% pay award and 1.25% National Insurance increase
Legal Practice	395,725	395,725	174,142	406,209	10,484	408,144	408,144	2021/22 1.75% pay award and 1.25% National Insurance increase
Committee Administration	202,475	202,475	(7,949)	207,111	4,636	207,286	207,286	2021/22 1.75% pay award and 1.25% National Insurance increase
Office Services	232,810	232,810	35,854	233,560	750	232,810	232,810	Reduction in income due to reduced opening hours of Three Rivers House
Elections & Electoral Regn	129,420	129,420	123,900	132,487	3,067	132,662	132,662	2021/22 1.75% pay award and 1.25% National Insurance increase
Finance Services	457,875	457,875	183,947	482,352	24,477	465,067	465,067	2021/22 1.75% pay award and 1.25% National Insurance increase
Parliamentary Elections	0	0	54,559	0	0	0	0	2019 General Election claim currently with Cabinet Office.
Police Commissioner Election	0	0	13,347	0	0	0	0	May 2021 Election claim currently with Cabinet Office
Revs & Bens Management	36,250	36,250	18,680	38,769	2,519	38,769	38,769	2021/22 1.75% pay award and 1.25% National Insurance increase
Fraud	80,150	80,150	37,732	84,227	4,077	84,227	84,227	2021/22 1.75% pay award and 1.25% National Insurance increase
Chief Executive	176,060	176,060	66,682	180,568	4,508	180,568	180,568	2021/22 1.75% pay award and 1.25% National Insurance increase
<i>Resources & Shared Services</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Officer Comments
	£	£	£	£	£	£	£	
Performance Mgt & Scrutiny	47,520	47,520	16,172	48,654	1,134	48,654	48,654	2021/22 1.75% pay award and 1.25% National Insurance increase
Debt Recovery	227,075	227,075	101,367	238,715	11,640	239,310	239,310	2021/22 1.75% pay award and 1.25% National Insurance increase
Executive Head of Service	0	0	28,482	0	0	0	0	
Three Rivers House	366,000	372,512	211,463	372,512	0	359,260	359,260	Budget will be spent
Basing House	(10,340)	(10,340)	12,341	(7,340)	3,000	(10,140)	(10,140)	Increase in budget required for Gas due to retrospective billing and increase in cost
Officers' Standby	6,140	6,140	0	6,140	0	6,140	6,140	Budget will be spent
Finance Client	115,780	165,780	(20,726)	169,618	3,838	119,738	119,738	2021/22 1.75% pay award and 1.25% National Insurance increase
Business App Maintenance	226,400	226,400	191,930	226,400	0	226,400	226,400	Budget will be spent
ICT Client	755,542	839,542	10,109	841,066	1,524	758,655	758,655	2021/22 1.75% pay award and 1.25% National Insurance increase
Internal Audit Client	71,460	93,374	0	93,374	0	71,460	71,460	Budget will be spent
Fraud Client	2,690	2,690	673	2,690	0	2,690	2,690	Budget will be spent
Insurances	353,220	353,220	377,592	353,220	0	353,220	353,220	Budget will be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(650)	(6,140)	0	(6,140)	(6,140)	Budget will be spent
HR Client	333,736	333,736	29,321	333,736	0	334,113	334,113	Budget will be spent
Corporate Management	150,680	169,416	(6,636)	169,416	0	150,680	150,680	Budget will be spent
Democratic Representation	303,758	305,758	105,006	310,288	4,530	308,288	308,288	2022/23 1.75% increase for Members' Allowances/Remuneration
Benefits & Allowances	666,800	666,800	362,283	694,848	28,048	695,123	695,123	2021/22 1.75% pay award and 1.25% National Insurance increase
Benefits Client	(545,210)	(545,210)	2,154,506	(545,210)	0	(545,210)	(545,210)	Budget will be spent
Benefits New Burden	0	0	(47,851)	0	0	0	0	Grant monies received
Benefits Non Hra	1,020	1,020	(218,054)	1,020	0	1,020	1,020	Actioned at year end
Council Tax Collection	381,209	381,209	284,006	396,785	15,576	397,690	397,690	2021/22 1.75% pay award and 1.25% National Insurance increase
NNDR	55,090	55,090	45,018	57,110	2,020	57,110	57,110	2021/22 1.75% pay award and 1.25% National Insurance increase
Council Tax Client	(126,879)	(126,879)	0	(126,879)	0	(126,879)	(126,879)	

P&R Committee Medium Term Revenue Budget Service cont.

<i>Resources & Shared Services</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Officer Comments
	£	£	£	£	£	£	£	£	
Nndr Cost Of Collection	(107,090)	(107,090)	0	(107,090)	0	(107,090)	(107,090)	0	
Register Of Electors	36,800	36,800	2,694	36,800	0	36,800	36,800	0	Budget will be spent
District Elections	76,320	76,320	129,523	76,320	0	76,320	76,320	0	Parish element of the May 2022 Elections to be recharged
Customer Service Centre	917,340	917,340	260,109	939,384	22,044	946,839	946,839	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Major Incident Planning	100,230	100,230	23,477	101,944	1,714	102,064	102,064	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Miscellaneous Income & Expend	25,003	25,003	(4,530,669)	25,003	0	25,003	25,003	0	Actuals include grant income
Non Distributed Costs	255,000	255,000	588	255,000	0	255,000	255,000	0	Actioned at year end
Customer Contact Programme	6,000	110,288	43,594	110,288	0	6,000	6,000	0	Budget will be spent
Customer Experience	0	0	25,026	0	0	0	0		
Miscellaneous Properties	(102,180)	(102,180)	(28,524)	(54,341)	47,839	(77,701)	(77,701)	0	Variance includes £25k Budget Transfer from Garages & Shops Maintenance and a £22.8k Increase in budget for Rates required as Sir James Altham pool is vacant and TRDC are responsible for NNDR
Asset Management - Property Services	378,545	403,725	231,103	415,029	11,304	398,609	398,609	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Parish Elections	0	0	(8,416)	0	0	0	0	0	Ringfenced for future elections
County Elections	0	0	(13,896)	0	0	0	0	0	Ringfenced for future elections
Referendums	0	0	(28,249)	0	0	0	0	0	Ringfenced for future elections
Garages & Shops Maintenance	(1,142,960)	(1,142,960)	(397,518)	(1,167,960)	(25,000)	(1,169,030)	(1,169,030)	0	Budget transferred to Miscellaneous Properties to cover maintenance costs.
Investment Properties	(1,100,000)	(1,100,000)	(368,908)	(1,100,000)	0	(1,200,000)	(1,200,000)	0	
Kickstart	0	0	(333)	0	0	0	0	0	
Oxhey Drive	10,050	10,050	0	10,050	0	10,250	10,250	0	Budget will be spent
Vacancy Provision	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	0	
Salary Contingency	550,000	550,000	0	275,000	(275,000)	550,000	825,000	0	2021/22 1.75% pay award and 1.25% National Insurance increase
Total Policy & Resources	4,995,654	5,321,834	(241,385)	5,236,450	(85,384)	5,056,066	5,331,066	0	

Annex B
P&R Committee Explanations of revenue variances reported this Period

Policy & Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
Director Of Finance	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,327	3,327	3,327
Communication	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	2,560	2,560	2,560
Legal Practice	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	10,484	10,484	10,484
Committee Administration	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,636	4,636	4,636
Office Services	Income	Reduction in income due to reduced opening hours of Three Rivers House	750	0	0
Elections & Electoral Regn	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,067	3,067	3,067
Finance Services	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	24,477	24,477	24,477
Fraud	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,077	4,077	4,077
Chief Executive	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	4,508	4,508	4,508
Performance Mgt & Scrutiny	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,134	1,134	1,134
Debt Recovery	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	11,640	11,640	11,640
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
Residing House	Premises	Increase in budget required for Gas due to retrospective billing and increase in cost	3,000	0	0
Finance Client	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	3,838	3,838	3,838
ICT Client	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,524	1,524	1,524
Democratic Representation	Supplies and Services	2022/23 1.75% increase for Members' Allowances/Remuneration	4,530	4,530	4,530
Benefits & Allowances	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	28,048	28,048	28,048
Council Tax Collection	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	15,576	15,576	15,576
NNDR	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	2,020	2,020	2,020
Revs & Bens Management	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	2,519	2,519	2,519
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
Customer Service Centre	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	22,044	22,044	22,044
Major Incident Planning	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	1,714	1,714	1,714
Miscellaneous Properties	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	39	39	39
	Premises	£25k Budget Transfer from Garages & Shops Maintenance and a £22.8k Increase in budget for Rates required as Sir James Altham pool is vacant and TRDC are responsible for NNDR	47,800	25,000	25,000
Asset Management - Property Services	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	11,304	11,304	11,304
Garages & Shops Maintenance	Premises	Budget Transfer to Miscellaneous Properties to cover maintenance costs.	(25,000)	(25,000)	(25,000)
Salary Contingency	Employees	2021/22 1.75% pay award and 1.25% National Insurance increase	(275,000)	(275,000)	(275,000)
Total Policy and Resources			(85,384)	(111,934)	(111,934)
TOTAL Variances for Period 4 (July) 2022			556,513	59,244	59,244

Annex C
P&R Medium term capital investment programme

Policy & Resources												
<i>Resources & Shared Services</i>	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
Professional Fees-Internal	157,590	157,590	0	157,590	0	157,590	157,590	0	157,590	157,590	0	This is for internal staff support on capital schemes and is actioned at the end of the financial year.
Election Equipment	6,000	11,216	2,706	11,216	0	6,000	6,000	0	6,000	6,000	0	Budget will be spent
Members' IT Equipment	16,260	62,950	0	62,950	0	16,260	16,260	0	16,260	16,260	0	Delay due supply issues. currently testing 2 models for implementation
ICT-Managed Project Costs	180,000	180,000	72,876	180,000	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
Hardware Replace Prog	55,000	57,324	0	57,324	0	40,000	40,000	0	40,000	40,000	0	Budget will be spent
Garage Improvements	220,000	351,996	46,090	351,996	0	150,000	150,000	0	150,000	150,000	0	Budget will be spent
Licence Costs	130,000	130,000	0	130,000	0	100,000	100,000	0	100,000	100,000	0	Budget will be spent
Customer Contact Programme	0	3,698	0	3,698	0	0	0	0	0	0	0	Budget will be spent
Website Development	0	14,870	0	14,870	0	0	0	0	0	0	0	Budget will be spent
Elections	17,000	25,329	16,035	25,329	0	17,000	17,000	0	17,000	17,000	0	Budget will be spent
ICT Hardware Replacement Prog	45,000	45,000	0	45,000	0	50,000	50,000	0	45,000	45,000	0	Budget will be spent
TRH Whole Life Costing	280,000	313,950	47,951	509,950	196,000	170,000	170,000	0	170,000	170,000	0	Budget transferred from Three Rivers House Transformation to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero
Basing House-Whole Life Costing	60,000	60,000	180	60,000	0	60,000	60,000	0	60,000	60,000	0	Planned works to windows
Business Application Upgrade	180,000	184,500	0	184,500	0	90,000	90,000	0	90,000	90,000	0	Budget will be spent
Street Lighting Replacement	130,000	130,000	0	130,000	0	0	0	0	0	0	0	Budget will be spent
Three Rivers House Transformation	210,000	232,583	0	36,583	(196,000)	0	0	0	0	0	0	Budget transferred to Three Rivers House Whole Life Costing to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero
Property Information System	0	50,000	0	50,000	0	0	0	0	0	0	0	Budget will be spent
Total	1,686,850	2,011,006	185,838	2,011,006	0	916,850	916,850	0	911,850	911,850	0	
Major Projects												
<i>Major Projects</i>	Original Budget 2022/23 £	Latest Budget 2022/23 £	P4 Spend To Date £	Forecast Outturn 2022/23 £	Variance £	Latest Budget 2023/24 £	Forecast £	Variance £	Latest Budget 2024/25 £	Forecast £	Variance £	Comments
South Oxhey Initiative	0	0	350,848	351,764	351,764	0	0	0	0	0	0	Statutory Compulsory Purchase Order payment made. Final negotiations with one remaining tenant taking place which will require additional budget when final cost is ascertained
Property Investment Board	0	10,470,989	500	10,470,989	0	0	0	0	0	0	0	Completion of purchase of pre-emptions sites due to take place end of September 2022
Total	0	10,470,989	351,348	10,822,753	351,764	0	0	0	0	0	0	
Total Policy & Resources	1,686,850	12,481,995	537,186	12,833,759	351,764	916,850	916,850	0	911,850	911,850	0	
Total Capital Programme	7,038,260	18,375,175	1,173,101	18,766,939	391,764	3,056,550	3,056,550	0	3,564,350	3,564,350	0	

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

Policy & Resources				
Description	Details of Outturn Variances to Latest Approved Budget	2022/23 £	2023/24 £	2024/25 £
South Oxhey Initiative	Statutory Compulsory Purchase Order payment made. Final negotiations with one remaining tenant taking place which will require additional budget when final cost is ascertained	351,764	0	0
Three Rivers House Whole Life Costing	Budget transferred from Three Rivers House Transformation to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero	196,000	0	0
Three Rivers House Transformation	Budget transferred to Three Rivers House Whole Life Costing to support the installation of an Air Source Heat pump for water and heating at Three Rivers House. The balance is being funded by a government grant and will provide sufficient carbon savings to support the Council's route to zero	(196,000)	0	0
TOTAL		351,764	0	0

Annex E
P&R Key Income Streams

Garages and Shops									
Garages	Month	2019/20		2020/21		2021/22		2022/23	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(88,327)	11%	(74,513)	11%	(67,120)	18%	(76,062)	17%
	May	(71,154)	12%	(53,698)	13%	(84,598)	18%	(74,883)	17%
	June	(70,686)	12%	(107,919)	14%	(67,303)	18%	(75,841)	16%
	July	(87,862)	12%	(71,117)	16%	(68,901)	17%	(76,597)	16%
	August	(70,632)	11%	(70,223)	15%	(85,572)	17%		
	September	(87,994)	11%	(87,870)	15%	(66,891)	18%		
	October	(70,512)	11%	(70,789)	15%	(67,979)	17%		
	November	(70,692)	11%	(88,099)	15%	(86,494)	16%		
	December	(88,381)	11%	(70,203)	16%	(69,289)	17%		
	January	(71,217)	10%	(69,758)	16%	(87,711)	17%		
	February	(71,695)	10%	(69,793)	17%	(69,601)	16%		
	March	(89,818)	11%	(86,210)	17%	(69,067)	17%		
	Total	(938,968)		(920,190)		(890,526)		(303,383)	

Comments: The original budget for 2022/23 is £976,830. Lower level applied to those in the more difficult to let areas. There are currently 1,116 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2019/20		2020/21		2021/22		2022/23	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(70,392)	n/a	(66,330)	n/a	(46,828)	n/a	(46,495)	n/a
	May	(1,875)	n/a	31,706	n/a	0	n/a	0	n/a
	June	(53,825)	n/a	(38,627)	n/a	(30,853)	n/a	(37,853)	n/a
	July	(141,217)	n/a	(9,727)	n/a	(15,250)	n/a	(8,250)	n/a
	August	(21,358)	n/a	0	n/a	0	n/a		
	September	(69,147)	n/a	(38,245)	n/a	(38,245)	n/a		
	October	1,317	n/a	(10,796)	n/a	(8,250)	n/a		
	November	(3,897)	n/a	2,546	n/a	0	n/a		
	December	(70,049)	n/a	(37,853)	n/a	(37,853)	n/a		
	January	(13,125)	n/a	(8,250)	n/a	(8,250)	n/a		
	February	0	n/a	0	n/a	0	n/a		
	March	1,083	n/a		n/a	0	n/a		
	Total	(442,487)		(175,576)	0	(185,528)	0	(92,598)	0

Comments: The original 2022/23 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.

Strategic Finance Medium Term Revenue Budget

<i>Corporate Costs</i>	Original Budget 2022/23	Latest Budget 2022/23	Spend to Date	Forecast Outturn 2022/23	Variance @ P4	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Officer Comments
	£	£	£	£	£	£	£	£	
Interest Earned	(270,000)	(270,000)	(42,061)	(270,000)	0	(470,000)	(460,000)	0	
Interest Paid	302,150	302,150	0	302,150	0	302,150	302,150	0	
Transfer to Reserves	(59,910)	(59,910)	288,445	(59,910)	0	(59,910)	(59,910)	0	
Parish Precepts	2,228,733	2,228,733	1,114,366	2,228,733	0	2,273,320	2,318,790	0	Paid half yearly in April & September
Total Corporate Costs	2,200,973	2,200,973	1,360,750	2,200,973	0	2,045,560	2,101,030	0	

Funding the Capital Investment Programme

Capital Programme	2022/23	2022/23	2022/23	2023/24	2024/25
	Original Budget	Latest Budget	Outturn Forecast at P4	Forecast	Forecast
	£	£	£	£	£
Balance Brought Forward					
Govt Grants: Disabled Facility Grants	(1,063,531)	(1,063,531)	(1,063,531)	(1,063,531)	(1,063,531)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	(1,235,257)	(1,235,257)	(1,235,257)	(1,545,104)	(1,545,104)
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(2,395,311)	(2,395,311)	(2,395,311)	0	0
Total Funding Brought Forward	(4,694,099)	(4,694,099)	(4,694,099)	(2,608,635)	(2,608,635)
Generated in the Year					
Govt Grants: Disabled Facility Grants	(586,000)	(665,264)	(665,264)	(586,000)	(586,000)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	(309,847)	(309,847)	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)
Future Capital Expenditure Reserve		0	0	0	0
New Homes Bonus Reserve	(110,247)	(110,247)	(110,247)	(110,247)	(95,000)
Total Generated	(1,796,247)	(2,185,358)	(2,185,358)	(1,796,247)	(1,681,000)
Use of Funding					
Govt Grants: Disabled Facility Grants	586,000	665,264	665,264	586,000	586,000
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	0	0	0	0	0
CIL Contributions	722,000	762,000	762,000	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	2,505,558	2,505,558	2,505,558	110,247	95,000
Borrowing	2,124,702	13,342,353	13,734,117	1,260,303	1,883,350
Total Use of Funding	7,038,260	18,375,175	18,766,939	3,056,550	3,564,350
Balance Carried Forward					
Govt Grants: Disabled Facility Grants	(1,063,531)	(1,063,531)	(1,063,531)	(1,063,531)	(1,063,531)
Other Contributions: Other external Sources	0	0	0	0	0
Section 106 Contributions	(1,235,257)	(1,545,104)	(1,545,104)	(1,545,104)	(1,545,104)
Capital Receipts Reserve	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0
Total Funding Carried Forward	(2,298,788)	(2,608,635)	(2,608,635)	(2,608,635)	(2,608,635)
South Oxhey Initiative					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0
Total	0	0	0	0	0
South Oxhey Leisure Facility					
Balance Brought Forward	0	0	0	0	0
Expenditure	0	0	0	0	0
Borrowing	0	0	0	0	0
Total	0	0	0	0	0
Total Expenditure Capital Investment Programme	7,038,260	18,375,175	18,766,939	3,056,550	3,564,350

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register.	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement. Currently the 2019/20 annual accounts are awaiting sign off from the external auditors and 2020/21 annual accounts are well progressed.	Head of Finance	3	2	6	➔	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index.	Heads of Service/ Head of Finance	On-going
Apr-06	FIN08	Director of Finance	Budgetary	Revenue balances insufficient to meet estimate pay award increases	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Government's fair funding review is currently on hold	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures. Budget Monitoring	Head of Finance	2	1	2	➔	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring	Head of Finance	Dec-21
Apr-06	FIN09	Director of Finance	Budgetary	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible.	1	3	3	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	1	2	2	➔	Monitor future inflation projections. Actively manage budgets and contracts to contain inflation. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances.	Head of Finance	ongoing
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the proceeds from capital receipts that are invested in the money market. The volatility of the global economy continues to place uncertainty on the investment strategy.	2	3	6	PIB strategy has diversified interest rate risk to provide income security.	PIB/Head of Finance	3	2	6	➔	Monitoring ongoing income levels.	PIB	ongoing

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income	Key income streams reported monthly to Corporate Management Team and shown in the latest Budget Monitoring reports. Due to COVID-19 losses of income on parking and Leisure Management fee have been incurred.	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/Head of Finance	2	2	4	➡	Fees and Charges are monitored as part of budget monitoring.	Service Heads	ongoing
Apr-06	FIN12	Director of Finance	Budgetary	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatable expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. This is mitigated by close monitoring of exempt supplies and prudent VAT planning. The Council elects to tax on development schemes.	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➡	Partial Exemption Review commissioned. Continue to opt to tax.	Head of Finance	ongoing
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains are not achieved	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTF5 agreed for next 3 years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	➡	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	ongoing
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks	The Council has no outstanding litigation cases.	2	3	6	Council procedures are adhered to	Solicitor to the Council	1	3	3	➡	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Fluctuations in Business Rates Retention	From April 2020 the system was due to be subject to reset and increase to 75% retention. This has been further postponed to 2023/24.	3	4	12	Maintain reserves against risk.	Head of Finance	3	3	9	➡	Hertfordshire CFOs have commissioned work from LG Futures to assess the impact. SDCT also looking at impact nationally.	Director of Finance	Jul-22
Mar-16	FIN19	Head of Property Services	Budgetary	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives resulting in a delay in the capital receipt	This is a key project. This appears as item no.7 in the Council's strategic risk register. Phase 1 delivered. Enhanced next phase agreed. Work is scheduled to conclude in 2021/22 and remains broadly on track.	2	3	6	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project	Head of Property Services	2	2	4	➡	Continue to manage project	Head of Property	ongoing
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	➡	Monitor reliability	Head of Finance	ongoing
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	➡	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council is currently exploring other commercial options to improve self sustainability. Currently there is a commercial income target of £1M pa which is being met.	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Head of Finance	2	2	4	➡	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important. <i>The Section Head (FPA) retires at the end of September 2021.</i>	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	→	Following successful secondments, permanent appointments have been made to two critical vacancies. A review the structure has been undertaken and a recruitment campaign is now underway to fill four vacancies. This includes a new CIPFA Trainee post which will build resilience into the structure. Key vacancies are being covered by interim appointments to ensure that there is sufficient capacity within the team to meet business needs whilst the recruitment process takes place.	Chief Executive/ Director of Finance	Ongoing

Reserves Forecast 2022/23

Category	Opening Balance 01/04/2022 £	Net Movement in Year £	Closing Balance 31/03/2023 £	Purpose
Revenue Reserves				
General Fund	(5,363,546)	1,560,706	(3,802,840)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(2,333,846)	0	(2,333,846)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Building Control	(210,514)	0	(210,514)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
HB Equalisation	(237,755)	0	(237,755)	To provide against future deficits on the Housing Benefit account
Total Revenue	(8,145,661)	1,560,706	(6,584,955)	
Capital Reserves				
Capital Receipts	0	(119,200)	(119,200)	Generated from sale of Council assets
New Homes Bonus	(2,395,311)	0	(2,395,311)	Government grant set aside for supporting capital expenditure
Section 106	(1,235,257)	(309,847)	(1,545,104)	Developers contributions towards facilities
Grants & Contributions	(1,063,531)	(665,264)	(1,728,795)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	(4,694,099)	(1,094,311)	(5,788,410)	
Other Earmarked Reserves				
Leavesden Hospital Open Space	(769,124)	0	(769,124)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(1,050,333)	0	(1,050,333)	Developers contributions towards maintenance of site
Community Infrastructure Levy (CIL)	(6,194,685)	(288,445)	(6,483,130)	Developers contributions towards Infrastructure
Environmental Maintenance Plant	(123,595)	0	(123,595)	Reserve to fund expenditure on plant & machinery
Total Other	(8,137,737)	(288,445)	(8,426,182)	
Total All	(20,977,497)	177,950	(20,799,547)	

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POLICY AND RESOURCES COMMITTEE - 12 SEPTEMBER 2022

PART I - DELEGATED

13. EXEMPTION FROM PROCUREMENT PROCEDURE – MODERN POLLING (CED)

1 Summary

- 1.1 To advise Policy & Resources Committee that an exemption to the Procurement process was approved by the Chief Executive by the Exceptional Circumstances exemption as permitted by the Council's Constitution.

2 Details

- 2.1 The Elections Act 2022 will require voters in Great Britain to show photographic identification before being issued a ballot paper in polling stations. Failure to show ID will prevent a voter from voting.
- 2.2 Voter ID requirements will take effect for elections in May 2023. Guidance from Government is unlikely to be released until at least January 2023.
- 2.3 Modern Polling transforms the management of polling stations, providing the tools necessary to operate efficiently and enhance the voter experience.
- 2.4 Modern Polling gives secure access to the electronic register, instantly providing polling staff with voter information on-screen, marks the register, facilitates the production of the corresponding number list and the ballot paper account.
- 2.5 The use of Modern Polling is approved by Government Digital Services.
- 2.6 Modern Democracy offer a unique package with Modern Polling which incorporates Voter ID requirements. They are the only provider in the market to offer a complete solution.
- 2.7 Although Modern Polling is available on G-Cloud Government framework, a better deal can be obtained through a four-year contract direct. The Procurement Manager has confirmed this would justify an exemption.

3 Options and Reasons for Recommendations

- 3.1 The Constitution requires that a report is taken to Policy and Resources Committee for noting on the action taken in the event that an exemption to the procurement process is approved by the Chief Executive or a Director.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed policy. See financial implications at 6.1 for reference to budgets.

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

- 5.1 None specific.

6 Financial Implications

6.1 There are no financial implications specific to the exemption, however budget implications and considerations relating to the Modern Polling product itself are covered in the Voter ID report also on the agenda for this committee.

7 Recommendation

7.1 That Policy and Resources Committee note the action taken.

Report prepared by:

Josh Sills – Head of Customer Experience

Data Quality

Data sources:

Government Digital Services

Modern Polling

Data checked by:

Julie Prestidge – Elections Consultant

Kimberley Grout – Executive Head of Services

Data rating:

1	Poor	
2	Sufficient	X
3	High	

APPENDICES / ATTACHMENTS

None

POLICY AND RESOURCES COMMITTEE – 12 SEPTEMBER 2022

PART I - DELEGATED

14. **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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UPDATED 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.	Impact of Inflation on the Council		7 November/5 December/23 January and 13 March	To receive a report	Written report	Director of Finance	To consider the report.
3.	Corporate complaints policy		7 November 2022	To receive a report	Written report	Head of Customer Experience	To consider the recommendations in the report.
4.	Biodiversity Projects – update on the Tree Strategy, Biodiversity Opportunities Audit and Alternative Grassland Management regimes		7 November 2022	To update members on the progress of 3 key action plans relating to biodiversity, to review public consultation outcomes and to present recommendations for future years	Written report	Landscape and Leisure Development Manager / Principal Trees and Landscapes Officer / Community Biodiversity Officer	To review recommendations and update on any actions required.
5.	Draft Nature Recovery Strategy		7 November 2022	To receive a report	Written report	Landscapes and Leisure Manager	To consider the recommendations

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
6.	Parking Management Policies		7 November 2022	To receive a report	Written report	Head of Regulatory Services/Senior Transport Officer	To consider recommendations
7.	Draft Corporate Framework 2023-26 Draft Service Plans 2023-24		7 November 2022	Written report		Director of Finance/Head of Finance/Head of Community Partnerships	To receive a report
8.	Budget Management Period 6		7 November 2022	Written report		Director of Finance/Head of Finance/	To receive a report
9.	Housing Allocations Policy		7 November 2022	Written report		Strategic Housing Manager	To receive a report
10.	Business Rate Pooling 2023/24		5 December 2022	<i>Written Report to seek approval to enter into a business rates pool with Hertfordshire County Council (HCC) and a number of other districts within the County for 2022/23.</i>		DoF	To recommend to Council.
11.	Review of Strategic Risks		5 December 2022	Written Report	Written Report	Emergency Planning and Risks Manager	To consider the recommendations

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
12.	Financial Planning 2023-2026 to include Fees and charges		23 January 2023	To receive a report	Written Report	DoF and Service Heads	To recommend the budget to Council
13.	Nature Recovery Strategy		13 March 2023	To receive a report	Written report	Landscapes and Leisure Manager	To consider the recommendations
14.	Appoint to the Sub-Committees of P&R		June 2023	To receive a report	Written Report	Principal Committee Manager	To consider the recommendations
15.	Budget Outturn report 2022/23		June 2023	To receive a report	Written Report	Head of Finance	To consider the recommendations
16.	Member Training		July 2023	To receive a report	Written report	Principal Committee Manager	To consider any recommendations
17.	Budget Monitoring Report (Period 4)		September 2023	To receive a report	Written report	Head of Finance/ Finance Business Partner	To make recommendations to Council
18.	Calendar of meetings 2024/25		12 September 2022	To receive a report	Written report	Principal Committee Manager	To recommend the calendar to Council
19.	Calendar of meetings 2024/25		12 September 2022	To receive a report	Written report	Principal Committee Manager	To recommend the calendar to Council

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
20.	Draft Corporate Framework and Financial planning 2024-2027		September 2023	To receive a report	Written Report	Director of Finance/Head of Community Partnerships	To consider the recommendations
21.	Public space protection order report following public consultation		January 2025	To receive a report following the public consultation	Written Report	Head of Community Services	To make a recommendation to Council
22.	Community Infrastructure Levy (CIL) once the Government have reviewed CIL		<p><i>CIL will still be reviewed alongside the Local Plan but only at the point where policies and sites have been formally agreed as CIL has to be based on the effects of the policies and relate to the allocated sites.</i></p> <p><i>It is currently anticipated that a report will be due in 2025. This of course depends on the progress on the Local Plan.</i></p>	To receive a report	Written report	DCES/Head of Planning Policy and Projects	To consider any recommendations

APPENDIX A

No.	Item to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
23.	Housing Delivery Test Action plan		To be confirmed	To receive a report	Written report	Head of Planning Policy and Projects	To consider any recommendations

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