

FULL COUNCIL

NOTICE AND AGENDA

For a meeting to be held on Tuesday, 25 February 2025 at 7.30 pm at Penn Chamber, Three Rivers House, Rickmansworth.

Members of the Full Council:-

Councillors:

Raj Khiroya (Chair)

Christopher Alley

Oliver Cooper

Stephen Cox

Harry Davies

Steve Drury

Vicky Edwards

Andrea Fraser

Stephen Giles-Medhurst

Elinor Gazzard

Rue Grewal

Philip Hearn

Lisa Hudson

Khalid Hussain

Joan King

Stephen King

Chris Lloyd

David Major

Keith Martin

Tony Humphreys (Vice-Chair)

Abbas Merali

Chris Mitchell

Debbie Morris

Ian Morris

Sarah Nelmes

Louise Price

Kevin Raeburn

Reena Ranger

Ciaran Reed

Andrew Scarth

Narinder Sian

Mike Sims

Tom Smith

Jonathon Solomons

Cheryl Stungo

Jon Tankard

Chris Whately-Smith

Anne Winter

*Joanne Wagstaffe, Chief Executive
Monday, 17 February 2025*

1. Apologies for Absence

2. Declaration of Interests

To receive any declarations of interest

3. Minutes of Previous Meeting

(Pages 5 - 18)

To confirm as being a correct record the minutes of the meeting of Full Council held on 10 December 2024 and for them to be signed by the Chair.

4. Chair's Announcements

To receive an update on the Chair's activities since the last meeting.

5. Petitions

To note there have been no petitions submitted directly to Council under Procedure Rule 18.

6. Questions from the Public (Pages 19 - 24)

To receive questions from the public in accordance with procedure rule 15

7. Financial Planning

To consider the Council's financial position and agree the budget for 2025/26. This item will be considered in accordance with Council Procedure Rule 17

7.1 Financial Planning - Recommendations (Pages 25 - 32)

7.2 Financial Planning - Revenue Services (Pages 33 - 66)

7.3 Financial Planning - Capital Strategy and the Treasury Management Policy (Pages 67 - 98)

7.4 Conservative Group budget proposals (Pages 99 - 108)
To consider the budget proposed by the Conservative Group

7.5 Liberal Democrat Group budget proposals (Pages 109 - 116)
To consider the budget proposed by the Liberal Democrat Group

8. Special Expenses (Pages 117 - 120)

To review and agree the Council's special expenses, 2025/26

9. Council Tax - district element (Pages 121 - 126)

To consider and agree the District Council element of council tax for 2025/26, including Parish Precepts

10. Setting of Council Tax, 2025-26 (Pages 127 - 130)

To set the Council Tax for 2025/26

11. Recommendations from the Policy and Resources Committee

11.1 Electric Vehicle Charging Strategy - Public Consultation Feedback (Pages 131 - 198)
Officers have been exploring opportunities to install Electric Vehicle Charge Points (EVCP) in council owned car parks using external government grants and/or Community Infrastructure Levy (CIL) funding and a decision was made at the General Public Services and Economic Development Committee in March 2024 to progress a scheme. The Electric Vehicle Charging Strategy sits alongside and develops these proposals further for the provision of a publicly available electric vehicle charging network and details the Council's future rollout of EV charging

infrastructure.

This report provides an update on the development of the Electric Vehicle Charging Strategy including the key findings from the public consultation on the draft Strategy and proposes a final Strategy for adoption.

Recommendation:

Council adopts the Electric Vehicle Charging Strategy.

11.2 Amendments to the Constitution (Pages 199 - 204)

This report proposes to Council a number of changes to the constitution, primarily relating to where group leader consent is required and how this is obtained, and the nature of motions and amendments. The report incorporates changes agreed following the Policy and Resources Committee on 27 January 2025.

It is recommended that Council agrees the amendments to the Constitution as set out in Appendix 1 of the report.

12. Final Service Plans 2025-28 (Pages 205 - 358)

To consider and agree the final service plans, 2025-2028

13. Council Pay Policy Statement 2025 (Pages 359 - 380)

To consider and approve the Annual Council Pay Policy Statement 2025

14. Lead Member Reports (Pages 381 - 402)

To receive written reports from the Lead Members on activities falling within their remit since the last meeting of Full Council.

15. Questions to the Leader, Lead Members and Committee Chairs (Pages 403 - 440)

To receive the answers to questions submitted to the Leader, Lead Members and Committee Chairs.

16. Reports of Committee Chairs

To receive written reports from the Chairs of the Audit, Planning Licensing and Regulatory Committees

17. Motions (Pages 441 - 450)

To consider any Motions submitted under Council Procedure 11.

In accordance with procedure rule 11(5), motion 8, Croxley Green Community Governance Review is being directly referred to the Policy and Resources Committee, but included on this agenda for reference

Note: Exclusion of Public and Press

If Council wishes to consider any items in private, it will be necessary for the following resolution to be passed:

“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.”

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

For meetings of the full Council, members of the public may register to ask questions in advance. These questions are included on this agenda and may also be asked on the day of the meeting.

In accordance with The Openness of Local Government Bodies Regulations 2014 any matters considered under Part I 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 Legislation and the laws of libel and defamation.

The meeting may be livestreamed and an audio recording of the meeting will be made.

Full Council MINUTES

Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, WD3 1RL on Tuesday, 10 December 2024 from 7.30 pm – 10.00 pm.

Present: Councillors

Raj Khiroya (Chair), Tony Humphreys (Vice Chair), Christopher Alley, Oliver Cooper, Stephen Cox, Harry Davies, Steve Drury, Vicky Edwards, Andrea Fraser, Elinor Gazzard, Stephen Giles-Medhurst, Philip Hearn, Lisa Hudson, Khalid Hussain, Joan King, Stephen King, Chris Lloyd, David Major, Keith Martin, Abbas Merali, Chris Mitchell, Debbie Morris, Sarah Nelmes, Louise Price, Kevin Raeburn, Reena Ranger, Ciarán Reed, Andrew Scarth, Narinder Sian, Mike Sims, Tom Smith, Jonathon Solomons, Cheryl Stungo, Jon Tankard, Chris Whately-Smith, Anne Winter

Also in Attendance:

Joanne Wagstaffe, Chief Executive
Stephen Rix, Associate Director – Legal & Democratic Services, Monitoring Officer
Kimberley Grout, Associate Director – Corporate, Customer & Community
Alison Scott, Director of Finance
Emma Sheridan, Associate Director – Environment
Anita Hibbs, Committee Officer

25 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors, Rue Grewal, Ian Morris and Sara Bedford.

The Chair was advised that the Vice Chair was on his way and will be arriving shortly.

26 DECLARATIONS OF INTEREST

There were no declarations of interest.

27 MINUTES OF PREVIOUS MEETING

The minutes of the Full Council meeting, held on 8 October 2024 were confirmed as a correct record and signed by the Chair of the meeting.

It was announced that, in future, draft minutes of Full Council meetings will be circulated 10 calendar days after the meeting to Group Leaders.

28 CHAIR'S ANNOUNCEMENTS

The Chair announced that they had attended various events since the last Full Council meeting in October 2024, with the most recent event held on 8 December 2024 at the Northwood & Ruislip United Synagogue.

The Chair also announced that he will be hosting festive food and drinks after the meeting, and invited attendees to join him.

The Chair thanked all those who attended the memorial service of former Councillor Roger Seabourne who had passed away recently, and requested that a minute silence be observed in tribute to former Councillor Seabourne.

Councillor Chris Whately-Smith left the room at 20:38, and returned at 20:43.

Councillors Stephen Giles-Medhurst, Chris Mitchell, Oliver Cooper, Stephen Cox, Chris Lloyd and Sarah Nelmes paid tribute to former Councillor Seabourne.

29 PETITIONS

None received.

It was brought to the attention of Members that a petition had been received indirectly by the Council at the Rickmansworth Local Area Forum on 14 November 2024.

In response to the points raised regarding the petition, it was clarified that the petition had been passed onto the relevant officers, and the lead petitioner had been advised that the petition will be heard.

Members referenced Rule 18 (4) of the Council's Constitution, emphasising the importance of following established procedures for handling petitions within the council framework, and Group Leaders should determine the appropriateness of petitions for committee presentation.

The lead petitioner was advised that the petition could not be heard at the meeting as it was not on the Full Council agenda. They will be contacted at a later date, after the Group Leaders have been consulted on the petition.

30 QUESTIONS FROM THE PUBLIC

The written questions and written answers provided were included in the summons and could be viewed using the link below:

[Agenda for Full Council on Tuesday, 10th December, 2024, 7.30 pm - Modern Council](#)

31 COUNCIL TAX BASE 2025/26

Councillor Stephen Giles-Medhurst moved the recommendation as set out in the report, seconded by Councillor Jonathon Solomons.

It was noted that Croxley Green Parish Council should have been referred to correctly in the report.

Councillor Tony Humphreys arrived at 20:52.

Key points on property growth and collection rate assumptions were discussed, detailing that the estimated collection rate is set at an unusually high 99%. However, historical data shows that the actual collection rate for the previous year was lower, raising concerns about the accuracy of the current estimate and urging for a more prudent approach.

It was clarified that this item has consistently been on the agenda for Full Council and followed the recommendations of the Director of Finance, therefore, there was no reason to alter this practice. The incorrect listing of Croxley Green Parish Council in the report was noted and the necessary amendment will be made.

On being put to the Council the motion was declared CARRIED by the Chair of Council, the voting being 25 For, 0 Against, 11 Abstention.

RESOLVED:

1. That the calculation of the Council's tax base for the year 2025/26 be approved.
2. That in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the Three Rivers District Council as its council tax base for the year 2025/26 shall be:-

Parish	Band D Equivalents 2025/26
Abbots Langley	8,865.3
Batchworth	6,603.8
Chorleywood	6,339.1
Croxley	5,818.2
Sarratt	1,098.6
Watford Rural	7,617.3
Unparished	3,696.8
Total	<hr/> <u>40,038.9</u> <hr/>

32 REVIEW OF GAMBLING POLICY

The Chair stated that this item had been accepted as urgent business, and was published late as a supplement, due to the policy being presented to the Licensing Committee on 4 December 2024.

Councillor Harry Davies moved the recommendation as set out in the report, seconded by Councillor Andrew Scarth.

Members welcomed the revised policy with the 'No Casino Resolution' clause.

On being put to Council the motion was declared CARRIED by the Chair of Council having been agreed by general assent.

RESOLVED:

1. To agree the revised Policy found at Appendix B (this is a tracked document highlighting the amendments made to the current policy) and I Council adopt the Policy with effect from 14 January 2025.
2. To adopt a 'No Casino Resolution'

33 RECOMMENDATIONS OF THE INDEPENDENT REMUNERATION PANEL

Councillor Stephen Giles-Medhurst moved the recommendation as set out in the report, seconded by Councillor Sarah Nelmes.

The attendance of all Group Leaders at the last Independent Remuneration Panel (IRP) meeting was noted. Key points discussed were the new care allowance schemes aimed at supporting individuals with childcare and adult care responsibilities. Members welcomed the recommendations.

On being put to Council the motion was declared CARRIED by the Chair of Council having been agreed by general assent.

RESOLVED:

To agree that from 1 April 2025, the Three Rivers District Council Members' Allowance Scheme is amended as follows:

1. To increase Basic and Special Responsibility Allowances by the 12-month Consumer Price Index as at September 2024, and to index changes to these allowances in future years by the 12-month Consumer Price Index as at the previous September, for a period of four years.
2. To establish a two-type Care Allowance scheme such that
3. Childcare payments may be claimed at a cost of up to £12.50 per hour, and to index changes to this rate to the National Living Wage at such time as the National Living Wage would be equal to or higher than £12.50 per hour, for a period of four years.
4. Adult care payments may be claimed at the Hertfordshire County Council Home Care Rate of up to £25.48 per hour, and to index changes to this rate in future years to the Hertfordshire County Council Home Care Rate.

34 CALENDAR OF MEETINGS 2026-27

Councillor Stephen Giles-Medhurst tabled a proposed amendment to the recommendation as follows, seconded by Councillor Sarah Nelmes:

To agree the Calendar of Meetings for the municipal year 2026-27, as detailed in Appendix 1, *subject to any proposed changes to be reported to the Committee team by 31st January to enable an updated Calendar of meetings, if required, to be published in time for Full Council on 25th February 2025.*

Members discussed the need for flexibility in scheduling additional meetings, which will need to be reported to the Committee team by 31 January 2025, to ensure an updated calendar can be published in time for the Full Council meeting on 25 February 2025.

Concerns were raised regarding the management of meeting dates; specifically involving two incidents where meeting dates had been changed without unanimous agreement. It was suggested that a more transparent and fair approach is needed in scheduling meetings in future.

Members acknowledged that while events may shift due to unforeseen circumstances, the intent is to provide a two-year calendar as a guideline for planning meetings well in advance. Furthermore, future calendar adjustments should be discussed collaboratively by Group Leaders.

On being put to Council the motion with the proposed amendment was declared CARRIED by the Chair of Council having been agreed by general assent.

RESOLVED:

To agree the Calendar of Meetings for the municipal year 2026-27, as detailed in Appendix 1, *subject to any proposed changes to be reported to the Committee team by 31st January to enable an updated Calendar of meetings, if required, to be published in time for Full Council on 25th February 2025.*

35 POLICY AND RESOURCES COMMITTEE RECOMMENDATIONS - 11 NOVEMBER 2024

The Chair stated that he will take the recommendations separately for each item.

35a BUDGET MONITORING REPORT TO 30 SEPTEMBER 2024

Councillor Jonathan Solomons moved the recommendation as set out in the report, seconded by Councillor Stephen Giles-Medhurst.

Members expressed dissatisfaction with the current budget monitoring practices and variance reporting within the Council. It was noted that variances should only reflect unforeseen changes that could not have been anticipated when the budget was set. Members pointed out the detrimental practice of end of year spending to avoid budget cuts, arguing that successful budget management should focus on cost reduction and achieving underspends.

Members raised concerns regarding the significant increase in election expenses, noting a 100% rise, compared to previous years, and discussed the potential to consolidate elections to occur once every four years. It was noted however, that the costs associated with elections and the administration of the electoral roll are integral to maintaining democratic processes.

On being put to the Council the motion was declared CARRIED by the Chair of Council, the voting being 25 For, 0 Against, 11 Abstention.

RESOLVED:

1. That the revenue budget virements as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
2. That the revenue budget supplementary estimates as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
3. That the revenue variances to be managed as set out in appendices 1 to 3 be noted.
4. That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.

35b LOCAL DEVELOPMENT SCHEME

Councillor Stephen Giles-Medhurst moved the recommendation as set out in the report, seconded by Councillor Louise Price.

Councillor Khalid Hussain left the meeting at 20:24 and returned at 20:26.

The Conservative Group expressed their disapproval of the proposal to modify the local plan in light of the new NPPF. They argued that relying on uncertain solutions undermines the integrity of the Green Belt, and emphasised the need for a robust evidence base to support any claims of harm. Furthermore, they highlighted the importance of preparing for potential changes in government and planning regulations. Councillor Oliver Cooper stated that he wished to put forward an amendment to ensure that evidence gathering for a low growth option is prioritised. Councillor Cooper offered to provide the proposed amendment in a written format, and confirmed that it has been sent via email to all Members of the Council, Chief Executive and the Monitoring Officer.

Councillor Anne Winter left the meeting at 20:32 and returned at 20:34.

Councillor Philip Hearn tabled the proposed amendment as follows, seconded by Councillor Oliver Cooper:

- 1. To instruct and delegate power to officers to finish compilation of evidence base required for the Low Growth Option in the event that the NPPF commencement date is later than February 28th.*
- 2. To instruct and delegate power to officers to commence a Regulation 19 consultation on the Low Growth Option at the earliest opportunity, to last no longer than six weeks and one day.*
- 3. To arrange an emergency full council meeting at any notice and on any day required to amend the Local Development Scheme to fit that timeline.*
- 4. To agree £250,000 budget allocation for completion of said works.*

The Conservative Group emphasised the critical need to protect the Green Belt in Three Rivers, and argued that the current NPPF does not require the redrawing of Green Belt boundaries. In addition, they urged immediate action to seize the opportunity to safeguard the Green Belt to prevent potentially disastrous consequences for local residents and the environment.

Councillor Sarah Nelmes left the meeting at 20:38 and returned at 20:39.

Members debated the proposed amendment; the Liberal Democrat Group expressing disappointment regarding the claims about planning feasibility, emphasising the importance of professional advice from Council officers.

The Conservative Group emphasised that the proposed amendment regarding the NPPF is contingent upon its publication date, specifically pointing out that if the NPPF is published after 28 February 2025, the amendment becomes non-operative. Furthermore, they pointed out that if the NPPF is not finalised, there should be no misunderstanding within the Council about delegating authority, or taking action based on an incomplete framework.

Councillors Joan King and Stephen King left the meeting at 20:49 and returned at 20:55.

Councillor Oliver Cooper moved for a recorded vote on the proposed amendment, seconded by Councillor Philip Hearn.

In response to a question raised regarding Councillors Joan King and Stephen King being able to vote on the proposed amendment, the Monitoring Officer confirmed that Councillors Joan King and Stephen King had not been present for a considerable amount of time whilst the proposed amendment was debated, therefore, they could not vote on the amendment.

The Monitoring Officer stated that the recorded vote will be taken in order of the seating arrangements.

On being put to the Council the proposed amendment fell; the outcome of the recorded vote was as follows:

FOR: (11) Councillors Christopher Alley, Abbas Merali, Lisa Hudson, Mike Sims, Vicky Edwards, Andrea Fraser, Ciarán Reed, Oliver Cooper, Philip Hearn, Reena Ranger, Debbie Morris.

AGAINST: (23) Councillors Stephen Cox, Cheryl Stungo, Chris Mitchell, Narinder Sian, Steve Drury, Andrew Scarth, Sarah Nelmes, Stephen Giles-Medhurst, Louise Price, Chris Lloyd, Jon Tankard, Jonathon Solomons, Chris Whately-Smith, Elinor Gazzard, Khalid Hussain, Anne Winter, Kevin Raeburn, Tom Smith, Keith Martin, David Major, Harry Davies, Tony Humphreys, Raj Khuroya.

ABSTAINING: (0)

The Chair declared that the amendment, proposed by the Conservative Group, fell.

Members proceeded to discuss the substantive motion, reiterating that the primary goal is to protect the Green Belt for residents, and highlighted the challenges posed by shifting government policies and the necessity of proper resourcing for the small team working on the local plan.

Members acknowledged support from the Three Rivers Joint Residents Association and expressed their gratitude for the contributions of several Members and officers involved in the local plan. Furthermore, they emphasised the importance of further work and evidence needed to protect the Green Belt.

In response to a question raised regarding Councillors Joan King and Stephen King being able to vote on the substantive motion, the Monitoring Officer confirmed that they can vote on the substantive motion, the reason being that Councillors Joan King and Stephen King had been present for the initial debate, prior to the amendment, and returned in time to participate in the discussion of the substantive motion.

On being put to the Council the substantive motion was declared CARRIED by the Chair of Council, the voting being 25 For, 11 Against, 0 Abstention.

RESOLVED:

To agree the Local Development Scheme as set out in Appendix 3.

35c THREE RIVERS DISTRICT COUNCIL CCTV POLICY 2024

Councillor Andrew Scarth moved the recommendation as set out in the report, seconded by Councillor Stephen Giles-Medhurst.

Councillor Tom Smith left the meeting at 21:12 and returned at 21:13.

Members considered the recommendation discussing the need to reduce the operating costs associated with the Community Crime Data Base (CCDB) while ensuring effective monitoring and data protection. A potential to explore a partnership with the Hertfordshire CCTV Partnership was suggested to enhance resource sharing and reduce expenses. However, Members pointed out that investigations revealed the proposals infeasibility due to the unique data handling of the Council's existing camera systems, which differ from those used by other councils.

It was highlighted that community consultation showed a clear favour for the implementation of these security measures, reinforcing the argument that this initiative is not only sensible but also beneficial for the residents.

On being put to Council the motion was declared CARRIED by the Chair of Council having been agreed by general assent.

RESOLVED:

1. To agree the adoption of the new CCTV policy 2024 – 2028.
2. To delegate Authority to Associate Director of Corporate, Customer and Community to authorise minor changes to the policy, such as terminology, clarification, or administrative corrections with no significant impact.

35d ANTI-SOCIAL BEHAVIOUR POLICY

Councillor Andrew Scarth moved the recommendation as set out in the report, seconded by Councillor Sarah Nelmes.

On being put to the Council the motion was declared CARRIED by the Chair of Council, the voting being 25 For, 0 Against, 11 Abstention.

RESOLVED:

To agree the Three Rivers District Council Antisocial Behaviour Policy 2024.

35e RISK MANAGEMENT STRATEGY

Councillor Stephen Giles-Medhurst moved the recommendation as set out in the report, seconded by Councillor Tony Humphreys.

Members expressed their gratitude to the Director of Finance and her team for their diligent management of fiscal risks.

Councillor Philip Hearn proposed an amendment to the Risk Management Strategy, seconded by Councillor Oliver Cooper, emphasising that the Green Belt is a crucial area that warrants consideration, and suggested adding the following amendment to Appendix A of the report:

- *To add a separate column to the right of the second table at Appendix A, concerning impact of the Green Belt. The precise risk thresholds to be agreed by the Audit Committee.*

Members expressed uncertainty about how the proposed amendment to include the impact of the Green Belt aligns with the Council's financial policies, particularly in relation to impact classification and legal obligations.

The Chair requested for the proposed amendment to be provided in writing to Members, the Chief Executive and the Monitoring Officer.

Councillor Harry Davies left the meeting at 21:22 and returned at 21:23.

The Chief Executive clarified that while the Risk Management Strategy focuses on corporate risks, there should be a debate on whether certain risks ought to be included in the strategy, on the basis that this is about corporate risks to the organisation, as outlined in 7.1 within the strategy.

The Conservative Group argued against the misconception that the Risk Management Strategy is solely financial, emphasising the importance of including non-financial factors

such as service disruption, reputation, legal obligations and community impact. They suggested that specific thresholds, related to Green Belt development should be established to better mitigate risks and delegating the setting of these thresholds to the Audit Committee.

Members raised concerns that there seem to be a fundamental misunderstanding regarding the purpose of the table within the Risk Management Strategy, and while they supported the importance of the Green Belt, they argued that this discussion was not appropriate for the current meeting, and should be debated at the Audit Committee with auditors present. Furthermore, they expressed frustration that this had not been raised prior to the meeting, and emphasised the need for proper procedure, including consulting with officers and allowing for a thorough review of the suggestion. In addition, Members proposed that the item be withdrawn unless an immediate decision was legally required.

The Chief Executive responded by clarifying that the decision to withdraw the amendment to the motion lies with the proposer. If the proposer chooses not to withdraw the amendment, a decision will be required.

Councillor Philip Hearn stated that he wished to withdraw the amendment to the motion, on the understanding that the proposed amendment will be considered at the next Audit Committee meeting.

Councillor Stephen Giles-Medhurst reiterated that Councillor Philip Hearn had withdrawn his proposed amendment based on the agreement that the amendment will go to Audit Committee for consideration. In response the Chief Executive clarified that a vote is then required on the substantive item if it is to remain on the agenda.

On being put to the Council the substantive motion was declared CARRIED by the Chair of Council, having been agreed by general assent, subject to the suggested changes to the strategy being considered at the Audit Committee.

RESOLVED:

To agree the Risk Management Strategy, as recommended by the Audit Committee and Policy and Resources Committee, subject to the suggested changes to the strategy being considered at the Audit Committee.

35f CIL SPENDING REQUESTS JULY 2024

Councillor Stephen Giles-Medhurst moved the recommendation as set out in the report, seconded by Councillor Louise Price.

Members expressed gratitude to all those involved in the four CIL applications.

Councillor Joan King confirmed that securing the additional CCTV provision was due to Councillor Stephen Cox's efforts.

Members noted with strong disapproval that misinformation had been circulated about the alleged influence of Parish Councillors on police actions, emphasising that such claims are unfounded, and voiced their concerns about names being used in a leaflet without proper context.

It was noted that the amount received for the Sarratt Parish Council KGV pavilion is substantial but not the full amount initially requested. The possibility for Council to consider any funding applications favourably in future was suggested.

The Conservative Group addressed concerns regarding the CCTV policy, emphasising that the primary issue lies not in capital costs but in operational expenses. They highlighted data from Hertfordshire Constabulary indicating that certain areas in Three Rivers are particularly vulnerable to crime, revealing three key blind spots in the current CCTV allocation. They expressed reservations about the current distribution of cameras, noting that only two of the allocated cameras are roving, while the others are fixed and unable to monitor other hotspots. They proposed an amendment for a more strategic allocation of CCTV resources to in three high-priority areas.

The Chair requested for the proposed amendment to be provided in writing, which was then circulated by Councillor Oliver Cooper electronically.

Councillor Oliver Cooper proposed the following amendment, seconded by Councillor Ciarán Reed:

- *CIL allocation for further cameras in:*
 - *Mill End and Moneyhill*
 - *Near M25 Junction 18*
 - *Outside the Co-op in Carpenders Park*

Members argued that the amendment lacked necessary figures and stated that the allocation process is under the jurisdiction of the Community Safety Partnership. It was noted that some cameras have been relocated, specifically in Carpenders Park, which is acknowledged in the report.

Councillor Sarah Nelmes proposed to move to the next business, seconded by Councillor Chris Lloyd.

The Monitoring Officer stated that Council will move to a vote on the proposed amendment.

On being put to the Council the proposed amendment fell, the voting being 11 For, 22 Against, 3 Abstention.

The Chair declared that the amendment proposed by the Conservative Group fell.

The Chair stated that Council will now vote on the substantive motion.

On being put to the Council the substantive motion was declared CARRIED by the Chair of Council, having been agreed by general assent.

RESOLVED:

1. To approve CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2024/2025:

Applicant & Project Name	Infrastructure	CIL Amount
Sarratt Parish Council KGV pavilion (Appendix 2)	The project is to improve the existing local multiple sport and recreation facilities by upgrading the KGV pavilion to conform with safeguarding standards, environmental, energy efficiency and hygiene requirements.	£200,000

Three Rivers Community Safety Partnership (Appendix 3)* <i>*note the additional camera provision as agreed by the Policy and Resources Committee on 11 November 2024 may not be reflected in the appendix.</i>	Provision of CCTV cameras	£76,716
HCC Croxley Green Library (Appendix 4)	Reconfiguration of the Young Adult Area and Local Studies Area at Croxley Green Library	£10,500
Oxhey Jets Football Club (Appendix 5)	Replacement of existing grass football pitch with a sustainable full-size 3G Football Turf Pitch (FTP) with LED floodlighting, fencing, terracing, storage and equipment. Improvements to pitch access including disabled entrances. Renovation of the OJFC B7clubhouse and team changing facilities.	966,000.

2. That final funding and implementation of the 4 agreed projects is delegated to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to determine to enable the agreed projects to be progressed and implemented.
3. That authority is delegated to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to amend budgets to allow the CIL allocations to be actioned and the monies spent.

36 POLICY AND RESOURCES COMMITTEE RECOMMENDATIONS - 2 DECEMBER 2024

36a FEES AND CHARGES 2025/26

Councillor Stephen Giles-Medhurst moved the amended recommendation, seconded by Councillor Sarah Nelmes as follows:

1. Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 1 to be effective from 13 January 2025 *but that officers are instructed to research and provide a further report to the Policy and Resources Committee on FPNs in relation to Section 33 Environmental Protection Act, Fly Tipping, Domestic Duty of Care, and Depositing Litter when those Fees may be reconsidered. This to include consideration of sliding fee scales up to the maximum permitted, whilst*

noting the Council under its current practice will proceed to prosecution without a FPN on incidences of tipper load dumping of waste.

2. Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 2 to be effective from 1 April 2025
3. Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 3 to be effective from 1 April 2025
4. Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 4 to be effective from 1 April 2025

Councillor Chris Lloyd proposed to move to a vote without further debate, seconded by Councillor Louise Price.

The Chair stated that Council will now vote on the motion.

On being put to the Council the motion was declared CARRIED by the Chair of Council, the voting being 25 For, 0 Against, 11 Abstention.

In response to a question raised regarding a potential amendment, the Chief Executive explained that the motion had been received before any amendments could be considered and the motion was seconded, leading to a vote being called.

RESOLVED:

1. To approve the Fees and Charges set out in the schedule at Appendix 1 to be effective from 13 January 2025;
2. To approve the Fees and Charges set out in the schedule at Appendix 2 to be effective from 1 April 2025;
3. To approve the Fees and Charges set out in the schedule at Appendix 3 to be effective from 1 April 2025;
4. To approve the Fees and Charges set out in the schedule at Appendix 4 to be effective from 1 April 2025.

37 BUSINESS RATE POOLING 2025/26

Councillor Jonathon Solomons moved the recommendation as set out in the report, seconded by Councillor Stephen Giles-Medhurst.

The critical importance of council pooling was discussed with a highlight on the decision for Three Rivers not to join the Hertfordshire pool, and a more proactive approach to exploring pooling opportunities was suggested.

Members emphasised that discussions on business rate pooling should have been raised in earlier meetings and highlighted that legal and financial guidance had been provided.

On being put to the Council the motion was declared CARRIED by the Chair of Council, having been agreed by general assent.

RESOLVED:

1. That Council agrees in principle that Three Rivers District Council enters into the Hertfordshire Business Rates Pool, subject to the Government accepting its application to form a pool.
2. That Council delegate authority to the Chief Executive and the Director of Finance to sign up to the Hertfordshire Business Rates Pool, within 28 days of the Local Government Finance Settlement.

The meeting closed at 22:00.

38 LEAD MEMBER REPORTS

The item was not reached.

39 QUESTIONS TO THE LEADER AND LEAD MEMBERS

The item was not reached.

40 REPORTS OF, AND QUESTIONS TO, COMMITTEE CHAIRS

The item was not reached.

41 MOTIONS

The item was not reached.

CHAIR

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**QUESTIONS FROM
MEMBERS OF THE
PUBLIC**

25/02/2025

Question to the Lead Member for Leisure, from David Caiden, Chair, Eastbury Residents Association

ERA has been advised by your Leisure Services Manager that we will be charged a full Fun Fare licence fee for our Summer Fair this year which amounts to £775.83. In previous years the charge has been about £220. This is clearly a huge increase and we wonder if there has been some error? We put some relevant points below.

1. The rides are children's rides. They comprise bouncy castles and three or four young children's rides only (e.g. teacup ride, chair plane, roundabout and tiny cars track). Primary school summer fairs have similar rides. We believe children's rides should not attract a full Fun Fair charge and indeed the "children only" issue had previously been given as the reason for a reduced charge. So, it seems precedent is not being applied.
2. We have checked what charges were levied for the similar Rickmansworth Winter Fair and were informed this was about £270. We do understand there is a difference between a fair on a paved surface and on grass and that a higher damage deposit may apply. It does seem odd though that the base charge should vary so much.
3. We do not believe that the operator is making any significant profit from the rides (he maintains his charges barely cover his costs) and the fee charged would need to be paid by ERA not the rides operator.

The ERA Summer Fair is our main annual community event. It is very popular with local families and is supported by our local councillors from the Batchworth Community Council (which is our main funder). We do therefore hope you are able to reconsider this proposed 253% increase to the customary charge.

Will the Council reconsider its decision to charge £775.83 for the Eastbury Summer Fair?

Response:

The Hire of Grounds fees and charges have been agreed through Policy and Resources Committee and Full Council and have been published on the Three Rivers District Council website. The charge for a charity / not for profit / school fete is £220.83 (ex. VAT) and the charge for a Funfair is £775.83 (ex. VAT). The Eastbury Residents Association have been advised that including fairground rides, regardless of the number or size, results in the agreed hire charge of £775.83. The price difference relates to the amount of damage rides cause the ground – both through installation and during the period they are in place. In previous applications from the Eastbury Residents Association (ERA), there has been ambiguity over what exactly was being provided on the site as part of the fair. Should the ERA wish to exclude funfair rides, then the hire of grounds charge would revert back to the £220.83 fee. These fees are applied to all groups and organisations wishing to hire grounds that are managed and maintained by Three Rivers District Council in a fair and consistent manner

Question to the lead member for general public services, Councillor Sarah Nelmes, from Michael Charnock, Decorscene, Rickmansworth

why are the business permits for the new West Rickmansworth parking scheme so expensive as they should be free or at least a minimum charge of £50 and no more additional parking warden patrols are even taking place currently.

Response:

The cost of business permits takes into account a number of service costs including the parking enforcement and permit service provision. It also reflects the cost of parking in a space long term if a long term tariff was applied. Our parking enforcement service provider, Hertsmere Borough Council, have confirmed they visit the Rickmansworth West locality up to 4 times a week. Times visited and time spent there varies with Civil Enforcement Officers sometimes spending most of the day in the vicinity.

Whilst no individual parking scheme is costed and balanced, the expenditure and income arising from a scheme is used to balance the Parking Account; this balances the income we receive from parking against the costs of maintaining parking and undertaking parking enforcement. The parking account is currently in deficit

Question to the lead member for Leisure, Cllr Chris Lloyd, from Rachel Clarke:

Council Meeting Question. Plaque for Barbara Owen MBE

We would very much like to request a plaque in memory of Barbara Owen MBE who ran the Rickmansworth Society for many years, amongst other community work.

She was a very special person who was very well known locally and a huge contributor to local groups for many years.

This has been in discussion with TRDC for over a year now.

We would like the plaque to feature on the brick pillar in the Rose Garden, next to the gate leading to the Community Garden.

Please see the mock up below.

This would be paid for by the funds left over when the Rickmansworth Society was dissolved.

Please could we obtain permission for this to go ahead.

Response:

Thank you for your request regarding the placement of a plaque in memory of Barbara Owen MBE. The Council acknowledges Barbara's significant contributions to the local community and understands the motivation behind this request.

The initial application included a request for two benches in the Community Orchard and a memorial plaque on the exterior of Basing House. However, the request for an exterior plaque was rejected due to Basing House's Grade II listed status. As an alternative, the Council suggested placing a plaque inside Basing House.

The applicant was advised to submit a request for memorial benches via the Council's application form on its website. While we understand the desire to provide handmade benches, the Council must ensure compliance with health and safety standards and robust manufacturing requirements. Therefore, the Council sources benches from a supplier with the necessary guarantees and validation.

Recently, the Council was also asked to consider a plaque within the Rose Garden and Community Orchard. This proposal is not acceptable to the Council, particularly as suitable alternative options have been provided to the applicant.



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Financial Planning Recommendations report – as considered and agreed by the Policy and Resources Committee, 27 January 2025

8. FINANCIAL PLANNING - RECOMMENDATIONS (DoF)

1. Summary

1.1 This report enables the Committee to make its recommendations on the Council's Revenue and Capital budgets and Treasury Management Policy for the period 2025/26 to 2027/28 (medium term) to Council on 25 February 2025.

2. Details

Context

2.1 The Committee is reminded that each Financial Planning report on this agenda needs to be considered before the recommendations on this report are agreed.

Revenue Budget

2.2 The Committee should agree the revenue budget as amended for any growth or additional savings it proposes to add.

Capital Strategy and Investment Programme

2.3 The Committee should agree the level of capital investment for 2025/26 to 2027/28 having regard to any balances it wishes to see carried forward.

3. Options/Reasons for Recommendation

3.1 The recommendation below enables the Committee to make recommendations to the Council on 25 February 2025 concerning the Council's corporate framework, service and financial plans.

4. Policy/Budget Reference and Implications

4.1 The recommendations in this report contribute to the process whereby the Council will approve and adopt its strategic, service and financial plans under Article 4 of the Council's Constitution.

5. Equal Opportunities Implications

5.1 The Equality Impact Assessment Relevance Test is attached at Appendix 1.

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

5.2 Services changes arising from the budget will be subject to individual Equality Impact Assessments.

6. Financial Implications

6.1 The key financial implications for the Council are: -

- Officers recommend a minimum prudent revenue balance of **£2,000,000** in the light of the financial and budgetary risks.
- The general fund balance on 31 March 2028 is forecast to be **£2,549,076**.
- A 2.99% **increase** in its Council Tax charge for 2025/26 to 2027/28
- Capital balance is estimated to be **£2,884,010** on 31 March 2028.

7. Legal Implications

- 7.1 Various professional codes, statutes and guidance regulate the Council's capital and treasury management activities. These are:
- the Local Government Act 2003 ("the 2003 Act"), provides the statutory powers to borrow and invest and prescribes controls and limits on these activities, and in particular within the Local Authority (Capital Finance and Accounting) (England) Regulations 2003
 - the 2003 Act permits the Secretary of State to set limits on either the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken.
 - Statutory Instrument (SI) 3146 2003 ("the SI"), as amended, develops the controls and powers within the 2003 Act.
 - the SI requires the Council to undertake borrowing activity with regard to the Prudential Code. The Prudential Code requires indicators to be set – some of which are absolute limits – for a minimum of three forthcoming years.
 - the SI also requires the Council to operate the overall treasury management function with regard to the CIPFA TM Code
 - under the terms of the Act, the Government issues "Investment Guidance" to structure and regulate the Council's investment activities. The emphasis of the Guidance is on the security and liquidity of investments.
 - Localism Act 2011
- 7.2 The Local Government Finance Act 1992 stipulates that the Council must set an amount of council tax payable for the financial year 2025/26 by 11 March 2025.
- 7.3 There are statutory requirements in relation to consultation with users of the services the Council provides, employees and employee representatives.
- 7.4 When considering decisions on the budget and the level of Council Tax, Members should have regard to the legal framework for such decisions.
- 7.5 It may not be set before all precepts have been issued and the decision cannot be delegated to a committee or to Officers. Before setting the level of the tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimated to be brought forward from previous years, and any amounts required to be transferred between funds. The tax itself must be sufficient to cover the difference between the agreed budget less government grants, retained Business Rates and other grants credited to the consolidated revenue account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous years.

- 7.6 In reaching decisions on these matters, Members are bound by the general principles of administrative law and must not fetter their discretion. All relevant considerations must be taken into account and disregard irrelevant ones. Any decision made must be one that only a reasonable authority, properly directing itself, could have reached. Members must also balance the interests of service users against those who contribute to the Council's finances. The full resources available to the Council must be deployed to their best advantage and Members must act prudently.
- 7.7 Among the relevant considerations, which Members must take into account in reaching their decisions, are the views of business ratepayers and the advice of officers. The duty to consult representatives of nondomestic ratepayers on the Council's expenditure plans which existed under previous legislation is repeated in Section 65 of the Local Government Finance Act 1992.
- 7.8 In considering the advice of officers, and the weight to be attached to that advice, Members must have regard to the personal duties placed upon the Director of Finance, the Council's Section 151 Officer. The Council may take decisions which are at variance with their advice, providing there are reasonable grounds to do so. However, Members must take into consideration their exposure to a personal risk if they disregard clearly expressed advice, for example, as to the level of provision required for contingencies, bad debts and future liabilities.
- 7.9 The Council is required by the Local Government Act 1972 and by the Accounts and Audit Regulations 2015 to ensure that the Council's budgeting, financial management, and accounting practices meet relevant statutory and professional requirements. Furthermore Section 25 of the Local Government Act 2003 requires the Director of Finance to report on the robustness of the budget estimates and the adequacy of reserves to which Members must have regard.
- 7.10 Members must also have regard to and be aware of the wider duties placed upon the Council by various statutes governing the conduct of its financial affairs. These include the distinction between revenue and capital expenditure, specified within the Local Government and Housing Act 1989. The Local Government Act 2003 requires that the prudential borrowing limits are set by the Council having regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code ("the code"). This sets out a framework for self-regulation of capital spending, in effect allowing Councils to invest in capital projects without any limit, so long as they are affordable, prudent and sustainable. To facilitate this arrangement the code requires the Council to agree and monitor a number of prudential indicators.
- 7.11 Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of Council Tax which have been outstanding for two months or more to attend any meeting of the Council or one of its committees at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that they are in arrears and will not be voting on the decision for that reason. The Member concerned must then abstain from voting. The application of Section 106 is very wide and there have been successful prosecutions under this legislation. It can include meetings held at any time during the year, not just the annual budget meeting, and it may include meetings of committees or sub-committees as well as Council meetings. Members should be aware that the responsibility for ensuring that they act within the law at all times rest solely with the individual Member concerned.

- 7.12 Having set a budget at the beginning of the year, the Council is also under a duty to monitor that budget during the course of the year and to take remedial action if at any time it appears likely that expenditure will exceed available resources. Members are aware of the duty of the Section 151 Officer under Section 114(3) of the Local Government Finance Act 1988 to report to the Council if it appears that this will happen, and of the impact of Section 115(6) which prohibits any new agreement which would incur expenditure from being entered into following the issuing of such a report and pending its consideration by the Council. The Members of the Council, having received a Section 114 report are obliged to take all reasonable and practicable measures to bring the budget back into balance.
- 7.13 A Section 114 report is a serious matter which can destabilise an authority and can only be avoided by prudent budgeting and effective budgetary control. This adds emphasis to the need for an adequate contingency provision and a strong corporate commitment to holding chief officers accountable for containing expenditure within cash limits approved during the budget process.
- 7.14 It is the duty of the Director of Finance as the Section 151 Officer to provide the relevant financial information, which is or ought to be available and advise on the financial prudence of options before Members, and Members must take account of such information and advice in reaching their decisions. The Council is however free to take decisions which are at variance with the advice of those officers, providing there are reasonable grounds to do so.
- 7.15 The Director of Finance must consider whether in their view the Council has agreed a balanced budget which is capable of delivery taking all known factors into account. In the event that they consider this not to be the case, then they have a personal duty to indicate this by issuing the Council with a notice under Section 114 Local Government Finance Act 1988.

8. Risk Management Implications

- 8.1 The Committee should recommend that the financial and budgetary risks identified be incorporated into service plans as appropriate.

9. Recommendations

- 9.2 That the Policy and Resources Committee notes that the Administration will publish its final recommendations on Financial Planning 2025/26 to 2027/28 five working days prior to the Council meeting on 25 February 2025 and present them at this meeting.

Appendices

Appendix 1 Equality Impact Assessment Relevance Test

Report prepared by:

Sally Riley - Finance Business Partner

Alison Scott – Director of Finance

Background Papers:

2024/25 Budget Monitoring Reports

Fees & Charges Reports to Council for 2025/26

2025-28 Financial Planning Report

Form A – Relevance Test

Function/Service Being Assessed: Financial Planning 2025/26

Officer completing form: Sally Riley

Date of completion: 16 December 2024

1. Populations served/affected:

Universal (service covering all residents)?

Targeted (service aimed at a section of the community –please indicate which)?

2. Is it relevant to the general equality duty? (see Q and A for definition of ‘general duty’)

Which of these three aspects does the function relate to (if any)?:

1 – Eliminating discrimination, harassment and victimisation

2 – Advancing equality of opportunity

3 – Fostering good relations

Is there any evidence or reason to believe that some groups could be differently affected?

Yes

No

Which equality categories are affected?

Race

Age

Sexual Orientation

Disability

Sex

Religion

Gender reassignment

Marriage / civil partnership

Maternity / Pregnancy

3. What is the degree of relevance?

In your view, is the information you have on each category adequate to make a decision about relevance?

Yes (specify which categories)

No (specify which categories)

Are there any triggers for this review (for example is there any public concern that functions/services are being operated in a discriminatory manner?) If yes please indicate which:

Yes

No

4. Conclusion

On the basis of the relevance test would you say that there is evidence that a medium or high detrimental impact is likely? (See below for definition)

Yes

No

Note: if a medium or high detrimental impact has been identified then a full impact assessment must be undertaken using Form B.

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Financial Planning, revenue services report, as presented to the Policy and Resources Committee 27 January 2025

5. FINANCIAL PLANNING – REVENUE SERVICES

(DoF)

1 Summary

- 2 The purpose of this report is to enable the Policy and Resources Committee to consider the updated revenue budget for 2024/25, the proposed revenue budget for 2025/26 and indicative 2026/27 and 2027/28 revenue budgets, enabling their referral to Council. These budgets form the Medium Term Financial Plan (MTFP).
- 2.1 The report includes the budget monitoring information for the period to November 2024. The key changes from the original budget that was set in February 2024 are linked to inflation, including a positive variance on the SLM contract, the pay award and continuing high interest rates.
- 2.2 The Government has announced that Fair Funding, including the business rate reset, will come in from 2026/27. It is expected that more details, including exemplifications of the impact on individual authorities, will be released in the spring. For 2025/26 New Homes Bonus has been retained and the funding guarantee set at the same spending power (including council tax increases) as 2024/25. For 2025/26 the Government has guaranteed the level of Extended Producer Responsibility payments for local government. This is a non-hypothecated income source and is built into the base.
- 2.3 UK Shared Prosperity Fund has been retained for 2025/26, but with a much lower allocation for Three Rivers of £0.327m. The projects and funding have been built into the base budget.
- 2.4 The impact of increases in Fees and Charges agreed by full Council in December 2024 has been applied to the base budget. The increase in fees and charges is forecast to generate additional income of £135k in 2025/26, including the additional garage income agreed at the same meeting. The detail of the fees and charges is set out in Appendix 1.
- 2.5 The continued uncertainty about the level of resources available to the Council in future years is the key risk to the Medium Term Financial Strategy with the impact of Fair Funding reforms, including the Business Rate Reset, not being known until the Spring. Allocations of government support in the Provisional Settlement were highlighted as being indicative of future priorities for funding and as a result a prudent view of future resources has been built into the MTFS. Once there is more certainty over future funding levels, work will begin early on future years budgets in order to address any gap. The Council holds a sufficient level of reserves to manage the uncertainty around both funding and expenditure across the MTFP.
- 2.6 Officers have prepared a three-year Medium Term Financial Plan (MTFP) base budget for 2025/26 to 2027/28 which includes a revised estimate for the current year.

MEDIUM TERM FINANCIAL PLAN 2024/25 to 2027/28

Funding	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,262,427)	(8,594,564)	(8,939,869)
<i>Parish Precepts (£)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>
Total Taxation (£)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,763,018)	(11,095,155)	(11,440,460)
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	124,592	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,500)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(273,000)	(300,000)	(300,000)
Total Grant Funding (£)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,264,908)	(2,995,000)	(2,795,000)
Total Taxation & Grant Funding (£)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,027,926)	(14,090,155)	(14,235,460)

Financial Statement - Summary	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Committee - Net Cost Of Services								
General Public Services and Economic Development	4,480,576	4,535,325	4,599,031	4,994,887	4,994,887	4,571,161	4,530,581	4,530,581
Climate Change, Leisure and Community Policy and Resources	1,952,185	2,032,948	2,037,090	2,079,699	2,079,699	2,049,852	2,100,484	2,100,484
Policy and Resources	5,270,374	5,411,429	5,743,677	5,865,827	5,865,827	5,660,736	5,897,075	5,897,075
Period 8 Variances	0	0	0	0	81,596	193,428	235,784	498,129
Growth Bids	0	0	0	0	0	770,135	657,705	658,051
Extended Producer Responsibility Payments	0	0	0	0	0	(883,000)	(800,000)	(800,000)
Sub-Total	11,703,135	11,979,702	12,379,798	12,940,413	13,022,009	12,362,312	12,621,629	12,884,320
Other								
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	741,766	741,766
Interest Received	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,850,000)	(710,000)	(710,000)	(710,000)
Period 8 Variances	0	0	0	0	0	(400,000)	(266,470)	(176,970)
Sub-Total	2,456,197	2,456,197	2,406,197	1,366,197	1,366,197	2,145,857	2,265,887	2,355,387
Net Expenditure	14,159,332	14,435,899	14,785,995	14,306,610	14,388,206	14,508,169	14,887,516	15,239,707
Income from Council Tax, Government Grants & Business Rates	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,027,926)	(14,090,155)	(14,235,460)
(Surplus)/Deficit Before Use of Earmarked Reserves	250,734	527,301	877,397	398,012	479,608	480,243	797,361	1,004,247
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(147,587)	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	250,734	527,301	877,397	398,012	332,021	132,656	797,361	1,004,247

Movement on General Fund Balance	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(4,483,339)	(4,350,684)	(3,553,323)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	877,397	398,012	332,021	132,656	797,361	1,004,247
Creation of Additional Earmarked Reserves	0	0	0	0	211,868	0	0	0
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,149,831)	(4,629,216)	(4,483,339)	(4,350,684)	(3,553,323)	(2,549,076)

Movement on Economic Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)
COVID-19 Impact for Year	0	0	0	0	147,587	347,587	0	0
Closing Balance at 31 March	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)	(1,035,314)

Total Reserves Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(5,866,240)	(5,385,998)	(4,588,637)
Impact for Year	250,734	527,301	877,397	398,012	691,476	480,243	797,361	1,004,247
Closing Balance at 31 March	(6,306,982)	(6,030,415)	(5,680,319)	(6,159,704)	(5,866,240)	(5,385,998)	(4,588,637)	(3,584,390)

Total Reserves	(6,306,982)	(6,030,415)	(5,680,319)	(6,159,704)	(5,866,240)	(5,385,998)	(4,588,637)	(3,584,390)
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3 Details

2024/25 Forecast Position

- 3.1 The original net revenue budget for 2024/25 plus carry forwards from 2023/24 was £14.436m. The latest forecast budget is £14.306m (approved by Council on 10 December 2024). The table below shows the approved changes to date and the variances reported for this period (end of November) to give a forecast outturn position of £14.388m.

Revenue Budget 2024/25	£000
Original Net Revenue Budget	14,159
Carry Forward from 2023/24 (Year end report July 2024)	277
Original Budget Plus Carry Forwards from 2023/24	14,436
Variances previously reported	(130)
Previous Forecast	14,306
Supplementary Estimates reported this Period	(113)
Variances to budget reported this Period	195
Forecast Outturn Position	14,388

- 3.2 At the end of November, Services show an estimated unfavourable variance of £0.082m. The budget will be changed to reflect this outturn forecast if approved at Council. Details of the Supplementary Estimates and Variances to budgets, along with budget virements in the period are contained in Appendices 1-3.

3.3 The table below shows the net direct expenditure budgets, actuals to date, forecast outturn and variance for each service committee.

Committee	2024/25 Revenue Account - General Fund Summary							
			(C)	(A)		(B)	(B-A)	(B-C)
	Original Budget	Original Budget Plus 2023/24 Carry Forwards	Latest Budget	Previous Forecast	Net Spend to Date	Latest Forecast	Supplimentary Estimates and Variances	Variation to Latest Budget
	£000	£000	£000	£000	£000	£000	£000	£000
General Public Services, Community Safety & Infrastructure	4,481	4,535	4,599	4,995	2,618	5,303	308	704
Climate Change, Leisure & Housing	1,952	2,033	2,037	2,080	(976)	1,967	(113)	(71)
Policy & Resources	5,270	5,411	5,744	5,866	8,345	5,753	(113)	9
Total Service Budgets	11,703	11,980	12,380	12,940	9,988	13,022	82	642
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,456	2,456	2,406	1,366	1,634	1,366	0	(1,040)
Net General Fund	14,159	14,436	14,786	14,307	11,622	14,388	82	(398)

The main items that contribute to the net unfavourable services variance of £0.082m are set out in the following table:

		£000
1.	2024/25 Pay Award and Restructure of Services	395
2.	Salary Contingency (applied to services in 1. Above)	(395)
3.	Other Contingency (offsetting Bank Charges in 4 below)	(80)
4.	Increased Bank Charges and Credit/Debit Card Charges	80
5.	Increase in NNDR due to empty properties that are TRDC responsibility	77
6.	Inflationary Increase on SLM contract	(199)
7.	Aquadrome road bridge survey, sewage pump works and electricity	44
8.	Reduction in income on shops due to the liquidation of a tenant in Furtherfield	40
9.	Increase budget required for Local Plan evidence work	45
10.	Other	75
	Total	82

3.4 The forecast for Revenue Reserves at the end of 2024/25 is shown at Appendix 4.

2025/26 to 2027/28 - The Medium Term Financial Plan (MTFP)

3.5 Looking ahead over the next three years, the MTFP has been prepared against the continued backdrop of uncertainty about government funding, rising demand for services and increasing expectations from stakeholders for levels of service provision.

3.6 The Provisional Local Government Settlement, which provides details of central government funding to local authorities, was published on 18 December. This was a one year settlement providing detailed funding information for 2025/26 only. This means that grant funding beyond 2025/26 remains uncertain. Further detail is provided in section 4 below.

3.7 The MTFP includes a budget to provide for a 2% pay award in 2025/26 and in future years, in addition to the costs of applying increases in the real living wage and the changes to National Insurance. The formal pay award for 2024/25 has been agreed and implemented and future year pay awards will be subject to negotiation. There is a risk that the pay award could be higher as the increase to cost of living is above the BoE target. However, any increase will need to be balanced against affordability for the sector, and Government public sector austerity targets, as any pay award will need to be funded from existing budgets.

3.8 Services have worked hard during the budget setting process to keep budget growth to a minimum and remain within their budget limits without affecting service delivery. Unavoidable growth relating to policy commitments and statutory or contractual requirements has been included in the base budgets.

3.9 Appendix 5 shows the cumulative impact of all the variances reported for the current period (end of November) that affect all years. Where variances flow through into future years these have been incorporated into the Medium Term Financial Plan for the financial years 2025/26 to 2027/28. The effect of all variances on the Council’s (surplus)/deficit for the year and the resulting forecast general fund balance over the medium term is shown below:

Movement on General Fund	2024/25 Forecast Outturn £000	2025/26 Indicative Budget £000	2026/27 Indicative Budget £000	2027/28 Indicative Budget £000
Balance at 1 April	(5,027)	(4,483)	(4,350)	(3,553)
(Surplus)/deficit for year	332	133	797	1,004
Creation of Additional Earmarked Reserves	212	0	0	0
Balance at 31 March	(4,483)	(4,350)	(3,553)	(2,549)

3.10 It is recommended that a balance of at least £2.000m should be retained in the General Fund to enable the Council to manage unexpected cost pressures or shortfalls in income. The Council has an additional earmarked reserve, the Economic Impact Reserve (EIR), to manage risk. This is forecast to be £1.383m at the end of March 2025 and is available to manage future economic downturn or loss of business rates. It is assumed that £0.147m will be utilised from the EIR in 2025/26 to manage the reduction in income from the leisure management contract following the reprofiling of the management fee to reflect the legacy impact of COVID-19 on activity levels and £0.200m will be used to fund the Local Plan Growth Bid. In future years the re-phased management fee will be above that assumed in the original bid such that this shortfall is recovered over the life of the contract.

- 3.11 The long term use of reserves to offset deficits is not sustainable or prudent. However, the forecast indicates that general balances will remain well above the risk assessed level of £2.000m over the MTFP period after taking account of meeting the budgeted deficit from general balances in 2025/26, 2026/27 and 2027/28.

Fees, Charges and Rents

- 3.12 The Council set its fees and charges for 2025/26, effective from 13 January 2025 and 1 April 2025, on 10 December 2024.

Funding the Revenue Budget

- 3.13 The overall Council Medium Term Financial Plan (MTFP) indicates a budget requirement (net expenditure) for 2025/26 of £14.504m. This will be funded from a number of sources, which are detailed in the following paragraphs.
- 3.14 On 18 December 2024 the Ministry of Housing, Communities and Local Government (MHCLG) issued the provisional local finance settlement for 2025/26. The provisional settlement was for a single year only and confirmed the continuation of new homes bonus and a 0% funding guarantee for district councils.
- 3.15 The provisional settlement confirmed the referenda limit for the district council element of council tax as 2.99% or £5 (whichever is the greater).
- 3.16 The Government has confirmed changes will be made in respect of 'fair funding', including the business rate reset, from 2026/27.
- 3.17 The Provisional Settlement is subject to consultation which closes on 15 January 2025 with the final settlement expected in February 2025. The allocations of funding to cover the increase in employers NI will not be known until the final settlement. The full cost is included in the draft budget.

Business rates

Business rates are collected by the Council, and the proceeds are shared between the District and County Council, and also with central Government to fund services. There is an element of risk and reward involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be £3.000m in 2025/26. The business rates retention scheme is volatile and estimating the outturn is complex due to factors such as appeals, demolitions, new builds, occupation and reliefs.

Un-ringfenced Government Grant

- 3.18 New Homes Bonus (NHB) is a non-ring-fenced grant relating to the number of new homes delivered in a local authority area that may be used at the discretion of the Council for either capital expenditure or to support the revenue account (or combination). For 2025/26, based on the provisional settlement, the Council expects to receive £0.233m, split 50:50 between the revenue budget and capital programme. The government has confirmed that this is a one-off allocation and does not attract legacy payments.
- 3.19 For 2025/26 Revenue Support Grant (RSG) of £0.099 will be received by Three Rivers.
- 3.20 For 2025/26 the government announced the continuation of the Funding Guarantee grant so that no local authority would see a reduction in core spending power. A grant of £0.174m will be received by Three Rivers in 2025/26 to ensure that it receives no less funding in 2025/26 than 2024/25. For 2025/26 the grant assessment includes the forecast increase in business rates as well as the increase in Council Tax revenue.

Council Tax for 2025/26

- 3.21 The Council needs to set a budget that gives an acceptable level of council tax and is balanced in the medium to long term using the resources at its disposal.
- 3.22 A council tax increase of 2.99% has been assumed for 2025/26. The Council expects to collect £8.262m of council tax income in 2025/26. A one percentage increase in the council tax rate generates approximately a £82,624 increase in Council Tax revenue.
- 3.23 The Localism Act 2011 introduced a power for local electorates to approve or veto excessive council tax rises. The Local Government Financial Settlement sets the limit above which any authority will be required to hold a council tax referendum. This was set at 3% or more or more than £5 for 2025/26.
- 3.24 A council tax increase of 2.99% is therefore included in the draft budget for 2025/26. Given the pressure on local government finances, the 3% or £5 limit has been maintained for future years.
- 3.25 The government assessment of core spending power assumes local authorities will increase Council Tax by the maximum amount available without triggering a referendum.

Council Tax Base

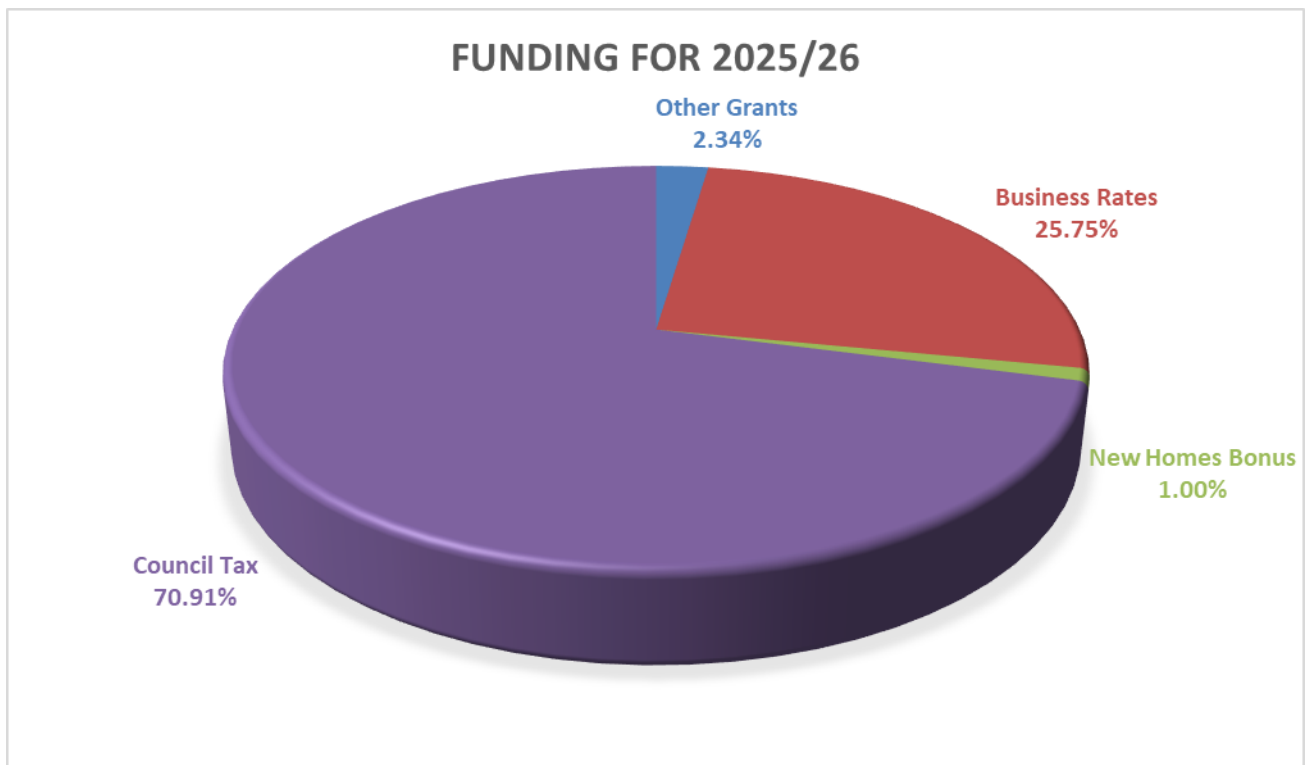
- 3.26 The Council Tax base for 2025/26 was set at the Council meeting on the 10 December 2024 and totalled 40,038.9.
- 3.27 A further increase of 1.0% is assumed for tax base growth in 2026/27 and 2027/28 in the MTFP. Despite this being higher than growth in 2024/25 and 2025/26, this remains a prudent estimate and is lower than the assumptions for growth included in the MTFP prior to COVID-19 when annual growth of 1.5% was expected.
- 3.28 Where amounts of Council Tax collected exceed the estimates made, the surplus is shared between the relevant major precepting authorities (Hertfordshire County Council, Three Rivers District Council and Hertfordshire Police & Crime Commissioner). In the same way, where amounts collected are lower than the estimates made, the deficit is shared between the relevant precepting authorities and recovered in the following year. To reduce risk for the Parish Councils, surpluses or deficits are not paid or charged to them.

Local Council Tax Reduction Scheme

- 3.29 It is proposed that the existing Council Tax Reduction Scheme is continued into 2025/26. The only changes that will be made are those necessary to align with the prescribed regulations.

Collection Fund

- 3.30 There is a statutory requirement to account separately for Council Tax and Business Rates. The Collection Fund has been established to achieve this. The Fund records all transactions such as the yield, exemptions, discounts, provisions for bad debts, payments to major preceptors to Central Government and takes into account collection rates.
- 3.31 The Council Tax setting process requires an estimate of the surplus or deficit at 31 March 2025 on Council Tax and Business Rates. The balances are distributed to the Council as the Billing Authority, the major preceptors and Central Government. For 2025/26, a deficit of £0.125m in relation to Council Tax will be recovered from Three Rivers as a result of slower than forecast tax base growth in 2024/25.
- 3.32 The chart below shows the value and proportion of each funding stream that supports the Council's revenue account for 2025/26.



Draft Revenue Estimates and General Fund Balance

3.33 Under Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (designated officer under section 151 of the Local Government Act 1972) must report to Council on the following matters:

- the robustness of the estimates made for the purposes of the calculations, and
- the adequacy of the proposed financial reserves.

The Director of Finance will make this report available alongside the final budget proposals to be considered by Council at its meeting on 25 February 2025

4 Options/Reasons for Recommendation

4.1 The recommendation below enables the Committee to make recommendations to the Council on 25 February 2025 concerning the Council's budget.

5 Policy/Budget Reference and Implications

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

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

6.1 See agenda item 8. Financial Planning Recommendations.

7 Financial Implications

7.1 Financial implications are set out in the main body of the report.

8 Legal Implications

8.1 The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the Council has to base its budget calculations upon regarding council tax and requires the Council to set a balanced budget having regard to the advice of its Chief Finance Officer (section 151 Officer). The setting of the budget is a function reserved to Full Council in accordance with Part 2, Article 4.02 of the Council's Constitution and the Policy and Resources Committee must therefore forward its recommendations on the budget to Full Council.

8.2 Section 30(6) LGFA 1992 provides that the Council has got to set its budget calculations before 11 March in the financial year preceding the one in respect of which the budget is set although, it is not invalid merely because it is not set on or after 11 March. However, it is important that the Council sets its 2025/26 budget by 11 March 2025 as any delay in setting council tax may leave the Council vulnerable to legal proceedings requiring it to set the tax.

9 Staffing Implications

9.1 The proposed budget focuses on management of existing vacancies and does not result in any change in number of permanent employees.

10 Risk Management Implications

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

10.2 In the officers' opinion none of the risks detailed in Appendix 6, in isolation, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks that will be included and managed via the Corporate Services Service Plan. The effectiveness of treatment plans are reviewed by the Audit Committee.

11 Recommendation

11.1 That the report be noted.

Report prepared by: Sally Riley – Finance Business Partner

Checked by: Alison Scott – Director of Finance

Background Papers

Reports and Minutes of the Policy and Resources Committee and Council

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

Appendices

Appendix 1 Service Committees Supplementary Estimates at end of November 2024/25 to 2027/28

Appendix 2 Service Committees Variances at end of November 2024/25 to 2027/28

- Appendix 3 Service Committees Virements at end of November 2024/25 to 2027/28
- Appendix 4 Reserves
- Appendix 5 Service Committees Medium term Financial Plan 2024/25 to 2027/28
- Appendix 6 Financial and Budgetary Key Risks

SERVICE COMMITTEES' SUPPLEMENTARY ESTIMATES AT END OF NOVEMBER 2024/25 TO 2027/28

General Public Services, Community Safety and Infrastructure										
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	£	2025/26	£	2026/27	£	2027/28	£
Land & Property Info Section	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,963		8,187		11,075		11,075	
Development Management	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	28,652		65,109		49,944		53,513	
Development Plans	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	7,375		17,030		21,538		23,411	
GIS Officer	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	1,737		2,861		2,861		2,861	
Total Economic Development & Planning Policy			41,727		93,187		85,418		90,860	
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	£	2025/26	£	2026/27	£	2027/28	£
Community Safety	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	33,986		38,801		38,935		38,935	
Community Partnerships	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	7,158		9,429		9,429		9,429	
Licensing	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	4,022		6,529		6,529		6,529	
	Income	2.5% increase in fees & Charges for Vehicle Licences - Private Hire	0		(1,550)		(1,550)		(1,550)	
Total Community Partnerships			45,166		53,209		53,343		53,343	

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Decriminalised Parking Enf Spa	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	1,027	5,022	7,039	9,386
Associate Director Customer & Community	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	2,352	3,863	3,863	3,863
Refuse Domestic	Income	2.5% increase in fees & Charges for Special Commercial fees	0	(1,110)	(1,110)	(1,110)
Trade Refuse	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	11,403	17,235	17,235	17,235
	Income	Increase in fees & charges of 2.5% for Bulky Domestic fees, Trade Refuse fees and Collect Glass/Paper/Card fees	0	(22,705)	(22,705)	(22,705)
Garden Waste	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	25,534	41,921	42,898	43,196
	Income	Increase in fees & charges of £5 per bin	0	(120,000)	(120,000)	(120,000)
Clinical Waste	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	1,720	2,689	2,689	2,689
	Income	2.5% increase in fees & Charges for Clinical Waste Collection fees	0	(3,100)	(3,100)	(3,100)
Environmental Protection	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	12,709	22,055	23,615	23,615
Waste Management	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	86,905	137,965	138,658	139,551
Street Cleansing	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	22,493	37,249	37,249	37,249
Total Public Services			164,143	121,084	126,331	129,869
Total General Public Services, Community Safety and Infrastructure			251,036	267,480	265,092	274,072

Climate Change, Leisure and Housing			2023/24 £	2024/25 £	2025/26 £	2026/27 £
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Corporate Climate Change	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	1,938	2,170	3,170	3,170
Animal Control	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	(909)	1,484	2,875	2,875
	Income	2.5% increase in fees & charges for Other Licences	0	(145)	(145)	(145)
Cemeteries	Income	2.5% increase in fees & Charges for Burial fees, Burial Rights fees and Memorial Fees	0	(6,040)	(6,040)	(6,040)
Trees and Landscapes	Income	2.5% increase in fees & Charges for Hire of Grounds	0	(180)	(180)	(180)
Total Sustainability and Climate			1,029	(2,711)	(320)	(320)

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Watersmeet	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	(1,931)	7,635	8,109	9,039
	Income	2.5% increase in fees & Charges for Lettings and Hall Hire fees	0	(4,200)	(4,200)	(4,200)
Playing Fields & Open Spaces	Income	2.5% increase in fees & Charges for Football fees	0	(425)	(425)	(425)
Leisure Venues	Third Party Payments	Inflationary Increase in SLM Contract	(266,354)	(266,354)	(266,354)	(266,354)
	Income	Inflationary Increase in SLM Contract	66,792	66,792	66,792	66,792
Leisure Activities	Employees	Variance includes revised employee estimates which takes into account changes in pay elements.	0	3,975	3,975	3,975
Leisure Development	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,487	31,922	44,959	52,763
Grounds Maintenance	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	21,041	39,995	39,995	39,995
Total Leisure			(176,965)	(120,660)	(107,149)	(98,415)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Housing Service Needs	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	10,189	21,056	20,798	9,189
Homelessness General Fund	Premises	Inflationary increase in management fee to Watford Community Housing Trust	8,180	8,180	8,180	8,180
	Supplies and Services	Inflationary increase for out of hours contract with Hertsmere Borough Council	700	700	700	700
Env Health - Residential Team	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,086	7,643	8,856	9,780
Total Housing, Public Health and Wellbeing			22,155	37,579	38,534	27,849
Total Climate Change, Leisure and Housing			(153,781)	(85,792)	(68,935)	(70,886)

Policy and Resources							
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £	
Corporate Management	Supplies and Services	Increase in budget required for Bank Charges of £63,000 and Credit/Debit Card Commission of £17,000, offset by contingency. Future years increase in External Audit Fees of £111,061.	80,000	191,061	191,061	191,061	
Major Incident Planning	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	2,741	4,932	4,913	5,744	
Director of Finance	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,378	5,392	5,392	5,392	
Miscellaneous Properties	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	175	250	250	250	
	Premises	Increase in NNDR rates budget required due to Sir James Altham Pool and 3G Pitch and empty units at Furtherfield, which we are liable for whilst they remain empty	77,372	0	0	0	
Asset Management - Property	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	8,067	22,864	25,647	25,647	
Finance Services	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	27,724	47,741	47,950	52,079	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(16,634)	(28,645)	(28,770)	(31,247)	
Council Tax Collection	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	30,764	47,022	48,481	49,694	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(18,766)	(28,683)	(29,573)	(30,313)	
Benefits & Allowances	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	56,351	89,633	91,511	95,210	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(32,120)	(51,090)	(52,161)	(54,270)	
NNDR	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,499	5,661	5,661	5,661	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(2,134)	(3,453)	(3,453)	(3,453)	
Revs & Bens Management	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	2,716	4,333	4,333	4,333	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(1,657)	(2,643)	(2,643)	(2,643)	
Fraud	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	5,425	9,026	9,026	9,026	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(3,255)	(5,416)	(5,416)	(5,416)	
Garages & Shops Maintenance	Income	Increase in fees and charges for garage rentals	0	(95,670)	(95,670)	(95,670)	
Chief Executive	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	(15,868)	(13,504)	(13,504)	(13,504)	
Performance Mgt & Scrutiny	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	22,149	25,835	27,858	28,704	
Debt Recovery	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	19,903	32,700	33,955	35,168	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(12,141)	(19,947)	(20,713)	(21,452)	
Associate Director of Strategy, Partnerships & Housing	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	2,733	4,490	4,490	4,490	
Finance Client	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	7,350	10,916	10,966	10,966	
	Income	Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years	(6,615)	(9,824)	(9,869)	(9,869)	
ICT Client	Third Party Payments	Increase in Shared Service recharge	0	59,721	60,856	61,990	
HR Client	Third Party Payments	Increase in Shared Service recharge	0	13,653	14,874	16,085	
Contingency	Employees	Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and other inflationary changes	(475,370)	(761,477)	(791,817)	(811,395)	
		Future Pay Awards, National Insurance increases and other staffing costs	0	340,000	520,000	920,000	
	Income	Future years Fees and Charges	0	0	(140,000)	(280,000)	
Total Resources			(234,213)	(105,122)	(86,365)	162,268	

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Customer Service Centre	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	26,513	55,224	61,571	67,530
Customer Experience	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	2,421	4,063	4,063	4,063
Communication	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	3,929	18,224	20,826	20,826
Legal	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	14,456	22,202	22,247	22,971
Committee Administration	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	(29,693)	(26,463)	(26,395)	(26,395)
Elections & Electoral Regn	Employees	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.	6,022	8,812	8,880	8,880
Total Leader			23,648	82,062	91,192	97,875
Total Policy and Resources			(210,565)	(23,060)	4,827	260,143

Corporate Costs			2024/25 £	2025/26 £	2026/27 £	2027/28 £
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget				
Interest Earned	Income	Increased income expected on investments for future years	0	(400,000)	(350,000)	(300,000)
Total Corporate Costs			0	(400,000)	(350,000)	(300,000)

TOTAL Revenue Supplementary Estimates for Period 8 (November) For approval			(113,310)	(241,372)	(149,016)	163,329
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SERVICE COMMITTEES' VARIANCES AT END OF NOVEMBER 2024/25 TO 2027/28

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27	2027/28
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£	£
Development Management	Income	Income budget required for Enforcement fees from direct action	(6,129)	0	0	0
Development Plans	Supplies and Services	Increased budget required for Local Plan evidence work	45,000	0	0	0
	Income	Historical budgets for Publications and training course fees are no longer required	3,800	3,800	3,800	3,800
Total Economic Development & Planning Policy			42,671	3,800	3,800	3,800
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27	2027/28
Licensing	Income	Reduction in income reported of £14,000 for Vehicles-Private Hire due to declining number of applications	14,000	0	0	0
Total Community Partnerships			14,000	0	0	0
Total General Public Services, Community Safety and Infrastructure			56,671	3,800	3,800	3,800

Climate Change, Leisure and Housing			2024/25	2025/26	2026/27	2027/28
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£	£
Aquadrome	Premises	Increase in budgets required of £5,000 for survey of the road bridge, £16,500 for works to the sewage pumps and £22,120 for electricity due to the increase cost from supplier	43,620	0	0	0
Total Leisure			43,620	0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2025/26	2026/27
Rent Deposit Guarantee Scheme	Premises	Demand led service, full budget not required this year	(3,000)	0	0	0
Total Housing, Public Health and Wellbeing			(3,000)	0	0	0
Total Climate Change, Leisure and Housing			40,620	0	0	0

Policy and Resources						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Democratic Representation	Supplies and Services	Increase in budget required due to increased cost of LGA Membership	6,000	6,000	6,000	6,000
Legal Practice	Supplies and Services	Increase in professional fees consultancy required due to increasing number of cases needing advice.	17,000	25,000	25,000	25,000
Committee Administration	Supplies and Services	Increase in budget required due to an increased function to Mod.gov	1,000	0	0	0
Total Leader			24,000	31,000	31,000	31,000
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Asset Management - Property	Supplies and Services	Increase required in Professional Fees - Consultancy budget due to recent Asset valuations, inclusive of back dated years, which is an Audit requirement	33,615	0	0	0
Garages & Shops Maintenance	Income	Reduction in income on shops due to the liquidation of a tenant in Furtherfield	40,000	0	0	0
Total Resources			73,615	0	0	0
Total Policy and Resources			97,615	31,000	31,000	31,000
TOTAL Revenue Variances to be Managed in year for Period 8 (November) For noting only			194,906	34,800	34,800	34,800

SERVICE COMMITTEES VIREMENTS AT END OF NOVEMBER 2024/25 TO 2027/28

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27	2027/28
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£	£
Community Partnerships	Supplies and Services	Professional Fess Consultancy budget virement to Customer Experience to pay for future years for Engagement HQ service	0	(12,050)	(12,050)	(12,050)
Total Community Partnerships			0	(12,050)	(12,050)	(12,050)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27	2027/28
Refuse Domestic	Income	Transport Subsidy budget virement to Waste Management	3,040	3,040	3,040	3,040
Waste Management	Supplies and Services	Future years Protective clothing budget virements from Street Cleansing and Grounds Maintenance	0	4,510	4,510	4,510
	Income	Transport Subsidy budget virement from Refuse Domestic	(3,040)	(3,040)	(3,040)	(3,040)
Street Cleansing	Supplies and Services	Future years Protective Clothing budget virement to Waste Management	0	(2,000)	(2,000)	(2,000)
Total Public services			0	2,510	2,510	2,510
Total General Public Services, Community Safety and Infrastructure			0	(9,540)	(9,540)	(9,540)
Climate Change, Leisure and Housing			2024/25	2025/26	2026/27	2027/28
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£	£
Housing Service Needs	Supplies and Services	Use of H4Ukrain reserves	8,652	0	0	0
	Income	Use of H4Ukrain reserves	(8,652)	0	0	0
Homelessness General Fund	Supplies and Services	To Spend Rough Sleeper Grant for 2024/25, allocation of Rough Sleeper Grant for 2025/26 and increase in allocation of Homeless Prevention Grant for 2025/26	31,000	393,078	0	0
	Income	Receipt of Rough Sleeper Grant for 2024/25, allocation of Rough Sleeper Grant for 2025/26 and increase in allocation of Homeless Prevention Grant for 2025/26	(31,000)	(393,078)	0	0
Total Housing, Public Health and Wellbeing			0	0	0	0

Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Leavesden Country Park	Supplies and Services	Use of S106 monies for tree works at Leavesden Country Park	40,000	0	0	0
	Income	Use of S106 monies for tree works at Leavesden Country Park	(40,000)	0	0	0
Scotsbridge River Chess Project	Supplies and Services	To Spend funding from Thames Water	54,948	0	0	0
	Income	Receipt of funding from Thames Water	(54,948)	0	0	0
Aquadrome	Supplies and Services	To Spend funding from National Lottery Heritage Fund Natural Heritage Networks	65,263	0	0	0
	Income	Receipt of funding from National Lottery Heritage Fund Natural Heritage Networks	(65,263)	0	0	0
Leisure Activities	Supplies and Services	To Spend Happy Grant	9,000	0	0	0
	Income	Receipt of Happy Grant	(9,000)	0	0	0
Grounds Maintenance	Supplies and Services	Future years Protective Clothing budget virement to Waste Management	0	(2,510)	(2,510)	(2,510)
Total Leisure			0	(2,510)	(2,510)	(2,510)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Corporate Climate Change	Supplies and Services	To Spend Social Housing Decarbonisation Fund Grant £309,053 and Low Carbon Skills Fund Grant £29,703	338,756	0	0	0
	Income	Receipt of Social Housing Decarbonisation Fund Grant £309,053 and Low Carbon Skills Fund Grant £29,703	(338,756)	0	0	0
Total Sustainability and Climate			0	0	0	0
Total Climate Change, Leisure and community			0	(2,510)	(2,510)	(2,510)

Policy & Resources			2024/25 £	2025/26 £	2026/27 £	2027/28 £
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
UK Shared Prosperity Fund	Supplies and Services	To Spend UK Shared Prosperity Fund allocated in 2025/26	0	327,146	0	0
	Income	Receipt of UK Shared Prosperity Fund allocated in 2025/26		(327,146)		
Three Rivers House	Premises	£13,000 budget virement from Gas to Electricity as we no longer use gas at Three Rivers House	0	0	0	0
NNDR Cost of Collection	Supplies and Services	We work with a 3rd party organisation to locate commercial properties that are not on the valuation list or an amendment has been made to the property. This expense is recovered via the collection rates	332,500	0	0	0
	Income		(332,500)	0	0	0
Total Resources			0	0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Communication	Supplies and Services	Future years budget Virement from Community Partnerships for Engagement HQ service	0	12,050	12,050	12,050
Total Leader			0	12,050	12,050	12,050
Total Policy and Resources			0	12,050	12,050	12,050
TOTAL Virements for Period 8 (November) For approval			0	0	0	0

RESERVES

Category	Opening Balance 01/04/2024 £	Net Movement in Year £	Closing Balance 31/03/2025 £	Purpose
General Reserves				
General Fund	(5,027,228)	543,889	(4,483,339)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,530,488)	147,587	(1,382,901)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Total Revenue	(6,557,716)	691,476	(5,866,240)	
Capital Reserves				
Community Infrastructure Levy (CIL)	(8,826,921)	(477,878)	(9,304,799)	Developers contributions towards Infrastructure
Capital Receipts	0	(30,103)	(30,103)	Generated from sale of Council assets
Grants & Contributions	(6,421,761)	(1,073,563)	(7,495,324)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	(15,248,682)	(1,581,544)	(16,830,226)	
Other Earmarked Reserves				
New Homes Bonus	0	(8,340)	(8,340)	Government grant set aside for supporting capital expenditure
Section 106	(1,802,026)	(894,471)	(2,696,497)	Developers contributions towards facilities
Leavesden Hospital Open Space	(753,889)	0	(753,889)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(749,415)	0	(749,415)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(110,642)	0	(110,642)	Reserve to fund expenditure on plant & machinery
Building Control	(350,596)	0	(350,596)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(8,827,444)	0	(8,827,444)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve	(6,222,586)	0	(6,222,586)	To manage timing differences on the Collection Fund
HB Equalisation	(44,592)	0	(44,592)	To provide against future deficits on the Housing Benefit account
Grants & Contributions	(1,468,133)	0	(1,468,133)	Revenue Grants earmarked for use in future years
Planning Reserve	(88,132)	(111,868)	(200,000)	To allow for conservation area appraisals, the local plan timetable to be accelerated and other planning advice
Local Government Reform Reserve	0	(100,000)	(100,000)	To allow for advice for the proposed Local Government Reform
Total Other	(20,417,455)	(1,114,679)	(21,532,134)	
Total All	(42,223,853)	(2,004,747)	(44,228,600)	

SERVICE COMMITTEES - MEDIUM TERM FINANCIAL PLAN 2024/25 to 2027/28

General Public Services, Community Safety and Infrastructure											
Community Partnerships	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£		£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	156,045	288,340	0	288,340	288,340	288,340	Budget is currently forecast to be spent
Community Development	4,500	12,000	7,000	7,000	(22,835)	7,000	0	4,500	4,500	4,500	Budget is currently forecast to be spent
Community Safety	307,487	307,487	307,487	308,072	248,748	342,058	33,986	351,854	355,918	355,918	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Community Partnerships	211,042	211,042	211,042	211,042	137,594	218,200	7,158	209,797	209,797	209,797	Professional Fess Consultancy budget virement of £12.050 to Communications to pay for future years for Engagement HQ service. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Env Health - Commercial Team	209,790	209,790	209,790	209,790	99,221	209,790	0	209,790	209,790	209,790	Budget is currently forecast to be spent
Licensing	(66,585)	(66,585)	(66,585)	(66,585)	(58,032)	(48,563)	18,022	(61,606)	(61,606)	(61,606)	Reduction in income reported of £14,000 for Vehicles-Private Hire due to declining number of applications. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. 2.5% increase in fees & charges for Vehicle Licences - Private Hire
Community & Leisure Grant	67,500	67,500	67,500	67,500	27,079	67,500	0	67,500	67,500	67,500	Budget is currently forecast to be spent
Total	1,022,074	1,029,574	1,024,574	1,025,159	587,821	1,084,325	59,166	1,070,175	1,074,239	1,074,239	

Economic Development and Planning Policy	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Spend to Date £	Latest Forecast 2024/25 £	Variance @ P8 £	Forecast 2025/26 £	Forecast 2026/27 £	Forecast 2027/28 £	Officer Comments
Land & Property Info Section	(10,497)	(10,497)	(10,497)	31,553	17,683	35,516	3,963	1,471	25,061	25,061	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Street Naming & Numbering	7,130	7,130	7,130	7,130	3,218	7,130	0	7,130	7,130	7,130	Budget is currently forecast to be spent
Development Management	110,943	110,943	115,143	181,216	314,212	203,739	22,523	190,386	148,134	151,703	Income budget of £6,129 required for Enforcement fees from direct action of a property. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Development Plans	324,504	324,504	324,504	324,504	320,158	380,679	56,175	346,755	353,138	355,011	Increased budget of £45,000 required for Local Plan evidence work and historical income budgets of £3,800 for Publications and training course fees are no longer required. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Hertfordshire Building Control	37,500	37,500	37,500	37,500	26,403	37,500	0	37,500	37,500	37,500	Budget is currently forecast to be spent
HS2 Planning	0	0	0	0	(737)	0	0	0	0	0	Income received from HS2
GIS Officer	53,999	53,999	53,999	53,999	36,910	55,736	1,737	56,860	56,860	56,860	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Total	523,579	523,579	527,779	635,902	717,847	720,300	84,398	640,102	627,823	633,265	

Public Services	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	287,561	252,561	11,149	253,588	1,027	250,508	212,525	214,872	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	108,416	110,466	0	110,466	110,466	110,466	Budget is currently forecast to be spent
Dial A Ride	40,000	40,000	40,000	40,000	30,000	40,000	0	40,000	40,000	40,000	Budget is currently forecast to be spent
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	2,023	6,674	0	1,500	1,500	1,500	Budget is currently forecast to be spent
Associate Director of Environment	92,826	92,826	94,656	94,656	66,297	97,008	2,352	101,898	101,898	101,898	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Refuse Domestic	(26,220)	(26,220)	(26,220)	(26,220)	(15,766)	(23,180)	3,040	(24,290)	(24,290)	(24,290)	Transport Subsidy budget virement of £3,040 to Waste Management. 2.5% increase in fees & Charges for Special Commercial fees
Refuse Trade	(231,882)	(231,882)	(231,882)	(231,882)	(547,934)	(220,479)	11,403	(237,352)	(237,352)	(237,352)	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in fees & charges of 2.5% for Bulky Domestic fees, Trade Refuse fees and Collect Glass/Paper/Card fees
Better Buses Fund	101,762	101,762	101,762	101,762	0	101,762	0	101,762	101,762	101,762	Budget is currently forecast to be spent
Recycling General	750	750	750	750	(5,033)	750	0	750	750	750	Budget is currently forecast to be spent
Garden Waste	(656,986)	(656,986)	(656,986)	(656,986)	(1,091,407)	(631,452)	25,534	(734,515)	(733,538)	(733,240)	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in fees & charges of £5 per bin
Clinical Waste	(38,596)	(38,596)	(38,596)	(38,596)	(76,488)	(36,876)	1,720	(39,007)	(39,007)	(39,007)	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. 2.5% increase in fees & Charges for Clinical Waste Collection fees
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(70)	42,965	(70)	0	(318,613)	(318,613)	(318,613)	Budget is currently forecast to be spent
Abandoned Vehicles	250	250	250	250	650	250	0	250	250	250	Demand led service
Public Conveniences	3,600	3,600	3,600	3,600	2,400	3,600	0	3,600	3,600	3,600	Budget is currently forecast to be spent
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	0	0	0	The cost of clearing flytipping is recharged to the perpetrator if known, or funded from a specific reserve.
Environmental Protection	375,550	375,550	375,550	376,015	307,126	388,724	12,709	398,787	400,347	400,347	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Depot-Batchworth	34,380	34,380	60,735	63,875	58,361	63,875	0	55,225	55,225	55,225	Budget is currently forecast to be spent
Waste Management	2,560,250	2,560,250	2,560,250	2,560,250	1,982,136	2,644,115	83,865	2,699,685	2,700,378	2,701,271	Transport Subsidy budget virement of £3,040 from Refuse Domestic and future years Protective clothing budget virements of £4,510 from Street Cleansing and Grounds Maintenance. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Street Cleansing	676,721	676,721	676,721	676,721	437,585	699,214	22,493	711,970	711,970	711,970	Future years Protective Clothing budget virement of £2,000 to Waste Management. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Total	2,934,923	2,982,172	3,046,678	3,333,826	1,312,480	3,497,969	164,143	3,122,624	3,087,871	3,091,409	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,599,031	4,994,887	2,618,148	5,302,594	307,707	4,832,901	4,789,933	4,798,913	

Climate Change, Leisure and Housing											
Housing, Public Health and Wellbeing	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Spend to Date £	Latest Forecast 2024/25 £	Variance @ P8 £	Forecast 2025/26 £	Forecast 2026/27 £	Forecast 2027/28 £	Officer Comments
Housing Services Needs	523,344	523,344	523,344	524,624	490,391	534,813	10,189	559,622	582,749	571,140	Income and Expenditure budgets required of £8,652 for the use of H4Ukrain reserves. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	0	2,110	(3,000)	5,110	5,110	5,110	Demand led service, full budget not required this year
Homelessness General Fund	(177,620)	(177,620)	(172,620)	(172,620)	(628,531)	(163,740)	8,880	(148,740)	(148,740)	(148,740)	Income and Expenditure budgets of £31,000 required for Ringfenced Rough Sleeper grant for 2024/25 and allocation of Rough Sleeper Grant for 2025/26 of £62,000 and increase in allocation of Homeless Prevention Grant of £331,078 for 2025/26. Inflationary increase in management fee of £8,180 to Watford Community Housing Trust and £700 for the out of hours contract with Hertsmere Borough Council
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(41,330)	0	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	77,427	77,427	77,427	77,662	32,061	80,748	3,086	85,305	86,518	87,442	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Public Health	0	0	0	0	(13,671)	0	0	0	0	0	Budget is currently forecast to be spent
Total	423,261	423,261	428,261	429,776	(163,580)	448,931	19,155	496,297	520,637	509,952	

Leisure	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	94,757	0	0	0	0	0	Income and Expenditure budgets of £40,000 to spend \$106 for tree works at Leavesden Country Park
Community Arts	11,400	11,400	0	0	0	0	0	0	0	0	
Watersmeet	26,393	26,393	28,535	28,770	(224,093)	26,839	(1,931)	33,251	34,788	35,718	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. 2.5% increase in fees & Charges for Lettings and Hall Hire fees
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(28,658)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly.
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(4,262)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly.
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	Budget met
Playing Fields & Open Spaces	93,981	93,981	93,981	127,875	43,294	127,875	0	127,450	127,450	127,450	2.5% increase in fees & Charges for Football fees
Play Rangers	56,484	56,484	0	0	0	0	0	0	0	0	
Scotsbridge River Chess Project	0	0	0	0	(54,948)	0	0	0	0	0	Income and Expenditure budgets of £54,948 to spend funding from Thames Water
Comm Parks & Sust Project	24,200	24,200	0	0	0	0	0	0	0	0	
Aquadrome	39,615	39,615	39,615	46,115	(391,246)	89,735	43,620	39,615	39,615	39,615	Increase in budgets required of £5,000 for survey of the road bridge, £16,500 for works to the sewage pumps and £22,120 for electricity due to the increase cost from supplier. Income and Expenditure budgets of £65,263 to spend funding from National Lottery Heritage Fund Natural Heritage Networks
The Bury Green Space	0	0	0	0	(98,720)	0	0	0	0	0	Budget is currently forecast to be spent
Leisure Venues	(509,893)	(509,893)	(509,893)	(509,893)	(501,415)	(709,455)	(199,562)	(709,455)	(709,455)	(709,455)	Inflationary Increase in SLM Contract
Leisure Activities	0	0	120,532	120,532	69,370	120,532	0	124,507	124,507	124,507	Income and Expenditure budgets of £9,000 to spend Happy Grant. Variance includes revised employee estimates which takes into account changes in pay elements.
Leisure Development	557,807	557,807	645,424	645,889	429,335	649,376	3,487	680,239	694,460	702,264	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Play Development - Play schemes	34,843	34,843	0	0	0	0	0	0	0	0	
Sports Devel-Sports Projects	48,135	48,135	0	0	0	0	0	0	0	0	
Leisure & Community Services	36,087	36,087	0	0	0	0	0	0	0	0	
Grounds Maintenance	840,028	840,028	840,028	840,028	523,850	861,069	21,041	877,513	877,513	877,513	Future years Protective Clothing budget virement of £2,510 to Waste Management. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Total	1,220,380	1,220,380	1,219,522	1,260,616	(143,436)	1,127,271	(133,345)	1,134,420	1,150,178	1,158,912	

Sustainability and Climate	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Energy Efficiency	9,500	23,900	23,900	23,900	0	23,900	0	9,500	9,500	9,500	Budget is currently forecast to be spent
Sustainability Projects	78,000	78,000	0	0	0	0	0	0	0	0	
Climate Change & Sustainability Projects	102,262	149,471	227,471	227,471	(753,862)	229,409	1,938	207,432	233,432	233,432	Income and expenditure budgets required to Spend Social Housing Decarbonisation Fund Grant £309,053 and Low Carbon Skills Fund Grant £29,703. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Innovate UK	0	0	0	0	759	0	0	0	0	0	Grant claimed retrospectively
Pest Control	12,755	12,755	12,755	12,755	3,816	12,755	0	12,755	12,755	12,755	Budget is currently forecast to be spent
Environmental Maintenance	25,970	25,970	25,970	25,970	41,913	25,970	0	25,970	25,970	25,970	Budget is currently forecast to be spent
Animal Control	64,490	64,490	64,490	64,490	48,868	63,581	(909)	65,829	67,220	67,220	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. 2.5% increase in fees & charges for Other Licences
Cemeteries	(228,193)	(228,193)	(228,193)	(228,193)	(180,167)	(228,193)	0	(234,233)	(234,233)	(234,233)	2.5% increase in fees & Charges for Burial fees, Burial Rights fees and Memorial Fees
Trees And Landscapes	243,760	262,914	262,914	262,914	169,963	262,914	0	243,580	243,580	243,580	2.5% increase in fees & Charges for Hire of Grounds
Total	308,544	389,307	389,307	389,307	(668,710)	390,336	1,029	330,833	358,224	358,224	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	2,037,090	2,079,699	(975,726)	1,966,538	(113,161)	1,961,550	2,029,039	2,027,088	

Policy & Resources											
Resources	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Spend to Date £	Latest Forecast 2024/25 £	Variance @ P8 £	Forecast 2025/26 £	Forecast 2026/27 £	Forecast 2027/28 £	Officer Comments
Corporate Management	150,680	150,680	150,680	150,680	(100,500)	230,680	80,000	341,741	341,741	341,741	Increase in budget required for Bank Charges of £63,000 and Credit/Debit Card Commission of £17,000, offset by contingency. Future years increase in External Audit Fees of £111,061.
Major Incident Planning	113,107	113,107	113,107	113,107	77,016	115,848	2,741	118,836	119,641	120,472	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
UK Shared Prosperity Fund	0	0	0	0	(373,126)	0	0	0	0	0	Income and expenditure budgets of £327,146 for 2025/26 allocation
West Herts Crematorium	0	0	0	0	1,430,425	0	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(341,500)	(341,500)	(341,500)	(341,500)	45,683	(341,500)	0	(1,224,500)	(1,141,500)	(1,141,500)	Income budget required for Extended Producer Responsibility Payments
Non Distributed Costs	57,000	57,000	57,000	57,000	3,176	57,000	0	59,000	59,000	59,000	Budget is currently forecast to be spent
Director Of Finance	128,735	128,735	130,795	130,795	84,653	134,173	3,378	140,418	140,417	140,417	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Miscellaneous Properties	(77,208)	(77,208)	(77,208)	(77,208)	14,711	339	77,547	(76,958)	(76,958)	(76,958)	Increase in NNDR rates budget of £77,372 required due to Sir James Altham Pool and 3G Pitch and empty Commercial units at Furtherfield, which we are liable for whilst they remain empty. 2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Office Services	192,810	192,810	202,810	192,810	119,569	192,810	0	190,810	190,810	190,810	Budget is currently forecast to be spent
Asset Management - Property Services	798,627	798,627	798,627	799,212	465,113	840,894	41,682	901,951	906,016	906,016	Increase required of £33,615 in Professional Fees - Consultancy budget due to recent Asset valuations, inclusive of back dated years, which is an Audit requirement. 2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Finance Services	440,080	440,080	440,080	440,080	424,443	451,170	11,090	454,868	458,392	460,044	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
Council Tax Collection	329,467	329,467	329,467	329,702	283,869	341,700	11,998	348,753	350,023	350,496	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
Benefits & Allowances	681,913	681,913	681,913	681,913	722,641	706,144	24,231	723,791	726,782	728,372	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
NNDR	60,005	60,005	60,005	60,005	44,060	61,370	1,365	62,213	62,214	62,214	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
Revs & Bens Management	41,970	41,970	41,970	41,970	40,764	43,029	1,059	43,659	43,660	43,660	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
Fraud	86,746	86,746	86,746	87,096	80,339	89,266	2,170	90,706	90,706	90,706	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years.
Garages & Shops Maintenance	(1,300,150)	(1,300,150)	(1,276,650)	(1,276,650)	(835,264)	(1,236,650)	40,000	(1,372,320)	(1,372,320)	(1,372,320)	Reduction in income of £40,000 on shops due to the liquidation of a tenant in Furtherfield. Increase in fees and charges for garage rentals of between 2.5% and 3.5%.
Chief Executive	213,754	313,754	313,844	313,844	137,461	297,976	(15,868)	200,340	200,340	200,340	2024/25 Pay Award applied. Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.

Resources	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Investment Properties	(950,499)	(950,499)	(950,499)	(950,499)	(751,076)	(950,499)	0	(982,225)	(982,225)	(982,225)	Budget is currently forecast to be spent
Performance Mgt & Scrutiny	53,849	53,849	53,849	53,849	37,751	75,998	22,149	79,684	81,707	82,553	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Debt Recovery	226,406	226,406	226,406	226,406	142,837	234,168	7,762	236,156	238,052	238,526	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years
Associate Director Strategy, Partnerships & Housing	109,178	109,178	110,278	110,278	75,018	113,011	2,733	118,697	118,697	118,697	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Three Rivers House	359,260	359,260	340,898	340,898	292,165	340,898	0	340,898	340,898	340,898	£13,000 budget virement from Gas to Electricity as we no longer use gas at Three Rivers House
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	12,144	(10,140)	0	(10,140)	(10,140)	(10,140)	Budget is currently forecast to be spent
Oxhey Drive	10,250	10,250	10,250	9,770	9,481	9,770	0	10,250	10,250	10,250	Budget is currently forecast to be spent
Wimbledon	(200,000)	(200,000)	(200,000)	(200,000)	(384,465)	(200,000)	0	(500,000)	(500,000)	(500,000)	
Officers' Standby	6,140	6,140	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	Budget is currently forecast to be spent
Vacancy Provision	(180,000)	(180,000)	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	(180,000)	
Finance Client	14,898	14,898	14,898	14,898	62,416	15,633	735	15,998	16,016	16,016	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards. Increase in Shared Service income due to 2024/25 pay award and increase in National Insurance costs for future years
Business App Maintenance	257,875	257,875	257,875	257,875	239,872	257,875	0	257,875	257,875	257,875	Budget is currently forecast to be spent
ICT Client	683,377	683,377	763,377	802,587	437,788	802,587	0	862,308	863,443	864,577	Increase in shared service recharges for future years
Internal Audit Client	55,968	55,968	55,968	55,968	39,501	55,968	0	55,968	55,968	55,968	Budget is currently forecast to be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	21,748	(126,879)	0	(126,879)	(126,879)	(126,879)	Budget is currently forecast to be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	2,752,811	(470,660)	0	(470,660)	(470,660)	(470,660)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	299,650	(107,090)	0	(107,090)	(107,090)	(107,090)	Income and Expenditure budgets of £332,500 required. We work with a 3rd party organisation to locate commercial properties that are not on the valuation list or an amendment has been made to the property. This expense is recovered via the collection rates
Fraud Client	2,690	2,690	2,690	2,690	1,121	2,690	0	2,690	2,690	2,690	Budget is currently forecast to be spent
Insurances	373,220	373,220	542,520	542,520	540,258	542,520	0	542,520	542,520	542,520	Budget is currently forecast to be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(525)	(6,140)	0	(6,140)	(6,140)	(6,140)	Budget is currently forecast to be spent
Benefits New Burden	0	0	0	0	(23,730)	0	0	0	0	0	Budget is currently forecast to be spent
Benefits DHP	0	0	0	0	(42,563)	0	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(272,348)	1,020	0	1,020	1,020	1,020	Actioned at year end
HR Client	334,113	334,113	361,518	361,518	235,202	361,518	0	375,171	376,392	377,603	Increase in shared service recharges for future years
Contingency	712,285	712,285	700,035	700,035	0	224,665	(475,370)	471,651	700,545	940,967	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements. Future Pay Awards, National Insurance increases and other staffing costs. Future years Fees and Charges
Total	2,725,157	2,825,157	3,108,000	3,137,900	6,396,229	2,977,302	(160,598)	1,997,200	2,328,043	2,576,676	

Leader	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	36,800	36,800	3,457	36,800	0	36,800	36,800	36,800	Budget is currently forecast to be spent
District Elections	76,320	76,320	76,320	151,970	183,846	151,970	0	76,320	76,320	76,320	Budget is currently forecast to be spent
Customer Service Centre	949,303	949,303	949,303	949,303	614,700	975,816	26,513	1,014,348	1,023,355	1,029,314	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Democratic Representation	321,516	321,516	335,951	337,551	237,159	343,551	6,000	341,951	341,951	341,951	Increase in budget of £6,000 required due to increased cost of LGA Membership
Customer Contact Programme	6,000	47,055	47,055	47,055	39,580	47,055	0	68,453	68,453	68,453	Budget is currently forecast to be spent
Customer Experience	95,468	95,468	95,468	95,468	65,332	97,889	2,421	103,464	103,464	103,464	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Communication	324,697	324,697	331,697	331,697	215,452	335,626	3,929	361,971	364,573	364,573	Future years budget Virement of £12,050 from Community Partnerships for Engagement HQ service. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Legal Practice	402,049	402,049	410,019	425,019	300,309	456,475	31,456	457,870	458,580	459,304	Increase of £17,000 in professional fees consultancy budget required due to increasing number of cases needing advice. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Committee Administration	207,249	207,249	210,249	210,249	164,286	181,556	(28,693)	185,754	187,786	187,786	Increase in budget of £1,000 required due to an increased function to Mod.gov. 2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Elections & Electoral Regn	125,815	125,815	142,815	142,815	119,767	148,837	6,022	153,595	155,627	155,627	2024/25 Pay Award applied . Variance includes revised employee estimates which takes into account vacancies and changes in pay elements and National Insurance increase from 2025/26 onwards.
Parish Elections	0	0	0	0	755	0	0	0	0	0	May 2024 awaiting recharges
County Elections	0	0	0	0	12,636	0	0	0	0	0	
Parliamentary Elections	0	0	0	0	59,657	0	0	0	0	0	July 2024 Election awaiting recharges
Referendums	0	0	0	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	(67,891)	0	0	0	0	0	May 2021 Election claim currently with Cabinet Office. May 2024 election awaiting recharges
Total	2,545,217	2,586,272	2,635,677	2,727,927	1,949,045	2,775,575	47,648	2,800,526	2,816,909	2,823,592	
Total Policy and Resources	5,270,374	5,411,429	5,743,677	5,865,827	8,345,274	5,752,877	(112,950)	4,797,726	5,144,952	5,400,268	
Total All Committees	11,703,135	11,979,702	12,379,798	12,940,413	9,987,696	13,022,009	81,596	11,592,177	11,963,924	12,226,269	

Corporate Costs	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P8	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£		£	£	£	£	£	£	
Interest Earned	(760,000)	(760,000)	(810,000)	(1,850,000)	(953,743)	(1,850,000)	0	(1,110,000)	(1,060,000)	(1,010,000)	Increased income expected on investments for future years
Interest Paid	715,606	715,606	715,606	715,606	87,420	715,606	0	755,266	741,766	741,766	Budget is currently forecast to be spent
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	0	2,500,591	2,500,591	2,500,591	Paid half yearly in April & September
Total Corporate Costs	2,456,197	2,456,197	2,406,197	1,366,197	1,634,268	1,366,197	0	2,145,857	2,182,357	2,232,357	
Grand Total	14,159,332	14,435,899	14,785,995	14,306,610	11,621,965	14,388,206	81,596	13,738,034	14,146,281	14,458,626	

Unavoidable Growth	2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
Recycling Gate Fees - Prudent Scenario	0	320,000	320,000	320,000
Aquadrome Asbestos Management Plan - Additional work	0	25,000	25,000	25,000
Community CCTV - 2025/26 part funded by UKSPF	0	5,300	21,000	21,000
Unimap Web Solution - 2025/26 funded by UKSPF	0	0	3,000	3,000
Watersmeet Fire Doors	0	14,000	0	0
HCC Land Charges Fees	0	15,500	15,500	15,500
Additional cost of Ecology Advice & Biodiversity	0	30,000	30,000	30,000
Additional funding for Footpaths, Roads, Alleyways and Verge	0	30,000	0	0
Additional Local Plan Evidence Work	0	200,000	0	0
Digital & Communications Staffing- 2025/26 funded by UKSPF	0	0	51,000	51,000
Trade Waste - Offset by New Burdens Funding	0	130,335	130,672	131,018
Climate Change Staffing- 2025/26 funded by UKSPF	0	0	61,533	61,533
Revenue impact of Capital Growth	0	0	83,530	123,030
Total	0	770,135	741,235	781,081

Net Budget	14,508,169	14,887,516	15,239,707
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Funding	2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
New Homes Bonus	0	(116,500)	0	0
Council Tax	0	(10,763,018)	(11,095,155)	(11,440,460)
Council Tax Collection Fund Deficit	0	124,592	0	0
Business Rates Pooling	0	(600,000)	(200,000)	0
Business Rates	0	(2,400,000)	(2,495,000)	(2,495,000)
Revenue Support Grant	0	(99,000)	(100,000)	(100,000)
Funding Guarantee	0	(174,000)	(200,000)	(200,000)
Total Funding	0	(14,027,926)	(14,090,155)	(14,235,460)

FINANCIAL AND BUDGETARY KEY RISKS

APPENDIX 6

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	The Budget has announced additional resources for local government but has been clear that this will be directed to those authorities with the highest need and lowest ability to raise resources, which is unlikely to include Three Rivers. This appears as item no.8 in the Council's strategic risk register.	3	4	12	The Council maintains a healthy level of balances and continues to actively monitor its budgets, taking action in year where necessary. Currently the Council is benefitting from a high level of interest income due to higher than anticipated interest rates and high levels of cash balances.	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 Indicators.	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The 2024/25 pay award has been agreed at the employers offer and below that allowed for in the contingency.	2	3	6	The pay award is fully covered by the contingency within the budget. The MTFP contains an allowance for next year at slightly below this year's level. Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	2	2	4	↓	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 enable the Council to take steps to bring the budget back to balance.	Head of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	2	2	4	→	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. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back to balance.	Head of Finance	Continuous
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates increase or decrease resulting in significant variations in estimated interest income (investments) or interest expense (borrowing)	The Council remains cash positive so is experiencing a short term benefit from higher interest rates. Over the longer term rates are expected to come down allowing the Council to borrow for future capital projects.	3	2	6	The Council has a Treasury Management Strategy which is reviewed annually. The Council is looking to lend out over a longer period to maximised the benefit from temporary higher rates.	Head of Finance	3	2	6	→	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	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
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Head of Finance	2	2	4	→	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatable	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	→	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFS agreed for next three 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	Continuous
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks.	Thurrock has recently issued proceedings against 23 members of APSE. Whilst the Council is not one of these three it is an APSE member and may be drawn in at a later date. An initial estimate has been made of the maximum potential	3	3	9	Council procedures are adhered to. These will be reviewed in respect of member organisation and advice issued.	Solicitor to the Council	2	3	6	↑	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	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Pooling has been announced for 2025/26 and the Council is part of the Hertfordshire bid. The VOA has amended the Warner Bros rates valuation which negates the appeal risk. Business Rate reset has been announced for 2026/27	4	4	16	Maintain reserves against risk.	Head of Finance	4	2	8	↓	Hertfordshire CFOs continue to work with LG Futures to assess the impact on individual Councils in Hertfordshire and the impact on the ability to create a business rate pool for 2025/26. The scale of appeals is still unknown but this is likely to become clearer over the next 24 months as transitional relief reduces for businesses impacted by the increase in rateable value	Director of Finance	Continuous
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. BCPs have recently been updated.	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	→	Monitor reliability	Head of Finance	Continuous
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 investment.	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 has limited options to further improve self sustainability through commercial investment.	3	2	6	Oversight mechanisms put in place to ensure oversight by PIB.	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
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.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	→	The Finance team is currently fully staffed. All staff have an annual Personal Development Review which contains smart objectives including objectives related to career development and identification of training needs and	Chief Executive/ Director of Finance	Continuous

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Capital Strategy and the Treasury Management Policy, as considered and agreed by the Policy and Resources Committee 27 January 2025 to enable its referral to Council

6. FINANCIAL PLANNING – CAPITAL STRATEGY AND THE TREASURY MANAGEMENT POLICY

(DoF)

1. Summary

1.1 The purpose of this report is to enable the Policy and Resources Committee to consider the capital strategy and treasury management policy over the medium term (2025/26 to 2028/29), enabling its referral to Council.

2. Details

2.1 The capital strategy (the Strategy) is designed to give a clear and concise view of how the council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2.2 The framework the government uses to control how much councils can afford to spend on capital investment is known as the Prudential Framework. The objectives of the Prudential Code, which sets out how this framework is to be applied, are to ensure that local authorities' capital investment plans are:

- affordable, prudent, and sustainable,
- that treasury management decisions are taken in accordance with good professional practice, and
- that local strategic planning, asset management planning and proper option appraisal are supported.

2.3 This capital strategy sets out how the Council will achieve the objectives set out above.

Capital Investment Programme – Expenditure

2.4 Capital Investment is the term used to cover all expenditure by the council that can be classified as capital under legislation and proper accounting practice. This includes expenditure on:

- property, plant and equipment,
- heritage assets,
- investment properties., and
- loans to subsidiaries and joint ventures

2.5 Property, plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit

from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the revenue account when it is incurred.

- 2.6 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.
- 2.7 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.
- 2.8 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.
- 2.9 **Appendix 1** shows the 2024/25 revised capital budget and draft capital budgets for the period 2025/26 to 2027/28. The appendix contains the title, description and officers' comments relating to the progress of the 2024/25 schemes. A summary of the proposed capital programme is set out in the following table:

Capital Investment Programme	Forecast Year End 2024/25	Proposed Budget 2025/26	Proposed Budget 2026/27	Proposed Budget 2027/28
	£000	£000	£000	£000
General Public Services, Community Partnerships & Infrastructure	5,241	1,779	1,650	1,660
Climate Change, Leisure & Housing	3,827	1,430	1,355	1,355
Policy and Resources	1,267	966	827	779
Major Projects	9,823	0	0	0
Total Capital Investment	20,158	4,175	3,832	3,794

- 2.11 The £9.823M for major projects mostly relates to the Local Authority Housing Fund projects to accept grant funding from the Government to support the delivery of additional homes through Three Rivers Homes Ltd.
- 2.13 Following the re-phasing, the capital programme for 2024/25 now totals **£20.158m**. The services capital programme included in MTFP shows schemes totalling **£4.175m** in 2025/26; **£3.832m** in 2026/27 and **£3.794m** in 2027/28.
- 2.14 The larger capital schemes over the next three financial years include:
- Disabled Facility Grants - £1.758m
 - Waste and Recycling Vehicles - £2.400m
 - Replacement Grounds Maintenance Vehicles – £1.620m
 - Garage Improvements - £0.450m

- 2.15 There is a proposal for Five new schemes for 2025/26:
- Watersmeet Fire Doors- £0.075m
 - Car Park Restoration - £0.215m
 - Footpath, Roads, Alleyways & Verge Hardening - £0.200m
 - Property Repairs - £0.87m
 - Simpler Recycling – Food Waste Collections - £0.183m

Capital Investment Programme – Funding

- 2.16 The Capital Investment Programme can be funded from a variety of sources. Explanations of the funding sources are set out in the following paragraphs.
- 2.17 Government Grants & Other Contributions: These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.
- 2.18 Section 106 Contributions: These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy. Current Section 106 monies are guaranteed.
- 2.19 Capital Receipts Reserve: Capital receipts are derived when selling assets such as land. The main receipt relates to the arrangements made when the Council sold its housing stock to Thrive Homes Ltd in 2008; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Thrive. The current MTFP forecasts that this reserve will be fully utilised to support the capital programme.
- 2.20 Revenue Contributions: Revenue balances from the General Fund may be used to support capital expenditure.
- 2.21 New Homes Bonus Reserve: New Homes Bonus is a grant relating to the number of new homes delivered in a local authority area. There are no government restrictions on whether this is capital or revenue, nor is there any ring-fence imposed. It is anticipated that there would be a reduction in the amount received from 2026/27 onwards.
- 2.22 Borrowing: The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. The Council has borrowed to support the new leisure centre provision in South Oxhey. Where the Council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.
- 2.23 The capital programme includes an assessment of likely available resources to finance capital expenditure and includes assumptions regarding capital receipts, which have been estimated at £1.000m per year.
- 2.24 **Appendix 3** shows the sources of capital funding proposed over the period 2024/25 to 2027/28, including the funding generated in each year and balances carried

forward at the end of each year. The funding for the proposed capital programme is set out in the table on the following page:

Funding	Forecast Year End 2024/25	Proposed Budget 2025/26	Proposed Budget 2026/27	Proposed Budget 2027/28
	£000	£000	£000	£000
Grants	5,878	586	586	586
Reserves	100	117	0	0
Capital Receipts	1,100	1,000	1,000	1,000
Section 106 and CIL	3,723	0	0	0
Borrowing	9,357	2,472	2,246	2,208
Total Funding Applied	20,158	4,175	3,832	3,794

2.25 Borrowing in 2024/25 arises predominantly as a result of the major projects and will be repaid in line with repayments made by Watford Community Housing and Three Rivers Homes Ltd. As MRP is charged in line with these principle repayments there is no impact on the revenue account.

Appendix 4 shows details of all Section 106 contributions currently received and available to use.

Future Investment

2.26 Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:

- Schemes that generate a financial surplus for the Council; and in particular those that increase the supply of housing locally (for example through the joint ventures with Watford Community Housing and Thrive).
- Schemes that generate revenue budget savings for the Council.
- Schemes that allow the Council to benefit from future economic regeneration potential within the local area; especially those that attract additional investment into the local area from regional or national agencies.
- Schemes that provide additional or improved services to the Council's residents, in line with the Council's Strategic Plan.

2.27 The Council will continue to seek opportunities to work in partnership with others to promote economic development and the provision of housing within Three Rivers wider economic area. Current partners include Countrywide Properties for the South Oxhey scheme, along with Watford Community Homes and Thrive Homes as the two major local registered social providers.

2.28 The Council has established Three Rivers Commercial Services to allow it to work more closely with providers and exploit future commercial opportunities. The Council currently has two joint ventures with Watford Community Housing, Three Rivers

Development LLP and Three Rivers Homes Ltd.

3. Treasury Management

- 3.1 The Council is required to operate a balanced budget over the medium term which, after allowing for contributions to and from reserves, broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing the requisite liquidity before considering investment return.
- 3.2 The Treasury Management Strategy Statement (**Appendix 5**) details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment strategy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The strategy allows the Director of Finance, in consultation with the Lead Member, the delegated authority to approve any variation to the Treasury Management Strategy during the year with the objective of maximising the Council's returns without significantly increasing risk. This could include use of other investment instruments such as Government bonds or Gilts.

4. Prudential Indicators

- 4.1 All Local Authorities are required to set prudential indicators for the forthcoming year and following years before the beginning of the forthcoming year. The indicators must be set by full Council.

The prudential indicators fall into two main categories of 'Prudence' and 'Affordability'. The indicators for Prudence are further separated between those relating to the Council's capital expenditure plans and those relating to levels of external debt.

4.2 Prudence – Capital Expenditure

- 4.3 The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. An increase in the CFR does not necessarily mean that the council will borrow externally to fund the increase. The Council manages its cash balances as a whole and may choose to use internal cash (generated by holding reserves and through timing differences between income and expenditure).

4.4 The table below sets out the Council's estimates of capital expenditure over the medium term financial planning period and the estimated impact on the Council's CFR.

	2024/25	2025/26	2026/27	2027/28
	Forecast	Estimate	Estimate	Estimate
	£000	£000	£000	£000
Total Proposed Capital Expenditure	20,158	4,175	3,832	3,794
Capital Financing:				
Grants	(5,878)	(586)	(586)	(586)
Reserves	(100)	(117)	0	0
Capital Receipts	(1,100)	(1,000)	(1,000)	(1,000)
Section 106 and CIL	(3,723)	0	0	0
Total Funding	(10,801)	(1,703)	(1,586)	(1,586)
Gap	9,357	2,472	2,246	2,208
MRP	(413)	(453)	(523)	(563)
Opening CFR	36,660	45,604	47,623	49,437
Closing CFR	45,604	47,623	49,347	50,991

Note the opening CFR is subject to restatement following the conclusion of the outstanding external audits.

Prudence – External Debt

4.5 There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.

4.6 These prudential indicators ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and next two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

4.7 The Operational Boundary is the limit beyond which external borrowing is not normally expected to exceed. In most cases this would link directly to the authority's plans for capital expenditure, its estimates for CFR and its estimate of cashflow requirements for the year for all purposes. The Council may need to borrow, this limit represents a contingency should the need arise. The additional headroom allows the Council to externalise borrowing currently covered by utilising cash reserves – should interest rates reduce.

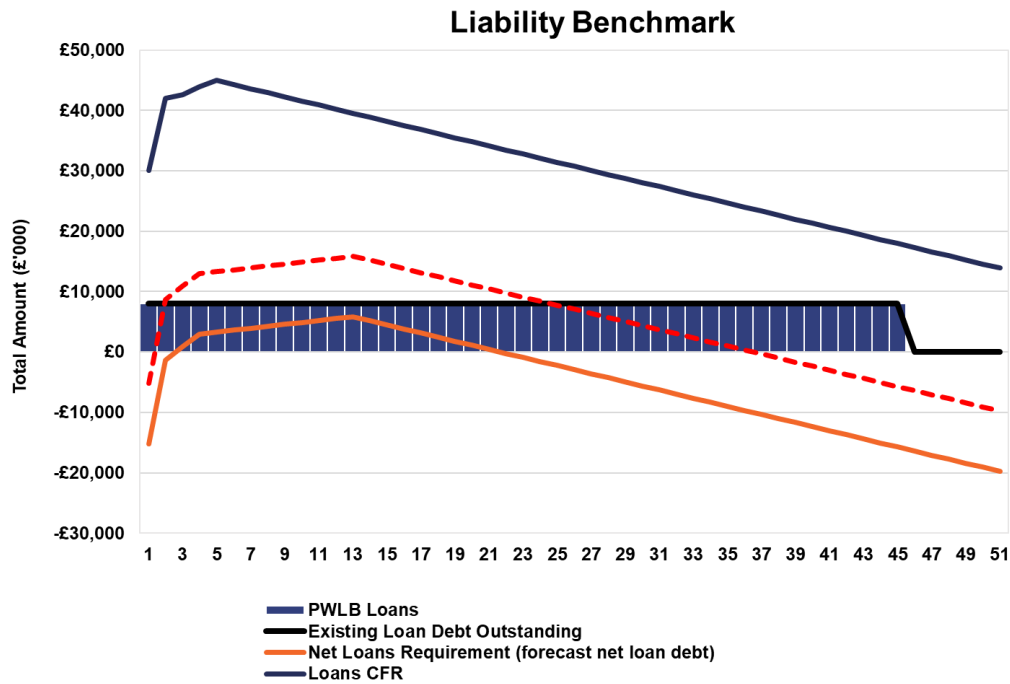
Operational Boundary	2024/25 £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Borrowing	20.000	20.000	20.000	20.000

4.8 The Authorised Limit for External Borrowing controls the overall level of borrowing and represents the limit beyond which external long and short term borrowing is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (2) of the Local Government Act 2003.

Authorised Limit	2024/25 £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Borrowing	25.000	25.000	25.000	25.000

Treasury Management Indicator – The Liability Benchmark

4.9 The Treasury Management Code of Practice requires local authorities to calculate their Liability Benchmark. The benchmark includes a projection of external debt required over the long term to fund the organisation's approved budgets and plans compared to the Forecast of total borrowing outstanding. The benchmark should be used to evaluate the amount, timing and maturities needed for new borrowing in relation to the organisation's planned borrowing needs in order to avoid borrowing too much, too little, too long or too short.



Affordability

- 4.10 The fundamental objective in the consideration of the affordability of the authority's capital plans is to ensure that the level of investment in capital assets proposed means that the total capital investment of the authority remains within sustainable limits.
- 4.11 In considering the affordability of its capital plans, the authority is required to consider its forecast financial position, including all of the resources currently available to it and estimated for the future, together with the totality of its capital, borrowing and investment plans, income and expenditure forecasts and risks.
- 4.12 The following indicators provide an indication of the impact of the capital investment plans on the Council's overall finances.

Financing costs to net revenue stream

- 4.13 This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream. The net revenue stream is the Council's core funding of Council Tax, Business rates, and unringfenced central government grants. Investment income includes interest from Treasury Management activities and interest from loans to joint ventures and subsidiaries.

	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Forecast	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Net Cost of Capital	(1,191)	(1,134)	(355)	(235)	(145)
Net Revenue Stream	14,061	14,388	14,504	14,750	15,100
Ratio %	-8.5%	-7.9%	-2.4%	-1.6%	-1.0%

Net income from commercial investment to net revenue stream

- 4.14 This indicator is intended to show the financial exposure of the authority to the loss of income.
- 4.15 Net income from commercial investments comprises net income from financial investments (other than treasury management investments), together with net income from other assets held primarily for financial return, such as commercial property.

	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Forecast	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Commercial Investment Income	847	950	982	982	982
Net Revenue Stream	14,061	14,388	14,504	14,750	15,100
Ratio %	6.0%	6.6%	6.8%	6.7%	6.5%

5. The Minimum Revenue Provision (MRP) Strategy and Policy Statement

- 5.1 The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital resources. The Council is required to make prudent provision, by way of a charge to the revenue account, which means that the repayment of debt is enabled over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.

- 5.2 The Council is also able to increase the rate it reduces its CFR by undertaking additional voluntary payments (voluntary revenue provision - VRP) in addition to any MRP; this is not currently the Council's policy.
- 5.3 Government Regulations require the Council to approve a MRP Statement in advance of each year. The Council's MRP policy statement is at **Appendix 6**.
- 5.4 Three Rivers District Council's process is to produce for approval by the Director of Finance, in consultation with the Portfolio Holder, a business case for each scheme intended to be unfunded from other resources. This will clearly show the level of MRP which is proposed to ensure that the repayment of any debt can be made in a period commensurate with the period over which the expenditure provides benefits or makes returns.
- 5.5 Where the Council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.

6. Skills and Knowledge and Professional Advice

- 6.1 The Council has a shared service with Watford Borough Council for the provision of the finance function allowing access to a greater range of professional skills than would otherwise be available if each council had a separate team. The council uses external advisers on all major projects.
- 6.2 The Council contracts with Arlingclose Limited for the provision of Treasury advice. Arlingclose Limited provide non-regulated advice on the management of the council's cash flows, investments and borrowings and a markets information service. The Council's VAT advisers are PSTax.

7. Risk

- 7.1 Financial risks are closely monitored as a separately identifiable part of the corporate risk management framework. The Council's risk appetite is evolving as it becomes involved in a wider range of major property lead investments both within its economic area linked to regeneration and more widely for income generation purposes.
- 7.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved.
- 7.3 Whilst recognising the importance of generating income to support services, the Council will ensure that its external income is actively managed to safeguard the future financial sustainability of the council. In this respect it will continue to seek to balance income from its commercial investment activities against its overall level of risk and the amount of reserves available to mitigate this risk.
- 7.4 In assessing the risk of its commercial investments the Council will consider the level of risk inherent in the income stream, the security held, its ability to realise assets or other security should the need arise and the level of income received from commercial investments compared to the total income of the council.

8. Options/Reasons for Recommendation

8.1 The recommendations at agenda Item 8 enable the Committee to make recommendations to the Council on 25 February 2025 concerning the Council's budget.

9. Policy/Budget Reference and Implications

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

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

10.1 None specific.

11. Financial Implications

11.1 As contained in the body of the report.

12. Risk Management Implications

12.1 There are no risks to the Council in agreeing the recommendation below.

13. Recommendation

13.1 That the report is noted.

Report prepared by: Sally Riley- Finance Business Partner

Report Checked by: Alison Scott - Director of Finance

Background Papers

Reports and Minutes of.

- The Policy and Resources Committee
- Council

Appendices

1. Capital Investment Programme 2024/25 to 2027/28 - Expenditure
2. Capital Investment Programme 2024/25 to 2027/28 - Variances
3. Capital Investment Programme 2024/25 to 2027/28 - Funding
4. Section 106 Balances 2024/25
5. Treasury Management Strategy Statement
6. Minimum Revenue Provision (MRP) Strategy and Policy Statement

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

CAPITAL INVESTMENT PROGRAMME 2024/25 to 2027/28 – EXPENDITURE

General Public Services, Community Safety & Infrastructure													
Community Partnerships	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P8 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments
Capital Grants & Loans	20,000	20,000	20,000	0	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	Budget is currently forecast to be spent
Community CCTV	12,000	12,000	12,000	0	88,716	76,716	6,000	6,000	6,000	6,000	6,000	6,000	CIL contribution approved for Replacement of CCTV cameras at Full Council 10th December 2024
Sub-total Community Partnerships	32,000	32,000	32,000	0	108,716	76,716	26,000	26,000	26,000	26,000	26,000	26,000	
Public Services													
Public Services	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P8 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments
Disabled Parking Bays	2,500	2,500	2,500	0	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	Budget is currently forecast to be spent
Waste Plant & Equipment	25,000	34,500	34,500	14,281	34,500	0	25,000	25,000	25,000	25,000	25,000	25,000	Budget is currently forecast to be spent
Waste Services Depot	0	0	456,400	99,521	456,400	0	0	0	0	0	0	0	Drainage and re surfacing works scheduled to start November 2024 for completion January 2025
EV Charging Points	0	460,000	535,938	0	535,938	0	0	0	0	0	0	0	EV project has commenced. Implementation on sites expected from January 2025.
Controlled Parking	0	82,322	107,322	11,803	107,322	0	25,000	25,000	25,000	25,000	25,000	25,000	Budget is currently forecast to be spent
Replacement Bins	72,190	73,265	73,265	103,618	146,765	73,500	115,000	41,500	115,000	115,000	115,000	115,000	Rephased from 2025/26 to 2024/25 due to replenishment of old and damaged bins at a higher cost.
Waste & Recycling Vehicles	1,354,015	1,566,564	1,566,564	468,146	1,566,564	0	800,000	800,000	800,000	800,000	800,000	800,000	Budget is currently forecast to be spent
Car Park Restoration	290,000	310,509	310,509	147,665	310,509	0	35,000	35,000	35,000	35,000	35,000	35,000	Budget is currently forecast to be spent . Committed works for St Mary's Church Wall. Planned works at The Bury Car Park
Estates, Paths & Roads	20,000	25,728	25,728	15,390	25,728	0	20,000	20,000	20,000	20,000	20,000	20,000	Surveys have been completed and all urgent items have been addressed, consideration is being given to prioritise the next tranche.
TRDC Footpaths & Alleyways	25,000	43,387	43,387	14,593	43,387	0	25,000	25,000	25,000	25,000	25,000	25,000	Planned works following inspection
GIS	13,500	13,500	13,500	0	13,500	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Transport and Infrastructure	199,344	365,383	340,383	71,715	340,383	0	179,000	179,000	179,000	179,000	179,000	179,000	School Mead parking scheme nearing completion
Sub-total Public Services	2,001,549	2,977,658	3,509,996	946,732	3,583,496	73,500	1,226,500	1,153,000	1,226,500	1,226,500	1,226,500	1,226,500	
Economic Development & Planning Policy													
Economic Development & Planning Policy	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P8 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments
Listed Building Grants	2,500	2,500	1,500	0	1,500	0	2,500	2,500	2,500	2,500	2,500	2,500	Demand led service
CIL Community Grants	0	0	370,364	184,461	1,546,864	1,176,500	0	0	0	0	0	0	CIL contribution approved for Sarratt PC KGV Pavillion of £200,000, Croxley Green Library of £10,500 and Oxhey Jet FC of £966,000 at Full Council 10th December 2024
Sub-total Economic Development & Planning Policy	2,500	2,500	371,864	184,461	1,548,364	1,176,500	2,500	2,500	2,500	2,500	2,500	2,500	
Total General Public Services, Community Safety & Infrastructure	2,036,049	3,012,158	3,913,860	1,131,193	5,240,576	1,326,716	1,255,000	1,181,500	1,255,000	1,255,000	1,255,000	1,255,000	

Policy & Resources														
Leader & Resources	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P8 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Professional Fees-Internal	157,590	157,590	157,590	0	157,590	0	157,590	157,590	157,590	157,590	157,590	157,590	Budget is currently forecast to be spent	
Election Equipment	6,000	6,000	6,000	0	6,000	0	6,000	6,000	6,000	6,000	6,000	6,000	Budget is currently forecast to be spent	
Street Lighting	30,000	81,985	81,985	82,733	81,985	0	0	0	0	0	0	0	Project complete	
Members' IT Equipment	0	0	0	0	0	0	0	0	48,780	48,780	0	0		
Rickmansworth Work Hub	3,200	3,200	3,200	0	3,200	0	0	0	0	0	0	0	New fire doors required, awaiting quotes	
ICT-Managed Project Costs	337,551	337,551	337,551	123,160	337,551	0	60,000	60,000	60,000	60,000	60,000	60,000	Intention to spend on desktop refresh	
ShS-Hardware Replace Prog	0	0	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000		
Garage Improvements	150,000	148,410	148,410	23,255	148,410	0	150,000	150,000	150,000	150,000	150,000	150,000	Budget is currently forecast to be spent	
ICT Website Development	0	14,870	14,870	3,850	14,870	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
ICT Hardware Replacement Prog	114,824	114,824	114,824	1,950	124,824	10,000	45,000	45,000	45,000	45,000	45,000	45,000	Capital contribution received following the buy back of hardware.	
TRH Whole Life Costing	335,000	427,427	427,427	159,027	327,427	(100,000)	170,000	270,000	170,000	170,000	170,000	170,000	£100,000 rephased into 2025/26 due to Access Control system upgrade - The project team would like site visits prior to tender so unlikely to be completed in 24/25	
Basing House-Whole Life Costing	75,000	75,000	10,000	2,086	10,000	0	60,000	60,000	60,000	60,000	60,000	60,000	Budget is currently forecast to be spent	
Business Application Upgrade	40,000	40,000	40,000	0	40,000	0	90,000	90,000	90,000	90,000	90,000	90,000	Budget is currently forecast to be spent	
Three Rivers House Transformation	0	15,585	15,585	3,173	15,585	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Sub-total Leader & Resources	1,249,165	1,422,442	1,357,442	399,234	1,267,442	(90,000)	778,590	878,590	827,370	827,370	778,590	778,590		
Major Projects														
	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P8 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Proposed 2027/28 £	Comments	
Property Investment Board	0	0	0	28,077	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Temporary Accommodation - All Sites	0	0	65,000	0	65,000	0	0	0	0	0	0	0	Works at Lincoln Drive - awaiting details from WCHT	
Local Authority Housing Fund	0	5,845,025	9,758,225	4,036,872	9,758,225	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
Sub-total Major Projects	0	5,845,025	9,823,225	4,064,949	9,823,225	0	0	0	0	0	0	0		
Total Policy & Resources	1,249,165	7,267,467	11,180,667	4,464,183	11,090,667	(90,000)	778,590	878,590	827,370	827,370	778,590	778,590		
Total Capital Programme	5,377,028	12,903,916	18,773,219	6,852,667	20,158,031	1,384,812	3,388,590	3,415,090	3,437,370	3,437,370	3,388,590	3,388,590		
Growth Bids														
	2024/25	Latest Budget 2025/26	Proposed Budget 2025/26 £	Latest Budget 2026/27 £	Proposed Budget 2026/27 £	Latest Budget 2027/28 £	Proposed Budget 2027/28 £							
Watersmeet Fire Doors	0	0	75,400	0	0	0	0							
Footpaths, Roads, Alleyways and Verge Hardening	0	0	200,000	0	180,000	0	190,000							
Property Upgrades	0	0	87,000	0	0	0	0							
Simpler Recycling - Trade Food Waste Collections	0	0	182,500	0	0	0	0							
Car Parks	0	0	215,000	0	215,000	0	215,000							
Total	0	0	759,900	0	395,000	0	405,000							
Net Budget							3,388,590	4,174,990	3,437,370	3,832,370	3,388,590	3,793,590		

CAPITAL INVESTMENT PROGRAMME 2024/25 to 2027/28 VARIANCES

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
General Public Services, Community Safety & Infrastructure					
Community CCTV	CIL contribution approved for Replacement of CCTV cameras at Full Council 10th December 2024	76,716	0	0	0
Replacement Bins	Rephased from 2025/26 to 2024/25 due to replenishment of old and damaged bins at a higher cost.	73,500	(73,500)	0	0
CIL Community Grants	CIL contribution approved for Sarratt PC KGV Pavillion of £200,000, Croxley Green Library of £10,500 and Oxhey Jet FC of £966,000 at Full Council 10th December 2024	1,176,500	0	0	0
Total General Public Services, Community Safety & Infrastructure		1,326,716	(73,500)	0	0
Climate Change, Leisure & Housing					
Home Repairs Assistance	Demand led service. No applications expected this financial year	(2,000)	0	0	0
William Penn Leisure Centre Solar Panels	Capital Grant from Sport England	150,096	0	0	0
Total Climate Change, Leisure & Housing		148,096	0	0	0
Policy & Resources					
ICT Hardware Replacement Prog	Capital contribution received following the buy back of hardware.	10,000	0	0	0
TRH Whole Life Costing	£100,000 rephased into 2025/26 due to Access Control system upgrade - The project team would like site visits prior to tender so unlikely to be completed in 24/25	(100,000)	100,000	0	0
Total Policy & Resources		(90,000)	100,000	0	0
Total Variances for Period 8 (November) 2024		1,384,812	26,500	0	0

CAPITAL INVESTMENT PROGRAMME 2024/25 to 2027/28 FUNDING

Capital Programme	2024/25			2025/26	2026/27	2027/28
	Original Budget	Latest Budget	Outturn Forecast at P6	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Brought Forward	(7,957,464)	(7,957,464)	(7,957,464)	(2,804,749)	(2,804,749)	(2,804,749)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(725,637)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(100,025)	(100,025)	(100,025)	(116,500)	0	0
Total Generated	(1,786,025)	(1,925,662)	(1,925,662)	(1,702,500)	(1,586,000)	(1,586,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	725,637	725,637	586,000	586,000	586,000
Section 106 Contributions	0	0	0	0	0	0
CIL Contributions	460,000	1,918,092	3,722,735	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000	1,000,000
LAHF	0	5,152,715	5,152,715	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	100,025	116,500	0	0
Borrowing	3,131,003	9,776,750	9,356,919	2,472,490	2,246,370	2,207,590
Total Use of Funding	5,377,028	18,773,219	20,158,031	4,174,990	3,832,370	3,793,590
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Carried Forward	(7,957,464)	(2,804,749)	(2,804,749)	(2,804,749)	(2,804,749)	(2,804,749)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,377,028	18,773,219	20,158,031	4,174,990	3,832,370	3,793,590

APPENDIX 4

SECTION 106 BALANCES 2024/25

TA4950 - Reserves	Balance at 1 April 2024	Movement In year		Balance at 31 March 2025
		Contribution FROM	Contribution TO	
0159 - Resv-S106-Maint-Crox Common Mr	(0.24)	0.00	0.00	(0.24)
0166 - Resv-Env Maint Commuted Sums	(19,011.74)	0.00	0.00	(19,011.74)
0169 - Leavesden Hospital Open Space	(753,888.50)	0.00	0.00	(753,888.50)
0171 - Resv-S106 Huntonbury Village	(55,616.43)	0.00	0.00	(55,616.43)
0173 - Resv-S106 Green Lane	(19,832.04)	0.00	0.00	(19,832.04)
0177 - Resv-S106 Tanners Hill Amenity	(59,890.25)	0.00	0.00	(59,890.25)
0190 - Resv-S106 Oxhey Nu Oaklands Av	(132.41)	0.00	0.00	(132.41)
0193 - Resv-S106 Horsefield - Abbots Langley (Op SP)	(749,415.29)	0.00	0.00	(749,415.29)
0196 - Resv-S106-Traffic Reg Orders	(30,549.85)	(4,000.00)	0.00	(34,549.85)
0197 - Resv-S106-Happy Man Berry Lane	(6,151.61)	0.00	0.00	(6,151.61)
0198 - Resv-S106-Gade View	(28,444.60)	0.00	0.00	(28,444.60)
0227 - S106 Long Island Ex'ge (TRO)	(2,042.89)	0.00	0.00	(2,042.89)
0238 - S106 Leavesden Country Park	(0.65)	0.00	0.00	(0.65)
0246 - S106 Hayling & Holmside Rise (Op Sp)	(105.09)	0.00	0.00	(105.09)
0259 - S106 - Swan House, Homestead Road (AH)	(71,698.98)	0.00	0.00	(71,698.98)
0260- S106 - Former Pocklington House site, Eastbury Avenue (AH)	(446,030.20)	0.00	0.00	(446,030.20)
0261 - S106 - 10 Harrogate Road (AH)	(29,980.10)	0.00	0.00	(29,980.10)
0262 - S106 - 6 Berkeley Close, Abbots Langley (AH)	(67,669.00)	0.00	0.00	(67,669.00)
0263 - S106 - 28 Chapel Close (AH)	(41,948.33)	0.00	0.00	(41,948.33)
0264 - S106 - Threshing Barn, Bullsland Farm, Bullsland Lane (AH)	(282,898.60)	0.00	0.00	(282,898.60)
0265 - S106 - 165-167 Hampermill Lane (AH)	(122,512.50)	0.00	0.00	(122,512.50)
0267 - S106- Petherick Pastures, Bucks Hill (AH)	(91,970.66)	0.00	0.00	(91,970.66)
0268 - S106 - Bell PH, 117 Primrose Hill, Kings Langley (AH)	(88,450.26)	0.00	0.00	(88,450.26)
0269 - S106 - 228 Gosforth Lane (AH)	(24,207.21)	0.00	0.00	(24,207.21)
0270 - S106 - Forge Mews, Church Street (AH)	(43,072.39)	0.00	0.00	(43,072.39)
0271 - S106 - The Old Chapel, Mallard Road, Abbots Langley (AH)	(33,213.32)	0.00	0.00	(33,213.32)
0272 - S106 - Maple Lodge Close, Maple Cross (BNG)	(160,220.84)	0.00	0.00	(160,220.84)
0273 - S106 - Land adj Greenways, Seabrook Road, King Langley (AH)	(21,444.00)	0.00	0.00	(21,444.00)
0274 - S106 - Rickmansworth Service Station, Victoria Close (AH)	(54,931.87)	0.00	0.00	(54,931.87)
0275 - S106 - 62 Green Streert, Chorleywood (AH)	0.00	(32,840.28)	0.00	(32,840.28)
0276- S106 - The Wooyard, R/O Vine Cottage, Thre Green, Sarratt (AH)	0.00	(34,352.68)	0.00	(34,352.68)
0277 - S106 - Murko Garage, North Approach, Moor Park (AH)	0.00	(243,749.22)	0.00	(243,749.22)
0278 - S106 - 36 Eastbury Avenue (AH)	0.00	(250,000.00)	250,000.00	0.00
0279 - S106 - Beesons Yard, Bury Lane, Rickmansworth (AH)	0.00	(280,966.22)	0.00	(280,966.22)
0280 - S106 - 51-53 Greenfield Avenue (AH)	0.00	(48,562.50)	0.00	(48,562.50)
Total	(3,305,330)	(894,471)	250,000	(3,949,801)

Treasury Management Strategy Statement 2024/25

1. Summary

- 1.1. This document sets out the Council's Treasury Management Strategy Statement (TMSS).
- 1.2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: "the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 1.3. The TMSS supports the delivery of the Council's Capital Strategy and provides additional detail on how the Council manages its Treasury Management Activity.
- 1.4. The TMSS details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The primary objectives of the Treasury Management Strategy Statement are:
 - Security - Safeguard the repayment of the principal and interest of its investments on time
 - Liquidity - Ensure adequate liquidity to meet obligations as they fall due
 - Yield - Investment return is the final objective and is considered after security and liquidity requirement have been satisfied.
- 1.5. This statement is reviewed and approved annually by Council alongside the Council's budget, Medium Term Financial Plan (MTFP) and Capital Strategy.
- 1.6. The Director of Finance in consultation with the Lead Member for Resources and Shared Services has delegated authority to approve any variation to the Strategy Statement during the year with the objective of maximising the Council's returns without significantly increasing risk.

2. Risks

2.1. The key Treasury Management risks are set out in the CIPFA Treasury Management Code of Practice (“the TM Code”). The following paragraphs set out these risks and how they are managed:

Liquidity Risk

That the Council may not have the cash it needs on a day to day basis to pay its bills.

This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.

Interest Rate Risk

That the costs and benefits expected do not materialise due to changes in interest rates.

This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council’s retained advisors).

Exchange Rate Risk

That losses or gains are made due to fluctuations in the prices of currency.

The Council does not engage in any significant non-sterling transactions.

Credit and Counterparty Risk

That the entity holding Council funds is unable to repay them when due. This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited.

Refinancing Risk

That the loans taken by the Council will become due for repayment and need replacing at a time when there is limited finance available or interest rates are significantly higher.

The timing of loan maturities is monitored along with interest rate forecasts. Officers ensure that due dates are monitored and seek advice from the Council’s advisors about when to raise any finance needed.

Legal and Regulatory Risk

That the Council operates outside its legal powers.

This risk is managed through the Council’s training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit, and the advice (for example on the contents of this strategy) taken from the Council’s Treasury advisors.

Fraud, Error and Corruption

The risk that losses will be caused by impropriety or incompetence.

This risk is managed through the controls in the Council’s financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds.

Market Risk

That the price of investments held fluctuates, principally in secondary markets.

The majority of the Council’s investments are not traded, but where they are (e.g. Property investment portfolio) the main investments’ value comes from the income they generate which is generally long term and secure.

3. Treasury Indicators: Limits to Borrowing Activity

- 3.1. There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices. These indicators are set out in the Capital Strategy.
- 3.2. The key difference is that the Authorised Limit cannot be breached without prior approval of the Council. The Operational Boundary is a more realistic indicator of the likely position. The difference between the authorised limit and operational boundary for borrowing is that the authorised limit includes a head room for borrowing for future known capital needs now. The Authorised Limit represents the limit beyond which borrowing is prohibited, and needs to be revised if necessary by Council.

4. Borrowing Strategy

- 4.1. The Council's treasury team maintains a cashflow forecast and works its liquidity requirements within this forecast; it may, on rare occasions, be necessary to borrow short-term for cashflow purposes. This will be in the form of short term debt or overdraft facilities and is normally for small amounts for minimum durations. As this is based on need and has a defined repayment period it is not normally included within the limits set above.
- 4.2. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated (ie: the cost of holding does not outweigh the benefits of early borrowing) and that the Council can ensure the security of such funds. Any associated risks will be approved and reported through the standard reporting method.

5. Investment Policy

- 5.1. The Council's investment policy has regard to the statutory Guidance on Local Government Investments and TM Code. The Council's investment priorities are security first, liquidity second, then yield.
- 5.2. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices Schedules and are detailed at Annex A.
- 5.3. As part of its diversification of investments, the Council has invested some of its core funds (ie: funds not immediately required for cashflow reasons) in longer-term investment property instruments. These are in the form of individual assets directly owned by the council. Although the Council has no current investments or plans to invest in pooled property funds, these are an option that could be considered in the future. All property investments are controlled through the Property Investment Board (PIB) and each investment is subject to its

own business case and appraisal before a decision to invest is taken and before any Council funds are committed.

- 5.4. During 2020/21 the Council made a small Money Market Fund investment with Royal London Asset Management to diversify placement of some longer term cash. It is intended to continue to make use of this fund during 2025/26.

6. Creditworthiness policy

6.1. The Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in and the criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below.
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

6.2. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary and will provide an overall pool of counterparties considered high quality.

6.3. Credit rating information is supplied by our treasury consultants on all active counterparties that comply with the Council's criteria. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

7. Counterparty Categories

7.1. The Council uses the following criteria in choosing the categories of institutions in which to invest:

- **Banks 1 - Good Credit Quality**

The Council will only use UK banks or foreign banks trading in the UK in sterling denomination and which meet the Rating criteria.

- **Banks 2 – The Council's Own Banker**

For transactional purposes, if the bank falls below the above criteria, it will be included, although in this case balances will be minimised as far as possible in both monetary size and time within operational constraints.

- **Bank Subsidiary and Treasury Operations**

The Council will use these where the parent bank has the necessary ratings outlined above and the parent has provided an indemnity guarantee.

- **Building Societies**

The Council will use all Societies which meet the ratings for banks outlined above.

- **Specific Public Bodies**

The Council may lend to Public Bodies other than Local Authorities. The criterion for lending to these bodies is that the loan has been approved by Council.

- **Money Market Funds AAA Rated**

The Council may lend to Money Market Funds in order to spread its investment risk.

- **Local Authorities**

A limit of £5m per authority will be applied.

- **Debt Management Deposit Account Facility**

A Government body which accepts local authority deposits.

- **Council Subsidiaries (non-specified)**

The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance, in consultation with the lead member. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.

7.2. Further details of counterparty categories and limits are set out Annex A Schedule of Specified and Non-Specified Investments.

7.3. The Council will also consider investment in property in accordance with its Property Investment Strategy. All property investments will be dependent on a standalone business case being proven.

8. The Monitoring of Investment Counterparties

- 8.1 The credit rating of counterparties is monitored regularly. The main rating agencies (Fitch, Moody's and Standard & Poor's) provide credit ratings for financial institutions. The Council receives credit rating information (changes, rating watches and rating outlooks) from Arlingclose as and when ratings change, and counterparties are checked promptly. The Council considers minimum short term ratings as key criteria in the choice of creditworthy investment counterparties; F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard & Poor's respectively. Minimum Short Term Ratings, where given, must be met for all categories.
- 8.2 On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.
- 8.3 For non-specified investments (e.g. e-f above) the progress of the entity against the approved, independently verified business case will be monitored by the Director of Finance.

9. Use of Additional Information Other Than Credit Ratings

- 9.1 Additional requirements under the Code of Practice require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

10. Time and Monetary Limits Applying to Investments

- 10.1 The time and monetary limits for institutions on the Council's Counterparty List summarised in the table below, are driven by the above criteria. These limits will cover both Specified and Non-Specified Investments.

11. Exceptional Circumstances

- 11.1 The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly, the time periods for investments will be restricted.
- 11.2 Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMO) – a Government body which accepts local authority deposits, money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

12. Investment Strategy

- 12.1 In-House Funds - investments will be made with reference to the core balance and cashflow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

12.2 Investment Treasury Indicator and Limit - total principal funds invested for greater than one year. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

Treasury Indicator & Limit	2024/25	2025/26	2026/27	2027/28
Maximum Principal Sums invested for greater than one year (excluding property investment and loans to Council subsidiaries).	£10m	£15m	£15m	£15m

13. Investment Risk & Security Benchmarking

13.1 These benchmarks are simple guides to maximum risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report. The benchmarks are as follows:

Security:

Security of the investments is measured by credit ratings, which is supplied by the three main credit rating agencies (Fitch, Moodys and Standard & Poors). Where investments are made to Council subsidiaries (non-listed), the security is measured through a business case with independent viability assessment.

Liquidity:

The Council set liquidity facilities/benchmarks to maintain: Authorised bank overdraft - nil.

- Liquid short term deposits of at least £0.5m available with a week's notice.

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

Yield:

The Council benchmarks the yield on its operational cash against SONIA (the Sterling Overnight Index Average). This is a measure of market rates for actual returns on overnight cash deposits. Performance against this indicator will be reported in the reports produced at mid-year and year-end.

14. Reporting Requirements

14.1 The Audit Committee has the responsibility for the scrutiny of Treasury Management policies and practices and receives the Treasury Management Policy for review prior to approval by Council.

14.2 An annual report on the performance of the Treasury Management function, including the effects of the decisions taken and the transactions executed in the past year, and on any

circumstances of non-compliance with the organisation's treasury management policy is considered by Council following the end of the financial year

14.3 Council also receives a Mid-Year Treasury Management Report setting out activity to 30 September.

15. Policy on the Use of External Service Providers

15.1 Arlingclose are the appointed external advisors. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

15.2 The Council will also, from time to time, procure specialist advice for ad-hoc pieces of work; this will be procured in accordance with the Council's normal procedure rules.

16. Member and Officer Training

16.1 In order to ensure that Members and Officers are sufficiently trained and qualified to monitor and manage the Council's Treasury Management activity, the following measures are in place:

- Ensuring that officers attend suitable courses and seminars to keep their technical knowledge up to date.
- Keeping up to date with CIPFA publications on Treasury Management.
- Regular briefings both by email and face to face with the Council's Treasury advisors.
- Reports and briefing sessions to Members on major changes to Treasury policies and strategies.

Non Specified Investment Category	Limit (£ or %)
<p>Any bank or building society that has a minimum long term credit rating of A (or equivalent), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	£5m
<p>The Council's own banker if it fails to meet the basic credit criteria.</p>	In this instance balances will be minimised as much as possible
<p>Building Societies not meeting the basic security requirements under the specified investments.</p> <p>The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these types of investments to £2m for up to six months.</p>	£2m
<p>Specific Public Bodies</p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>	£10m
<p>Loans to Council Subsidiaries</p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the Portfolio Holder, in consultation with the Director of Finance. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.</p>	£10m limit for any single loan
<p>Other unspecified investments</p> <p>The strategy allows the Director of Finance, in consultation with the Lead Member, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of to maximising the Council's returns without significantly increasing risk. This allows the addition of further unspecified investments, subject to conditions which will be generally similar to (e).</p>	£15m

Institution Type	Minimum Short Term Ratings			Schedule 1 (A) – UK Banks & Building Societies			
	Fitch	Moody's	S&P				
The Council's own Bankers	F1m	P-1	A-1	If Council's own bankers fall below the minimum long term criteria for UK banks, cash balances will be managed within operational liquidity constraints and balances will be minimised as much as possible.			
Wholly Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1	Long Term Credit Rating: AA(F), Aa2(M), AA(S&P)	Long Term Credit Rating: Single A (All agencies)	Long Term Credit Rating: Lower than A (All agencies)	Long Term Credit Rating: Lower than A
Partially Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1				
UK Building Societies (Credit Rated)	F1	P-1	A-1				
UK Building Societies (Unrated)				Assets over £15bn	Assets over £5bn	Assets of £2.5bn	Assets of £1bn
	Maximum Amount / Duration:			£10m 364 Days	£10m 6 Months	£10m 3 Months	£10m 1 Month

Schedule 1 (B) – Other Entities

Specific Public Bodies	As approved by Members – up to £10m for up to 10 years
Debt Management Deposit Facility (UK Government)	Unlimited – this is the Council’s Safe-Haven Deposit facility with the UK Government
Money Market Funds (AAA Rated)	£10m, £5m per fund
Municipal Bond Agency	As approved by Members
UK Local Authorities	<p>A Maximum of £5m applies per Authority.</p> <p>The Council can invest in all UK Local Authorities whether rated or not.</p> <p>The Council will not lend to an authority which is subject to a s.114 notice without member approval.</p>

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Notes:

1. F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard and Poor's respectively.
2. Minimum Short Term Ratings - Where given, these must be met, for all categories (except RBS Group).
3. Building Societies - A Building Society has to meet either the ratings criteria or the assets criterion to be included in the category, not both.
4. Maximum amount is the maximum, in total, over all investments, with any one institution (with the exception of RBS Group).

Minimum Revenue Provision (MRP) Strategy and Policy Statement

The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital resources. The Council is required to make prudent provision, by way of a charge to the revenue account, which means that the repayment of debt is enabled over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.

The Council is also able to increase the rate it reduces its CFR by undertaking additional voluntary payments (voluntary revenue provision - VRP) in addition to any MRP; this is not currently the Council's policy.

Government Regulations require the Council to approve a MRP Statement in advance of each year. The following is the Council's MRP statement:

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3)

This option provides for a reduction in the borrowing need over the asset's estimated life.

No MRP provision is made in respect of investments or payments to the joint ventures as such investments are intended to be time-limited and allow for the repayment of debt. For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

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Three Rivers District Council

Full Council

**MEDIUM TERM FINANCIAL PLAN
2025/26 to 2027/28**

Conservative Proposals

25 February 2025

ITEM 3. FINANCIAL PLANNING 2025 - 2028

RECOMMENDATIONS

1. This amendment to Three Rivers' budget is based on four priorities that the council does not place sufficient weight on:
 - (a) Safer and cleaner streets
 - (b) Preserving and improving our communities
 - (c) Unleash innovation with AI
 - (d) Delivery over publicity
2. This is a plan to deliver better services and lower taxes – and a plan to put Three Rivers on a path to financial sustainability in the long term.
3. As well as delivering savings in 2025/26 to ensure lower taxes and better services over the coming year, there are two long-term changes that will deliver significantly improved savings.
4. Safer and cleaner streets
 - (a) Three Rivers has historically been one of the cleanest, safest places to live in the country. However, that has begun to change recently, with growing amounts of fly-tipping and littering and greater levels of and fear of crime relative to other areas. Conservative councillors propose measures to ensure Three Rivers remains clean and safe.
 - (b) Conservative councillors support installing more CCTV in crime and antisocial behaviour hotspots, but the levels installed fall short of the need of the community. We would install an additional nine CCTV cameras, using CIL receipts. And we will ensure more police presence too by giving a grant to the PCC to allow a rebate on district element of Council Tax for Special Constables.
 - (c) Conservative councillors also recognise our area is targeted by car thieves and burglars from further afield, due to the proximity of the M25. Whole communities can be made safe from these crimes with affordable deterrents, such as Faraday pouches for car keys and forensic anti-burglary water. We will make our communities burglary-proof by delivering them to all houses in areas at risk of burglary, as other areas have done to inoculate whole communities from burglary and car theft.
 - (d) We will introduce a 'clean-up squad' to tackle fly-tipping, littering, and graffiti in Rickmansworth and Moneyhill, with a view to extending it to other areas in future years. We will increase on-the-spot fines for fly-tipping to the maximum legally permitted, as Three Rivers' maximum FPNs are less than half the levels imposed by other councils. We will introduce our own Fly-tipping on Private Land Fund to match grants from the Police & Crime Commissioner to prevent and clean up fly-tipping.
 - (e) We will seek to procure formally external legal advice on the council's ability to close down Shannon House, as it has caused significant increase in crime and anti-social behaviour in Kings Langley and Abbots Langley.

5. Preserving and improving our communities

- (a) We will increase the number of Conservation Area appraisals updated each year from 2 to 4, to bring it into line with Historic England's best practice. We will introduce a Heritage Shopfront Fund to match-fund restoration of area-appropriate shopfronts in conservation areas, including Rickmansworth High Street and Abbots Langley High Street: and then lock that restored appearance in with minor changes to local Conservation Area appraisals so they remain heritage-appropriate.
- (b) We will conduct a review of pre-application fees, reducing them for householder applications to reduce the burden on families doing minor work while increasing them for large developments, as Three Rivers are lower than for neighbouring Watford, Harrow, and other councils.
- (c) We will increase parking availability on Moneyhill Parade, funding feasibility and initial works to expand parking. We will reduce the cost of parking permits for businesses in Moneyhill to £50 – a reduction of approximately 90%.
- (d) We will fast-track the introduction of a commuter parking scheme at Ferry car park in Chorleywood. We will seek to form a joint floating car club with Watford, which has an existing scheme, to reduce pressure on parking and give independence to people who only have infrequent need for a car.
- (e) We will reallocate parking enforcement to areas with greater demand, such as Moneyhill Parade, Field Way, Abbots Langley High Street, Abbots Road, and Langley Road.
- (f) We will open a cricket pitch at South Oxhey Playing Fields to cater for fast-growing demand in the area. We will provide 50% of the funding of works to improve road safety at Batchworth Bridge.

6. Unleash innovation with AI

- (a) Three Rivers is behind the curve on the adoption of artificial intelligence to reduce red tape and improve service delivery. Many councils integrate AI into every service area. Even advanced tools, such as the professional version of the American Perplexity.ai are available for free to all councils. However, Three Rivers has been more technologically resistant.
- (b) We will therefore launch a review immediately on how best to integrate AI into the functions of the council. In the first instance, this can deliver clerical work, such as automating note-taking on calls to improve customer service, automating minute-taking and report-writing to reduce writing time, and introducing an AI chatbot to assist out-of-hours and reduce pressure on the call centre.
- (c) However, in future years, this can deliver transformative service changes, such as detecting waste collection and parking enforcement need, giving feedback on planning applications, and monitoring CCTV automatically. In the medium-term, this could reduce the cost of some service areas by up to 90%.
- (d) While greater savings will be realised in future years, we assess that there are £50,000 of savings that can be achieved in 2025/26 pending the outcome of a full review.

7. Delivery over publicity

- (a) Three Rivers has by far the largest communication budget – primarily external publicity – of any district council in Hertfordshire, despite having the second-smallest population. We would half expenditure on the communication budget, bringing it into line with the average for district councils in the county. The full saving will not be realised until future years, but sufficient savings can be delivered in 2025/26 to fund all of our proposals to make our streets cleaner and safer.
 - (b) Three Rivers' Community Infrastructure Levy (CIL) charging schedule is out of date. This charges nothing to Watford Rural, but also broadly gives a 30% discount to developers across the district due to inflation: meaning less money for infrastructure locally. The council said that it will only update this after the new Local Plan is adopted. However, the withdrawal of the previous draft Local Plan will sadly mean more development, all of which will be entitled to the current low or zero CIL rate: costing Three Rivers several million pounds in lost revenue for infrastructure. We will spend the small amount required from the Planning Reserve to update the schedule now to yield millions in future years.
 - (c) Despite having the Committee System, Three Rivers has far more Lead Members per councillor or resident than the average for Hertfordshire districts. We would bring it into line with the average across Hertfordshire districts, saving taxpayers' money that is currently spent on their allowances to do less work than is the case in other districts.
 - (d) Three Rivers House has had significant unused office space without yielding any revenue. Given the lack of interest at the current asking price, we would discount the asking rent to the amount the market has shown it can bear: raising £50,000 a year and bringing businesses back to Rickmansworth,.
 - (e) Altogether, these savings will be sufficient to fund significant investment in community facilities, and reduce Council Tax.
8. In addition, this amendment reduces the Council Tax requirement by 1% versus the budget recommended by the Policy & Resources Committee.

9. Council agrees the following actions;

- (a) That the Medium Term Financial Strategy and Capital Programme, as presented to Policy and Resources on 27 January 2025, be approved subject to the following changes:
 - (i) That the resource implications of the Final Local Government Finance Settlement are included in the MTFP at Appendix 1.
 - (ii) That the final parish precept figures are reflected in the MTFP at Appendix 1
 - (iii) That the variations outlined in Appendix 2 are included in the MTFP at Appendix 1.
- (b) That the revenue budget for 2025/26 totalling net expenditure of **£14,589,913** and the draft revenue estimates for the period 1 April

2025 to 31 March 2028 giving a balance on the general fund at 31 March 2028 of **£2,824,869** be approved. (Appendix 1)

- (c) That £2.0m be considered as a prudent minimum balance for the general fund.
- (d) That the capital strategy, including the Minimum Revenue Provision strategy and the Treasury Management Policy, as presented to Policy and Resources Committee on 27 January 2025 be agreed, subject to the changes outlined above, and the total investment programme for 2025/26 be agreed at £4,448,000.
- (e) That the arrangements for funding the 2025/28 capital strategy and investment programme resulting in an estimated balance of capital resources at 31 March 2028 of £2,804,749 be agreed
- (f) That the financial and budgetary risks presented to The Policy and Resources Committee on 27 January 2025 be approved and their management monitored by the Audit Committee.
- (g) That the Council Tax Reduction Scheme, as presented to Policy and Resources Committee on 27 January 2025, remains unchanged other than for the updating of prescribed amounts.
- (h) That the position on the financial reserves as presented to the Policy and Resources Committee on 27 January 2025, as amended by paragraph above, is noted.
- (i) The Director of Finance's advice on the robustness of the estimates and the adequacy of the financial reserves is noted.
- (j) The Director of Finance be authorised to amend individual budget lines to implement the budget as set out above

STATEMENT OF CHIEF FINANCIAL OFFICER

1. Under Section 25 of the of the Local Government Act 2003, the Council's Chief Finance Officer (designated officer under section 151 of the Local Government Act 1972) must report to Council on the following matters:
 - a. the robustness of the estimates made for the purposes of the calculations, and
 - b. the adequacy of the proposed financial reserves.
2. The Director of Finance, as the designated officer, confirms that the estimates in the draft budget presented to Policy and Resources Committee are robust and highlights the following risks in the estimates provided:
 - a. No feasibility study has been carried out on the use of Artificial Intelligence, its potential savings, security implications and implementation costs and therefore the proposed savings may not be achievable and implementation costs have not been allowed for. Any additional costs would have to be met from the Economic Impact Reserve.
 - b. No redundancy costs have been allowed for the reduction in communications expenditure and would need to be met from the Economic Impact Reserve. The impact on the service has not been quantified.

- c. The current rental cost for the ground floor of Three Rivers House has been set after discussion with local agents on the basis that it includes business rates and utilities, there is no guarantee that reducing the rent would secure a tenant.
 - d. Other than where fixed amounts have been allocated, costs have not been able to be confirmed and may change, with any additional costs or resultant loss of income being met from the Economic Impact Reserve.
3. Increasing the council tax by less than the referenda limit, builds the reduction in council tax income permanently into the base as the referenda limit in future years is applied as a percentage on the previous year. This results in an ongoing reduction in resources to Three Rivers Council.
4. Effective budget management remains key to Three Rivers' strong financial position. All budget managers understand the need to ensure that any unnecessary expenditure is minimised and that income levels are optimised and income collected promptly. The establishment and vacancies remain tightly controlled. Service heads have been successful in identifying and applying for external funding particularly in respect of sustainability, leisure and community initiatives.
5. Three Rivers remains in a cash positive position and as such, unlike other councils, has benefited from the ongoing increased level of interest rates. Prudent forecasts of investment income have been built into future years beyond 2025/26 as interest rates are forecast to fall during the period of the medium term financial plan as well as cash balances. The Council has £8m of external debt which relates to lending by the council in relation to the joint venture and other housing projects with maturities that match the underlying borrowing.
6. The Council benefits significantly from business rate growth and business rate pooling. The Government has confirmed that the business rate base for business rate retention will be reset for 2026/27 with the implementation of 'fair funding' that will skew resources to those authorities with the highest need and less ability to raise resources from the council tax. As a result of these changes the Council expects to lose resources and a prudent view has been taken of resources for 2026/27 and beyond. This has resulted in a budget gap for the future years of the MTFP. Once the Government has published exemplifications of future funding, the Council will be able to take a view on the level of savings needed to balance the budget in future years. Even with this budget gap reserves remain forecast to be above the minimum recommended level by the end of the MTFP period.
7. As a result of the 2023 business rate revaluation, the Council is exposed to significant appeals risk. Three Rivers experienced the highest business rate increase in the country as a result of the revaluation, principally as a result of the business rate valuation increase applied to film studios. The Council has a substantial appeal provision against which to manage this risk.
8. Devolution and local government reorganisation are being actively pushed by the Government and Hertfordshire, whilst not part of the current priority programme, is likely to be affected. The Council has provided an earmarked reserve to provide for immediate costs and the work being carried out within Hertfordshire will look at the potential impact on future budgets and implementation costs beyond the horizon of the current MTFP.
9. The Council will continue to manage the risks within its budget through active budget monitoring, taking steps in year to address any pressures, and through the use of the Economic Impact Reserve and ultimately General Balances. The General Fund Balances are currently projected to be approximately £2.8M at the end of the medium-term financial plan.

Alison Scott
Director of Finance (Shared Services)
25 February 2025

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)								
Funding	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	204.36	210.47	216.76
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	1.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,182,350)	(8,511,259)	(8,853,280)
Parish Precepts (£)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,612,265)	(2,664,530)	(2,717,820)
Total Taxation (£)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,794,635)	(11,175,789)	(11,571,100)
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	124,592	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,296)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(419,117)	(445,000)	(445,000)
Total Grant Funding (£)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,410,821)	(3,140,000)	(2,940,000)
Total Taxation & Grant Funding (£)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,205,457)	(14,315,789)	(14,511,100)
Financial Statement - Summary	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Committee - Net Cost Of Services								
General Public Services and Economic Development	4,480,576	4,535,325	4,599,031	4,994,887	4,994,887	4,571,161	4,530,581	4,530,581
Climate Change, Leisure and Community Policy and Resources	1,952,185	2,032,948	2,037,090	2,079,699	2,079,699	2,049,852	2,100,484	2,100,484
	5,270,374	5,411,429	5,743,677	5,865,827	5,865,827	5,660,736	5,897,075	5,897,075
Period 8 Variances	0	0	0	0	81,596	193,428	235,784	498,129
Growth Bids	0	0	0	0	0	770,135	657,705	658,051
Extended Producer Responsibility Payments	0	0	0	0	0	(883,000)	(800,000)	(800,000)
Proposed Variations						(29,950)	(29,950)	(29,950)
Sub-Total	11,703,135	11,979,702	12,379,798	12,940,413	13,022,009	12,332,362	12,591,679	12,854,370
Other								
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,612,285	2,664,530	2,717,820
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	741,766	741,766
Interest Received	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,850,000)	(710,000)	(710,000)	(710,000)
Period 8 Variances	0	0	0	0	0	(400,000)	(266,470)	(176,970)
Sub-Total	2,456,197	2,456,197	2,406,197	1,366,197	1,366,197	2,257,551	2,429,826	2,572,616
Net Expenditure	14,159,332	14,435,899	14,785,995	14,306,610	14,388,206	14,589,913	15,021,505	15,426,986
Income from Council Tax, Government Grants & Business Rates	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,205,457)	(14,315,789)	(14,511,100)
(Surplus)/Deficit Before Use of Earmarked Reserves	250,734	527,301	877,397	398,012	479,608	384,457	705,716	915,886
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(147,587)	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	250,734	527,301	877,397	398,012	332,021	36,870	705,716	915,886

Movement on General Fund Balance	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(4,483,339)	(4,446,470)	(3,740,754)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	877,397	398,012	332,021	36,870	705,716	915,886
Creation of Additional Earmarked Reserves	0	0	0	0	211,868	0	0	0
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,149,831)	(4,629,216)	(4,483,339)	(4,446,470)	(3,740,754)	(2,824,869)

Movement on Economic Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)
Movement excluding any call from budget proposals	0	0	0	0	147,587	347,587	0	0
Closing Balance at 31 March	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)	(1,035,314)

Appendix 2

Item	Capital Programme	Revenue Budget Impact
	£	£
1	93,000	9,000
2	-	4,800
3	-	3,250
4	-	11,000
5	-	6,000
6	-	20,000
7	-	(8,000)
8	-	10,000
9	-	(50,000)
10	-	20,000
11	-	-
12	-	10,000
13	50,000	-
14	-	(4,000)
15	-	-
16	-	15,000
17	30,000	-
18	-	-
19	100,000	24,000
20	-	(90,000)
21	-	50,000
22	-	(50,000)
23	-	(11,000)
Total	273,000	(29,950)

Three Rivers District Council

Full Council

**MEDIUM TERM FINANCIAL PLAN
2025/26 to 2027/28**

Liberal Democrat Proposals

25 February 2025

ITEM 3. FINANCIAL PLANNING 2025 - 2028

RECOMMENDATIONS OF THE LIBERAL DEMOCRAT GROUP

1. Council notes the challenge to our finances of the past couple years and the continuing impact of the pandemic on our budgets. There continues to be uncertainty around long term fair funding and business rates and the Council has taken a prudent approach within the Medium Term Financial Plan (MTFP) and is forecasting a reduction in resources from 2026/27 onwards as a result.
2. Council further notes the following achievements, enabling services to be protected without steep increases in its element of council tax, despite only 10 pence of every £1 in total council tax collected being retained by Three Rivers District Council:
 - Sound financial management of the Council along with a clear strategic direction.
 - No staff redundancies and no reduction in services
 - Having skilled and dedicated staff at all levels enabling us to deliver an excellent range of services that are highly rated by Three Rivers residents
 - The ability to increase and improve services with additional support in key areas unlike some other Councils including:
 - An extra £500,000 of capital funding per year for sustainability schemes to achieve our Net Zero Goal,
 - Extra resources to support parking schemes and improvement, additional maintenance of footpaths, alleyways and Rickmansworth Town Centre improvements
 - Continuing the support for those children in need and on free school meals with free swimming.
 - Additional £400,000 providing support for the evidence work required by the government in bringing forward our Local Plan proposals to enable earlier submission to the Government to protect as much of our Three Rivers Green Belt as possible.
 - Continue to exempt the poorest in Three Rivers from paying council tax, unlike many other Councils.
 - Providing a £100,000 reserve to meet the challenges of the potential Local Government Reform required by Government.
3. Council notes this increase by £5 per bin has already been agreed in order to cover these costs rather than be covered by all residents out of the general fund. This will result in a cost of £70 for a single brown bin (a concessionary rate of £60 will apply for those on income-based Council- administered benefits). The Director of Finance has confirmed that our income from collecting garden waste does not exceed our costs for this service. Our charges are still lower than many other authorities and our near neighbours and offers value for money as is evidenced by the high take up rate.
4. Council notes that overall, this is a balanced budget as signed off by the Director of Finance. It will ensure we have sufficient reserves to deal with the key pressures around pay and inflation and the impact of fair funding which is likely to see resources moved away from Hertfordshire. It ensures our debt obligations are

also well managed and funded along with our capital programme.

5. Council notes that along with the Local Government Association and other bodies we will keep up the pressure on Government Ministers to agree not only a fair overall settlement for Local Government but also a longer-term settlement to enable better forward planning. Council also notes that the Council has absorbed the unfunded £63k of increased National Insurance costs.

6. Council agrees the following actions;

- (a) That the Medium Term Financial Strategy and Capital Programme, as presented to Policy and Resources on 27 January 2025, be approved subject to the following changes:
 - (i) That the resource implications of the Final Local Government Finance Settlement are included in the MTFP at Appendix 1.
 - (ii) That the final parish precept figures are reflected in the MTFP at Appendix 1
 - (iii) That:
 - a. An additional £10k pa revenue is allocated for future years for Footpaths, Roads, Alleyways and Verges.
 - b. £10k is allocated in 2025/26 and £5k in 2026/27 for Rickmansworth Town Improvements to pump prime capital projects.
 - c. £30k is allocated for 2025/26 for the follow up South Oxhey Parking Study and £0.5M is allocated within the capital budget to allow for the cost of any works identified by the study.
 - d. £0.5M pa is allocated within the capital budget to allow for sustainability schemes with a proven business case to be funded. Such schemes to be agreed by Policy and Resources Committee.
 - e. £17k pa be allocated for Social Media monitoring to enhance our interface with the public.
- (b) That the revenue budget for 2025/26 totalling net expenditure of **£14,676,863** and the draft revenue estimates for the period 1 April 2026 to 31 March 2028 giving a balance on the general fund at 31 March 2028 of **£2,873,989** be approved. (Appendix 1)
- (c) That £2.0m be considered as a prudent minimum balance for the general fund.
- (d) That the capital strategy, including the Minimum Revenue Provision strategy and the Treasury Management Policy, as presented to Policy and Resources Committee on 27 January 2025 be agreed, subject to the changes outlined above, and the total investment programme for 2025/26 be agreed at £5,175,000.
- (e) That the arrangements for funding the 2025/28 capital strategy and investment programme resulting in an estimated balance of capital resources at 31 March 2028 of £2,804,749 be agreed
- (f) That the financial and budgetary risks presented to The Policy and

Resources Committee on 27 January 2025 be approved and their management monitored by the Audit Committee.

- (g) That the Council Tax Reduction Scheme, as presented to Policy and Resources Committee on 27 January 2025, remains unchanged other than for the updating of prescribed amounts.
- (h) That the position on the financial reserves as presented to the Policy and Resources Committee on 27 January 2025, as amended by paragraph above, is noted.
- (i) The Director of Finance's advice on the robustness of the estimates and the adequacy of the financial reserves is noted.
- (j) The Director of Finance be authorised to amend individual budget lines to implement the budget as set out above.

STATEMENT OF CHIEF FINANCIAL OFFICER

1. Under Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (designated officer under section 151 of the Local Government Act 1972) must report to Council on the following matters:
 - o the robustness of the estimates made for the purposes of the calculations, and
 - o the adequacy of the proposed financial reserves.
2. The Director of Finance, as the designated officer, confirms the estimates have been correctly calculated under the assumptions used and are robust. The council would have sufficient balances to fund the 2025/26 budget, including the future years of the MTFP.
3. Effective budget management remains key to Three Rivers' strong financial position. All budget managers understand the need to ensure that any unnecessary expenditure is minimised and that income levels are optimised and income collected promptly. The establishment and vacancies remain tightly controlled. Service heads have been successful in identifying and applying for external funding particularly in respect of sustainability, leisure and community initiatives.
4. Three Rivers remains in a cash positive position and as such, unlike other councils, has benefited from the ongoing increased level of interest rates. Prudent forecasts of investment income have been built into future years beyond 2025/26 as interest rates are forecast to fall during the period of the medium term financial plan as well as cash balances. The Council has £8m of external debt which relates to lending by the council in relation to the joint venture and other housing projects with maturities that match the underlying borrowing.
5. The Council benefits significantly from business rate growth and business rate pooling. The Government has confirmed that the business rate base for business rate retention will be reset for 2026/27 with the implementation of 'fair funding' that will skew resources to those authorities with the highest need and less ability to raise resources from the council tax. As a result of these changes the Council expects to lose resources and a prudent view has been taken of resources for 2026/27 and beyond. This has resulted in a budget gap for the future years of the MTFP. Once the Government has published exemplifications of future funding, the Council will be able to take a view on the level of savings needed to balance the budget in future years. Even with this budget gap reserves remain forecast to

be above the minimum recommended level by the end of the MTFP period.

6. As a result of the 2023 business rate revaluation, the Council is exposed to significant appeals risk. Three Rivers experienced the highest business rate increase in the country as a result of the revaluation, principally as a result of the business rate valuation increase applied to film studios. The Council has a substantial appeal provision against which to manage this risk.
7. Devolution and local government reorganisation are being actively pushed by the Government and Hertfordshire, whilst not part of the current priority programme, is likely to be affected. The Council has provided an earmarked reserve to provide for immediate costs and the work being carried out within Hertfordshire will look at the potential impact on future budgets and implementation costs beyond the horizon of the current MTFP.
8. The Council will continue to manage the risks within its budget through active budget monitoring, taking steps in year to address any pressures, and through the use of the Economic Impact Reserve and ultimately General Balances. The Economic Impact Reserve and General Fund Balances are currently projected to be approximately £3.9m at the end of the medium-term financial plan.

Alison Scott
Director of Finance (Shared Services)
25 February 2025

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)								
Funding	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,262,427)	(8,594,564)	(8,939,869)
Parish Precepts (£)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,612,265)	(2,664,530)	(2,717,820)
Total Taxation (£)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,874,712)	(11,259,094)	(11,657,689)
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	124,592	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,296)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(419,117)	(445,000)	(445,000)
Total Grant Funding (£)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,410,821)	(3,140,000)	(2,940,000)
Total Taxation & Grant Funding (£)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,285,534)	(14,399,094)	(14,597,689)
Financial Statement - Summary								
Committee - Net Cost Of Services	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
General Public Services and Economic Development	4,480,576	4,535,325	4,599,031	4,994,887	4,994,887	4,571,161	4,530,581	4,530,581
Climate Change, Leisure and Community	1,952,185	2,032,948	2,037,090	2,079,699	2,079,699	2,049,852	2,100,484	2,100,484
Policy and Resources	5,270,374	5,411,429	5,743,677	5,865,827	5,865,827	5,660,736	5,897,075	5,897,075
Period & Variances	0	0	0	0	81,596	193,428	235,784	498,129
Growth Bids	0	0	0	0	0	770,135	657,705	658,051
Extended Producer Responsibility Payments	0	0	0	0	0	(883,000)	(800,000)	(800,000)
Proposed Variations						57,000	27,000	27,000
Sub-Total	11,703,135	11,979,702	12,379,798	12,940,413	13,022,009	12,419,312	12,648,629	12,911,320
Other								
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,612,285	2,664,530	2,717,820
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	741,766	741,766
Interest Received	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,850,000)	(710,000)	(710,000)	(710,000)
Period & Variances	0	0	0	0	0	(400,000)	(266,470)	(176,970)
Sub-Total	2,456,197	2,456,197	2,406,197	1,366,197	1,366,197	2,257,551	2,429,826	2,572,616
Net Expenditure	14,159,332	14,435,899	14,785,995	14,306,610	14,388,206	14,676,863	15,078,455	15,483,936
Income from Council Tax, Government Grants & Business Rates	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,285,534)	(14,399,094)	(14,597,689)
(Surplus)/Deficit Before Use of Earmarked Reserves	250,734	527,301	877,397	398,012	479,608	391,330	679,361	886,247
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(147,587)	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	250,734	527,301	877,397	398,012	332,021	43,743	679,361	886,247

Movement on General Fund Balance	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(4,483,339)	(4,439,597)	(3,760,236)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	877,397	398,012	332,021	43,743	679,361	886,247
Creation of Additional Earmarked Reserves	0	0	0	0	211,868	0	0	0
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,149,831)	(4,629,216)	(4,483,339)	(4,439,597)	(3,760,236)	(2,873,989)

Movement on Economic Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)
COVID-19 Impact for Year	0	0	0	0	147,587	347,587	0	0
Closing Balance at 31 March	(1,530,488)	(1,530,488)	(1,530,488)	(1,530,488)	(1,382,901)	(1,035,314)	(1,035,314)	(1,035,314)

Total Reserves Impact	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn	Latest	Latest	Latest
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(5,866,240)	(5,474,911)	(4,795,550)
Impact for Year	250,734	527,301	877,397	398,012	691,476	391,330	679,361	886,247
Closing Balance at 31 March	(6,306,982)	(6,030,415)	(5,680,319)	(6,159,704)	(5,866,240)	(5,474,911)	(4,795,550)	(3,909,303)
Total Reserves	(6,306,982)	(6,030,415)	(5,680,319)	(6,159,704)	(5,866,240)	(5,474,911)	(4,795,550)	(3,909,303)

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COUNCIL – 25 FEBRUARY 2025

8. SPECIAL EXPENSES 2025/26 (DoF)

1. Summary

- 1.1. This report reviews the Council's general and special expenses.

2. Details

Financial Arrangements with Parish Councils

- 2.1. The Local Government Finance Act 1992 provided for different amounts of council tax to be calculated for different parts, e.g. parished and unparished areas, of a district, depending on what, if any, 'special items' relate to those parts.

- 2.2. A special item is an item which relates to only part of a district council's area. A parish precept is one special item. 'Special expenses' are another special item.

- 2.3. There are five different types of special expense, but the one affecting this district is set out in Section 35(2)(d) which provides that:

"any expenses incurred by a billing authority in performing in a part of its area a function performed elsewhere in its area by the sub-treasurer of the Inner Temple, the under-treasurer of the Middle Temple, a parish or community council or the chairman of a parish meeting are the authority's special expenses unless a resolution of the authority to the contrary effect is in force".

- 2.4. Three Rivers decided to use the special expenses arrangements because:-

- a) they provided fairness, transparency and accountability, and,
- b) by reducing the district's expenditure on grants for 'concurrent' services and raising the funding via the parish precept, the district reduced the chances of it being 'capped'.

- 2.5. Having agreed the items that are "special expenses" and the areas to which they relate the calculation of the council tax is purely a mathematical exercise. This is set out at **Appendix 1**.

- 2.6. There are no changes to the functions the parishes are performing from previous years that impact on the calculation of special expenses for 2025/26.

3. Options/Reasons for Recommendation

- 3.1. The recommendation enables the Council to determine the calculation of special expenses.

- 3.2. In the interests of fairness, the option to resolve that all of the district's expenses be 'general' has been rejected.

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. There are no changes to the budget already agreed by Members as a result of this report.

6. Legal Implications

- 6.1. Contained in the report. There has been little case law resulting from the legislation. Any challenge to the Council's interpretation of the law would be subject to judicial review. The Council would need to demonstrate that it had acted reasonably. This would particularly apply where apportionments are used. There are different bases for apportionments any one of which might be 'reasonable' but give a different answer.

7. Risk Management and Health & Safety Implications

- 7.1. The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 7.2. The subject of this report is covered by the Finance 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>
The Council does not apply the resolution for special and general expenses	There is a successful challenge to the Council's application of the special expenses provisions of the Local Government Finance Act 1992.	Continue with previous years' resolution	Tolerate	4

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

8. Recommendation

- 8.1. That the Council confirms that it will apply the following resolution for special and general expenses for 2025/26:-
- a. that the following functions being either those provided equally across the district or incurring minimal expenditure be declared general expenses:-
- allotments;
 - litter, salt and dog bins;
 - highways, trees and roadside verges;
 - seats and shelters;
 - youth centres;
 - crime prevention;
 - land drainage;
 - footpath maintenance;
 - footpath lighting;
 - community arts;
 - off-street car park maintenance;
 - street naming;

- Dial-A-Ride;
- play-schemes
- cemeteries
- YMCA Woodlands building in Abbots Langley
- The Centre, South

b. that the following functions are declared special expenses:-

- Woodlands (apportioned on the basis of acreage) including the ranger at Leavesden Open Space and 50% of the Arboriculture and Landscape Officers' costs
- Community halls (including apportionment of Oxhey Hall);
- Playing fields and open spaces (excluding water-based activities and maintenance met from commuted sums); based on the Grounds Maintenance contract.
- Aquadrome Treated as 50% general expense and 50% special expense apportioned to the Batchworth Community Council.
- Watersmeet (all costs except the pantomime charged to the unparished area and Batchworth Community Council as a community hall. The pantomime is treated as a general expense).

Report prepared by: Michelle Howell, Interim Head of Finance

Background Papers

Questionnaire to Parish/Community Councils.
2025/26 Special expenses calculation.

The recommendations contained in this report DO NOT constitute a KEY DECISION.

APPENDICES:

- 1 Extract from the Local Government Finance Act 1992

LOCAL GOVERNMENT FINANCE ACT 1992

34. – (1) This section applies where for any financial year an item mentioned in section 35(1) below relates to a part only of a billing authority's area; and in this section "special item" means any such item which so relates and "the relevant part", in relation to such an item, means the part concerned.

(2) The authority shall calculate the basic amount of its council tax for dwellings in a part of its area to which no special item relates by applying the formula –

$$B - \frac{A}{T}$$

where –

B is the amount calculated (or last calculated) by the authority under section 33(1) above as the basic amount of its council tax;

A is the aggregate amount of all special items;

T is the amount determined for item T in section 33(1) above.

(3) The authority shall calculate the basic amount of its council tax for dwellings in a part of its area to which one or more special items relate by adding to the amount given by the formula in subsection (2) above the aggregate of the amounts which, in relation to each of those special items, are given by the formula –

$$\frac{S}{TP}$$

where –

S is (in each case) the amount of the special item;

TP is (in each case) the amount of the authority's council tax base for the relevant part as calculated by it for the year.

And

35. – (1) The items referred to in Section 34(1) above are –

(a) any precept issued to or anticipated by the authority which is or is believed to be applicable to part of its area and was taken into account by it in making the calculation (or last calculation) in relation to the year under section 32(2) above; and

(b) any expenses of the authority which are its special expenses and were taken into account by it when making that calculation

(2) For the purposes of subsection (1) above –

(d) any expenses incurred by a billing authority in performing in a part of its area a function performed elsewhere in its area by the sub-treasurer of the Inner Temple, the under-treasurer of the Middle Temple, a parish or community council or the chairman of a parish meeting are the authority's special expenses unless a resolution of the authority to the contrary effect is in force.

COUNCIL – 25 FEBRUARY 2025

9. COUNCIL TAX – DISTRICT ELEMENT (DoF)

Summary

- 1.1 This report allows the Council to set the district element of the Council Tax for 2025/26. This includes the parish precepts.

Background

- 2.1 The calculations below comply with the Local Government Finance Act 1992 (“The Act”), as amended by the Localism Act 2011.
- 2.2 The details below show the calculations made in arriving at the recommendations and are cross referenced accordingly.

Details

3.1 *The Council Tax Base*

At its meeting on 10 December 2024, the Council approved the Council Tax Base for 2025/26 as follows:

Parish	Band D Equivalents 2025/26
Abbots Langley	8,865.3
Batchworth	6,603.8
Chorleywood	6,339.1
Croxley Green	5,818.2
Sarratt	1,098.6
Watford Rural	7,617.3
Unparished	3,696.8
Total District	40,038.9

3.2 *Calculation of Council Tax Requirement*

The Council must calculate its aggregate expenditure (a), its aggregate income (b) and the difference between the two, being termed the Council Tax Requirement (c).

Council Tax Requirement	£
Aggregate Expenditure (a)	54,325,066
Aggregate Income (b)	(43,450,354)
Council Tax Requirement (c)	10,874,712

3.3 **Basic Amount of Tax**

This is calculated by dividing the Council Tax Requirement by the Council Tax Base.

$$\frac{10,874,712}{40,038.9} = \text{£}271.60$$

This is the charge that, were there to be no special items in a part of the area, would be levied on a Band D property to meet District and Parish expenditure.

3.4 **Aggregate Amount of Special Items**

Special items include both Parish Precepts and Special Expenses:-

Area	Precepts £	Special Expenses £	Total £
Abbots Langley	1,075,159	922	1,076,081
Batchworth	184,169	448,022	632,191
Chorleywood	583,197	92,525	675,722
Croxley Green	361,440	153,365	514,805
Sarratt	111,045	0	111,045
Watford Rural	297,275	266,261	563,536
Unparished	0	309,339	309,339
Total	2,612,285	1,270,434	3,882,719

3.5 **Basic Amount of Council Tax for Dwellings in a Part of the District Where No Special Items to Apply.**

This calculation gives a basic amount of tax for a dwelling in a part of the area to which no special item relates. In fact there is no dwelling in the District to which this applies but the figure is calculated to enable special items in each part of the District to be subsequently added back:-

$$\begin{array}{r} \text{Basic Amount of Tax} \\ - \quad \frac{\text{Aggregate of Special Items}}{\text{Council's Total Tax Base}} \\ \hline \text{£}271.60 - \frac{\text{£}3,882,719}{40,038.9} = \text{£}174.63 \end{array}$$

This figure equates to the District Council's charge for "General Expenses".

3.6 **Council Tax for Part of the Council's Area**

This calculation adds back to the calculation at paragraph 3.5 above, the Special items that relate to each part of the District with regard to the tax base in each part:-

Special Items	Abbots Langley	Batchworth	Chorleywood	Croxley Green	Sarratt	Watford Rural	Unparished	Total
	£	£	£	£	£	£	£	£
Precepts	1,075,159.00	184,169.00	583,197.20	361,440.00	111,045.00	297,275.00		2,612,285.20
Special Expenses	922.00	448,022.00	92,525.00	153,365.00	0.00	266,261.00	309,339.00	1,270,434.00
Total	1,076,081.00	632,191.00	675,722.20	514,805.00	111,045.00	563,536.00	309,339.00	3,882,719.20
Divided by Tax Base	8,865.30	6,603.80	6,339.10	5,818.20	1,098.60	7,617.30	3,696.80	40,038.90
Sub Total	121.38	95.73	106.60	88.48	101.08	73.98	83.68	
Add Council Tax if no Special Items existed	174.63	174.63	174.63	174.63	174.63	174.63	174.63	
Total	296.01	270.36	281.23	263.11	275.71	248.61	258.31	

3.7 **Charges for Each Band**

The figures for each band of property are arrived at by taking the charge for a band D property and applying the following proportions:-

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
6:9	7:9	8:9	9:9	11:9	13:9	15:9	18:9

3.8 **Major Precepting Authorities**

The Police and Crime Commissioner for Hertfordshire and Hertfordshire County Council have agreed their 2025/26 precepts issued to the Council, in accordance with Section 40 of the Act. Precepts for these authorities are added to this Council's charges to arrive at a total council tax charge.

Options/Reasons for Recommendation

4.1 The report is made to set this Council's element of the Council Tax for 2025/26.

Policy/Budget

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

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

6.1 None specific.

Financial Implications

7.1 Applying the charges will generate the income required to meet District and Parish Councils' expenditure after discounts and non-payment, allowance for which has been included in the Council Tax Base.

Legal Implications

8.1 This report and its recommendations comply with the requirements of the Local Government Finance Act 1992 as amended.

8.2 The Government announced that for district councils, their relevant basic amount of council tax in 2025/26 will require a referendum if it is either:

- 3%, or more than 3% above its 2024/25 level; and
- more than £5.00 above its 2024/25 level.

The relevant basic amount of council tax is the total of the district element of the council tax requirement (including special expenses) or £206.36 compared to £200.37 in 2024/25. The average increase in the district for 2025/26 for a Band D property is 2.99%. Therefore, there is no need for a referendum on the 2025/26 district element of the council tax charge as this is below 3%.

Recommendations

That the following amounts be calculated for the year 2025/26, in accordance with Sections 31 to 36 of the Local Government Finance Act 1992:-

- (a) £54,325,066 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by parish councils.
- (b) £43,450,354 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £10,874,712 being the amount by which the aggregate (a) above exceeds the aggregate at (b) above.
- (d) £271.60 being the amount at (c) above divided by the council tax base, as the basic amount of its Council Tax for the year (including parish precepts).
- (e) £3,882,719 being the aggregate amount of all special items (parish precepts and special expenses)
- (f) £174.63 being the basic amount of its Council Tax for the year for dwellings in those parts of the area to which no special item relates.

(g)

Parts of the Council's Area	£
Abbots Langley	296.01
Batchworth	270.36
Chorleywood	281.23
Croxley Green	263.11
Sarratt	275.71
Watford Rural	248.61
Unparished	258.31

being the amounts given by adding to the amount at (f) above the amounts of the special item or items relating to the dwellings in those

parts of the Council's area listed above divided by the council tax base, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

(h)

Parts of the Council's Area	Valuation Band							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Abbots Langley	197.34	230.23	263.12	296.01	361.79	427.57	493.35	592.02
Batchworth	180.24	210.28	240.32	270.36	330.44	390.52	450.60	540.72
Chorleywood	187.49	218.73	249.98	281.23	343.73	406.22	468.72	562.46
Croxley Green	175.41	204.64	233.88	263.11	321.58	380.05	438.52	526.22
Sarratt	183.81	214.44	245.08	275.71	336.98	398.25	459.52	551.42
Watford Rural	165.74	193.36	220.99	248.61	303.86	359.10	414.35	497.22
Unparished	172.21	200.91	229.61	258.31	315.71	373.11	430.52	516.62

being the amounts given by multiplying the amounts at (g) above by the proportion in paragraph 3.7.

Report Prepared by: Michelle Howell – Interim Head of Finance

Checked by: Alison Scott – Director of Finance

Background Papers:

Local Government Finance Act 1992

The approved budget for 2025/26

Preceptor's notifications (HCC & P&CC)

Appendix 1 – Special Items

Council 10 December 2024 - Council Tax Base 2025/26 report

Special Items

Council Tax Special Items 2025/26	Abbots Langley £	Batchworth £	Chorleywood £	Croxley Green £	Sarratt £	Watford Rural £	Unparished £	Total £
Special Expenses								
Aquadrome	0	105,578	0	0	0	0	0	105,578
Playing Fields and Open Spaces	0	233,372	75,077	146,725	0	227,173	212,942	895,289
Trees & Landscapes	922	19,366	17,448	6,640	0	42,088	1,107	87,571
Watersmeet	0	89,706	0	0	0	0	95,290	184,996
Community Halls	0	0	0	0	0	(3,000)	0	(3,000)
Total Special Expenses	922	448,022	92,525	153,365	0	266,261	309,339	1,270,434
Parish Council Precepts	1,075,159	184,169	583,197	361,440	111,045	297,275	0	2,612,285
Total Special Items	1,076,081	632,191	675,722	514,805	111,045	563,536	309,339	3,882,719
Council Tax Base	8865.3	6603.8	6339.1	5818.2	1098.6	7617.3	3696.8	40038.9
Band D Charge for Special Items	121.38	95.73	106.60	88.48	101.08	73.98	83.68	

COUNCIL - 25 FEBRUARY 2025

10. **SETTING THE COUNCIL TAX** (DoF)

1 **Summary**

1.1 This report allows the Council to set the Council Tax for 2025/26.

2 **Background**

2.1 The Council at its meeting on 25 February 2025 set the 2025/26 district element of the council tax charge including parish precepts and special expenses.

2.2 This report consolidates the decision made by this Council and the two precepting bodies, namely Hertfordshire County Council and the Police and Crime Commissioner for Hertfordshire to give an overall charge for residents of Three Rivers District Council for 2025/26.

3 **Details**

3.1 ***Major Precepting Authorities***

In accordance with section 40 of the Local Government Finance Act, The Police and Crime Commissioner for Hertfordshire agreed a £14 increase (Band D property) in his precept requirement for 2025/26. Hertfordshire County Council agreed a 2.99% increase on its relevant basic amount of council tax and a 2% increase relating to the social care fund for 2025/26. Applying the appropriate proportions gives the charges shown in Recommendation 9.1.

3.2 ***Total Charge for Each Area and Each Band***

This is derived by adding the figures the District and Parish Charge to those in recommendation 9.1 (Major Precepting Authorities) to give a total charge on each area for each band.

4 **Options/Reasons for Recommendation**

4.1 The report is made to set the Council Tax for 2025/26.

5 **Policy/Budget**

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

6 **Staffing, Equal Opportunities, Community Safety, Risk Management, Website, Customer Services Centre and Environmental Implications**

6.1 None specific.

7 **Financial Implications**

7.1 Applying the charges will generate the income required to meet County Council, Police Authority, District and Parish Councils' expenditure after discounts and non-payment, allowance for which has been included in the Council Tax Base.

8 Legal Implications

8.1 This report and its recommendations comply with the Local Government Finance Act 1992 ("The Act") as amended by The Localism Act 2011.

9 Recommendations

9.1 That it be noted that for the year 2025/26 the Hertfordshire County Council and the Police and Crime Commissioner for Hertfordshire have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwelling shown below:-

Precepting Authority	Valuation Band							
	A £	B £	C £	D £	E £	F £	G £	H £
Hertfordshire County Council	995.18	1161.04	1326.91	1492.77	1824.50	2156.22	2487.95	2985.54
Hertfordshire County Council Adult Social Care	184.73	215.52	246.31	277.10	338.68	400.26	461.83	554.20
Police & Crime Commissioner	176.67	206.11	235.56	265.00	323.89	382.78	441.67	530.00
Total	1356.58	1582.67	1808.78	2034.87	2487.07	2939.26	3391.45	4069.74

9.2 That, having calculated the aggregate in each case the Council in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2025/26 for each of the categories of dwellings shown below:-

Parts of the Council's Area	Valuation Band & Charges							
	A £	B £	C £	D £	E £	F £	G £	H £
Abbots Langley	1553.92	1812.90	2071.90	2330.88	2848.86	3366.83	3884.80	4661.76
Batchworth	1536.82	1792.95	2049.10	2305.23	2817.51	3329.78	3842.05	4610.46
Chorleywood	1544.07	1801.40	2058.76	2316.10	2830.80	3345.48	3860.17	4632.20
Croxley Green	1531.99	1787.31	2042.66	2297.98	2808.65	3319.31	3829.97	4595.96
Sarratt	1540.39	1797.11	2053.86	2310.58	2824.05	3337.51	3850.97	4621.16
Watford Rural	1522.32	1776.03	2029.77	2283.48	2790.93	3298.36	3805.80	4566.96
Unparished	1528.79	1783.58	2038.39	2293.18	2802.78	3312.37	3821.97	4586.36

Report Prepared by: Michelle Howell – Interim Head of Finance

Checked by: Alison Scott – Director of Finance

Background Papers:

Local Government Finance Act 1992

Report to Council – 25 February 2025 - Council Tax – District Element

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Council

25 February 2025

Electric Vehicle Charging Strategy - Public Consultation feedback and adoption of a final Strategy

(DofF)

1. Overview

- 1.1 Officers have been exploring opportunities to install Electric Vehicle Charge Points (EVCP) in council owned car parks using external government grants and/or Community Infrastructure Levy (CIL) funding and a decision was made at the General Public Services and Economic Development Committee in March 2024 to progress a scheme. The Electric Vehicle Charging Strategy sits alongside and develops these proposals further for the provision of a publicly available electric vehicle charging network and details the Council's future rollout of EV charging infrastructure.
- 1.2 This report provides an update on the development of the Electric Vehicle Charging Strategy including the key findings from the public consultation on the draft Strategy and proposes a final Strategy for adoption.

2 Background

- 2.1 In 2019 the council declared a "climate emergency" recognising the urgent need to address the problem of a rapidly changing climate. In 2021, the council published its Climate Emergency and Sustainability Strategy which sets out our commitment to achieving net zero by 2030 for our own emissions and to inspire and enable a net zero district by 2045.
- 2.2 In the UK, transport is responsible for 24% of greenhouse gas emissions, leading the government to phase out the sale of new petrol and diesel cars from 2035. In Three Rivers, road transport accounts for 52% of the greenhouse gases emitted by the district.
- 2.3 TRDC wants to continue to ensure the District provides an environment in which people want to live, work and play. As the take up of electric vehicles grows, TRDC want to provide electric charging infrastructure, initially in car parks, to support residents and encourage shoppers and other visitors to local facilities and businesses.
- 2.4 Hertfordshire County Council forecasting estimates that by 2030 there will be 240,800 electric vehicles registered in Hertfordshire. It is estimated that this would generate the need for 6,800 publicly available charging sockets (or just over 3,000 charge points assuming a double socket arrangement) which is a six-fold increase.
- 2.5 Currently TRDC has 43 public charge points installed by commercial companies but no public charge points installed on its own land.
- 2.6 In 2015 Three Rivers DC initially considered EVCP provision and this culminated in a decision in June 2019 to introduce publicly accessible 'Rapid' electric vehicle charging points in car parks around the District. These were to be delivered under the Retail Parades Enhancement programme to improve the attractiveness of local retail centres for business users and visitors, as well as providing an opportunity for local residents (and potentially taxi firms) who have no private opportunity to charge their cars. Vehicle charging would be provided at a cost to the user and would be located at the main retail centres in the District.
- 2.7 The original proposals were aimed at two pilot schemes for Rapid chargers (in Rickmansworth and Abbots Langley car parks). No external funding was available for Rapid charging points at this time and Council funding (from existing budgets) was to be utilised.

- 2.8 The pandemic, with its resulting new priorities, subsequently led to the delay in progressing the EVCP programme.
- 2.9 In September 2022 a successful CIL application for £460k to support the implementation of EV infrastructure was submitted and Officers drafted a tender document to initiate a procurement exercise.
- 2.10 However, by this time, it was increasingly becoming apparent that the context of pursuing EVCP had progressed, and it was clear there was demand for a more expansive programme of delivery. It was also apparent new external funding was to become available (LEVI funding) to Tier 1 Authorities (i.e. Hertfordshire County Council) to support District and Borough Council's to deliver EV infrastructure across the County.
- 2.11 The TRDC Climate Emergency and Sustainability Strategy also highlighted the role of sustainable modes of travel in contributing to meeting sustainability objectives with the reduction on the reliance on carbon-fuelled transport and improving local air quality. One of the key objectives was to continue to expand and encourage electric vehicle charging infrastructure in the district.
- 2.12 In view of the changing context Officers started to reconsider the EV strategy and methods of delivery available to take full advantage of any external funding available. A new project to provide EV charging is currently underway (as agreed by GPSED Committee March 2024).
- 2.13 In response to the evolving context Officers drafted a Three Rivers Electric Vehicle Charging Strategy (Appendix 1). This Strategy covers the period 2024-2034, aligning to government policy to phase out the sale of new petrol\diesel vans and cars in 2035. While this is a 10-year strategy, it is accompanied by a 3-year action plan (2024-2027). Combining a long-term strategy with a short-term action plan enables us to work towards a strategic vision, but be agile to changing circumstances (e.g., demand for chargers, advancements in charging technology).
- 2.14 The document sets out how the Council will roll-out a public electric vehicle charging network across council owned car parks and on-street residential parking in the district. At the core of the strategy is the EV charger location hierarchy and indicative timeline.
- 2.15 Initial focus will be on Council owned car parks and visitor destinations prior to considering on street locations. This approach will be phased as new funding becomes available and as details of demand/usage of EVCP emerges. However, the cost of the Strategy implementation will initially be within existing budgets or through bidding for and use of CIL monies, with reliance on external Government funding (initially through Office for Zero Emissions Vehicles (OZEV) funding). In April 2024, the council was awarded an £101,250 OZEV grant to enable EV chargers to be installed in town-centre car parks in 2024/25.
- 2.16 On-street residential parking EV chargers will be installed in partnership with Hertfordshire County Council (HCC) using Local Electric Vehicle Infrastructure (LEVI) funding they are administering on behalf of district and boroughs. Officers are currently working with HCC to identify charger locations, which potentially includes Parish owned car parks. HCC currently predict that installations will start in late 2025 or early 2026.
- 2.17 The Strategy proposes to establish a series of charging units across the District. HCC now have demand-based mapping tools available in addition to a TRDC EV request list. These tools will assist in determining EV demand and potential future locations.
- 2.18 The TRDC strategy will be to provide a mix EV charging speeds which will help cater to different requirements for different groups and meet the projected demand as residents, visitors and those who work in TRDC transition to EVs. The Council seeks a solution using a model that offers the best route to safeguard against tariff hikes and offers fair and equitable charging to those who will depend on public access to charging with an initial focus on its main retail centres followed by secondary centres and leisure sites.

- 2.19 TRDC has assessed this requirement and understands that the following charging units are most appropriate (but can amend based on the outcome of any procurement processes for specific sites).
- These units are:
- Fast 7.1 - 22kW (which are most common in car parks/destinations)
- And/Or
- Rapid 22 - 50kW (en-route/ destination charging)
- 2.20 Rapid chargers (charging in 1-2 hours) will be considered in appropriate locations as part of a wider portfolio of EVCPs.
- 2.21 TRDC recognise that some car parks may not have the electrical capacity to allow Rapid EVCPs to be installed. In the event that there is not the capacity to provide the supply to the Rapid units, then TRDC would consider installing only Fast charge units.
- 2.22 The Council is seeking a uniformity of design as a standard for installation within its car parks. It is proposed that once installed, TRDC will be the owner of the infrastructure from the District Network Operator (DNO) to the charging unit (underground) and the Change Point Operator (CPO) will be the owner of the charger unit (above ground).
- 2.23 All Electric Vehicle charging points will be compliant with the latest OZEV and OCPP standards and will have regard to the accessibility standards detailed in PAS 1899:2022.
- 2.24 It is envisaged any CPO is fully responsible for the design and installation of the charging unit as well as the maintenance and operation. This includes all software and appropriate applications to enable a successful charge.
- 2.25 Typically, users will charge on visiting the car parks or visitor destinations and charging is available to users for out of hours (overnight in residential areas – such as Rickmansworth) when a car park remains open. The charging points must be publicly accessible with the core users being residents, shoppers, visitors and business employees including residents that have no access to private charging options. All chargers should be publicly available 24/7 unless this is shown non-viable such as in visitor destinations that close to the public overnight.
- 2.26 The draft Electric Vehicle Charging Strategy was approved for public consultation by the General Public Services, Community Safety & Infrastructure committee on the 23 July 2024.

3 Public Consultation Report

- 3.1 The public consultation ran from the 23 August 2024 to 4 October 2024, a period of 6 weeks. The consultation asked 8 closed-ended questions and 1 open-ended question.
- 3.2 The consultation received 454 visits and 40 responses throughout the 6-week period. This is an engagement rate of 10.6% which is largely similar to other council consultations. The consultation was most popular at the start of the 6-week period and near the end of August, the latter likely a result of its inclusion in council email newsletters. 17 respondents opted to skip the optional open-ended question.
- 3.3 The table below summarises the responses received to the closed-ended questions where we asked respondents to what extent they agree with each strategic objective.
- 3.3.1 Strategic objectives 1, 2, 3, 5, 7 saw strong support with over 75% respondents agreeing or strongly agreeing.

- 3.3.2 Strategic objective 4 saw support with 65% respondents agreeing or strongly agreeing, with a proportion of respondents (15%) choosing 'Neither Agree or Disagree'. This could be because the objective is not relevant to them if they have off-street parking.
- 3.3.3 Strategic objective 6 saw support with 72.5% respondents agreeing or strongly agreeing, with a proportion of respondents (10%) choosing 'Neither Agree or Disagree'.
- 3.3.4 Question 8, relating to the method and funding used to deploy chargers, saw support with 72.5% respondents agreeing or strongly agreeing. A proportion of respondents (15%) choosing 'Neither Agree or Disagree'. This could be because the question is not clear enough to be understood without reviewing the strategy document.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
TRDC EV1: To provide a publicly available charger network in council owned car parks in town centres	7	0	2	6	25
TRDC EV2: To provide a publicly available charger network in council owned car parks at destinations (e.g. leisure centre)	5	0	3	5	27
TRDC EV3: To provide a publicly available network (based on available evidence of charging need) that promotes equal access to electric vehicle charging, including those with disabilities, in rural and remote locations and in areas of deprivation	5	0	3	5	27
TRDC EV4: To work alongside Hertfordshire County Council, as the Highways Agency, to provide a publicly available charger network in on-street residential parking locations	5	3	6	2	24
TRDC EV5: To work alongside Hertfordshire County Council to leverage Office of Zero Emission Vehicles (OZEV) funding and the private sector to support the development of a charger network	5	1	2	6	26
TRDC EV6: To support the adoption of consistent charger standards across the district to ensure the best outcome for end-users	4	3	4	3	26
TRDC EV7: To keep up to date with technical innovation, policy development and funding opportunities to enable an agile approach able to adapt to changing market trends	4	0	4	5	27
The Electric Vehicle Strategy proposes what method and funding the council will use to deploy Fast and Rapid Chargers,	4	1	6	10	19

as summarised in the table above. To what extent do you agree with this approach?					
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3.4 Question 9 was an open-ended question inviting any comments or feedback on the proposed Electric Vehicle Strategy. 23 responses were received, 17 respondents opted to skip this optional question.

3.4.1 Key themes from the comments and any proposed amendments to the strategy have been summarised below:

Theme	Proposed Amendments
Supportive of having chargers which are easy to use.	Officers agreed, contactless payment and plug and charge standard preferred. No changes proposed.
Objection to tax money being spent on EV infrastructure.	This strategy does not propose the use of any council tax. No changes proposed.
Cost of charging	Officers are aware of charging cost disparity and will endeavour to make any charging points competitively priced and are supportive of cross pavement solutions. No changes proposed.
Concerns about whether Battery Electric Vehicles are the most viable future technology	A technology-agnostic approach to policy development is favourable however Battery Electric Vehicles are viewed as the most viable solution to decarbonising road transport. No changes proposed.
Supportive of cross-pavement solutions to enable residents to use low-cost home charging	Officers at TRDC have been monitoring trials currently underway and will work with Hertfordshire County Council on any possibility of a cross-pavement solution in Hertfordshire in the future. No changes proposed.
Concerns over access to dropped kerbs	Placement of on-street chargers will be chosen to avoid access issues. No changes proposed.
Concerns over loss of parking	Within charging projects, parking loss will be mitigated as much as possible. Existing parking restrictions will remain in place. No changes proposed.
Supportive of TRDC improving EV infrastructure	No changes proposed.

4 Options and Reasons for Recommendations

4.1 Following a review of the strategy feedback (as detailed in part 3 of this report), officers propose no changes to the Electric Vehicle Charging Strategy. The feedback was overall

positive and supportive of the strategy with concerns relating to specific issues created from the installation of EV infrastructure. Officers will record these concerns and review during the site selection process for future EV projects.

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council's agreed policy and budgets. CIL monies and external Government funding have been identified for the initial phase of the EV project. The Strategy is identified in the Regulatory Services Service Plan 2024-2027.

6 Community Safety, Public Health, Customer Services Centre

6.1 None specific.

7 Legal Implications

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

7.2 Projects involved in the delivery of the Strategy will require contract preparation and approval in accordance with the Council's Contracts Procedure Rules.

8 Financial

8.1 The cost of the Strategy implementation will initially be within existing budgets or through bidding for and use of CIL monies, with reliance on external Government funding (initially through OZEV funding). Full reporting will be through Budget Monitoring.

8.2 On-street residential parking EV chargers will be installed in partnership with Hertfordshire County Council (HCC) using Local Electric Vehicle Infrastructure (LEVI) funding they are administering on behalf of district and boroughs.

9 Staffing Implications

9.1 The vacant role of Principal Sustainable Transport Officer was filled in July 2024 providing the staffing resource to oversee the development of the Electric Vehicle Charging Strategy. This project is not expected to require additional staffing resources outside of the Transport and Parking team.

10 Equal Opportunities Implications

10.1 An Equal Opportunities Impact Assessment has been completed and is attached as an Appendix to this report.

11 Climate Change and Sustainability Implications

11.1 A sustainability impact assessment has been undertaken resulting in a score of:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.60
Travel	4.00
Goods and Consumption	4.00

Ecology	4.00
Adaptation	3.00
Engagement and Influence	4.00
Total Overall Average Score	3.8

12 Communications and Website Implications

- 12.1 Following adoption the Strategy project will be placed on the website and referred to in future press releases. A new 'request for EV charging points' page is to be added to the Council's website so Officers can collate requests and understand demand.

13 Risk and Health & Safety Implications

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The Council fails to develop and adopt an EV Strategy	The Council will fail to deliver improvements to address climate change within the District; the Council will fail to deliver EV opportunities for its residents, businesses and visitors.	Continue to progress with individual EV projects, for the Committee to approve the draft Strategy	Tolerate	4-6

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

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

Impact Score	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%))

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

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

14 Recommendation

14.1 It is recommended that Council:

- i) Adopts the Electric Vehicle Charging Strategy

APPENDICES / ATTACHMENTS

Appendix 1: Draft Electric Vehicle Charging Strategy

Appendix 2: Response Data from public consultation

Appendix 3: EqlA

Appendix 4: Sustainability Impact Assessment

Electric Vehicle Charging Strategy

Public Charging Network

DRAFT STRATEGY NOTE

This document outlines an electric vehicle charging strategy for a public charging network covering council owned car parks and on-street residential parking.

A more comprehensive electric vehicle charging strategy could include:

- Private charging network (workplace, home, forecourt & destination).
- Transport hubs (train station, bus station, walking and cycling routes).
- Specialist fleet charging (bus, taxi).
- Community charging (charger hosts, community owned chargers).
- Other types of electric vehicles (e-bike, e-scooters, e-car clubs).
- Charging at new residential and commercial building developments.

However, it is recommended that the council consider this more limited strategy first, before progressing onto a more comprehensive strategy.

Hertfordshire County Council have taken the same approach, focusing their electric vehicle charging strategy, published in 2023, on publicly available chargers.

This approach is justified because the council have limited control and influence over a private charging network (e.g. workplace chargers), which will be primarily delivered through the private sector and regional partnerships.

Therefore, the recommended approach enables the council to focus initially on the public charging network, where the council can maximise its positive impact.

ELECTRIC VEHICLE CHARGING STRATEGY | PUBLIC CHARGING NETWORK

2024 - 2034

Foreword

Electric vehicles can turbocharge our journey to a more sustainable future.

In 2019, the council declared a “climate emergency” recognising the urgent need to address the problem of a rapidly changing climate and avoid the dire consequences of inaction.

In 2021, the council published its Climate Emergency and Sustainability Strategy which sets out our commitment to achieving net zero by 2030 for our own emissions and to inspire and enable a net zero district by 2045.

In 2024, we published our Electric Vehicle Charging Strategy which describes how the council will provide an electric vehicle charging network across the district.

In the UK, transport is responsible for 24% of greenhouse gas emissions, leading the government to phase out the sale of new petrol and diesel cars from 2035.

In Three Rivers, road transport accounts for 52% of the greenhouse gases emitted by the district.

Electric vehicles are a cleaner, greener alternative to petrol and diesel vehicles. Because they emit no exhaust pollutants, and reduce our dependency on oil, electric vehicles can improve air quality, reduce greenhouse gas emissions and support our journey to net zero.

As a district council, we play an important role in making it easier for drivers to choose, and use, electric vehicles in Three Rivers district. Thanks to our own budget allocation and a successful bid for external funds, this strategy will spearhead the first rollout of publicly available electric vehicle chargers on council-owned land.

By providing conveniently located chargers for residents, shoppers and visitors to Three Rivers, we can facilitate the use of electric vehicles when travelling around the district.

Publicly available chargers enable the uptake of electric vehicles and help drivers prepare for the phase out of petrol and diesel vehicles in 2035.

Our strategy focuses on providing chargers in three types of location: town centre car parks, visitor destination car parks and on-street residential car parks.

Our strategy proposes a mix of fast and rapid chargers across a variety of locations which is expected to provide electric vehicle owners with flexibility and confidence on how and where they charge.

So, whether you're popping to the shops, enjoying a night at the theatre, going for a session at the gym, or just parking up at home after a long day's work, you'll be able to charge your electric vehicle.

We hope you'll join us as we continue our journey to a greener and more sustainable future.

Sincerely,

Cllr Stephen Giles-Medhurst
Leader, Three Rivers District Council

Cllr Sarah Nelmes
Lead Member for Public Services

1 Introduction

1.1 Background

The UK is committed to reaching net zero by 2050 and the aim of limiting global warming and resultant climate change. Net zero means that the total greenhouse gas emissions (GHG) would be equal to the emissions removed from the atmosphere.

The largest contributor to UK domestic carbon dioxide (a GHG) emissions is transport. Transport was responsible for 24% of the UK's carbon dioxide (CO₂) emissions in 2020, with cars accounting for 52% of transport CO₂ emissions, and light vans for a further 16%.¹ To support a reduction in transport CO₂ emissions, the UK Government aims to ban the sale of new petrol and diesel cars and vans after 2035.²

Hertfordshire County Council, in its Sustainable Hertfordshire Strategy, commit to inspire and enable a net zero county by 2050.³ In September 2023, Hertfordshire County Council published its Electric Vehicle Charging Strategy setting out its regional approach.⁴

Three Rivers District Council are committed to achieving net zero emissions by 2030 for our own emissions and to inspire and enable a net zero district by 2045.⁵ Greenhouse gas emissions arising from road transport including motorways in Three Rivers accounts for 228,000 tCO₂e which represents 52% of total district emissions.⁶

Given the national, regional and district commitments to achieving net zero, and the planned phase out of petrol and diesel cars after 2035, there is a clear rationale for supporting the uptake of electric vehicles in Three Rivers.

This document sets out Three Rivers District Council's strategy to roll-out a public electric vehicle charging network across council owned car parks and on-street residential parking in the district.

Our vision for Three Rivers public electric vehicle charging network is:

To provide a publicly available, and conveniently located, charger network for residents, shoppers, and visitors to Three Rivers.

¹ <https://www.gov.uk/government/statistical-data-sets/energy-and-environment-data-tables-env#greenhouse-gas-emissions-env02>

² <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

³ <https://www.hertfordshire.gov.uk/microsites/sustainable-hertfordshire/media/sustainable-hertfordshire-strategy-revised-march-2023.pdf>

⁴ <https://www.hertfordshire.gov.uk/doc/roads/ev-strategy-summary.pdf>

⁵ <https://www.threerivers.gov.uk/services/environment-climate-emergency/climate-emergency>

⁶ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1166228/2005-21-local-authority-ghg-emissions-csv-dataset.csv

To facilitate the uptake of electric vehicles to meet Three Rivers net zero commitment, improve air quality and prepare drivers for the phase out of petrol and diesel vehicles in 2035.

1.1. Benefits of electric vehicles

The recognised benefits of electric vehicles include:^{7 8}

- Lower servicing and maintenance costs.
- Often cheaper to refuel than petrol or diesel vehicles.
- Lower or zero rate of vehicle excise duty until 2025.
- Reduces the drivers personal carbon footprint.
- Zero tailpipe emissions.⁹
- Helps to improve air quality.
- Lower charges in clean air zones and London's ultra-low emission zone.

1.2. Barriers to electric vehicle uptake

Barriers to electric vehicle uptake, both real and perceived, exist.

The table below highlights barriers identified by the Transport Research Laboratory¹⁰ research and summarised and adapted by Hertfordshire County Council¹¹ and Three Rivers District Council.

Barrier	Description	Three Rivers Mitigation Plan
Awareness & Knowledge	Consumers need adequate awareness and knowledge of EVs, such as how the technology works, how when and where to charge, what vehicle models are available, and where to find more information.	Signpost useful information on the TRDC website and social media channels.
Financial	High initial purchase price. Running costs. Perceived total cost of ownership. Financial incentives. Vehicle depreciation. Inflation and rising energy costs. Economic uncertainty. High taxation cost (20%) for drivers using public chargers.	Signpost useful information on the TRDC website and social media channels. Ensure the price of charging in council owned car parks is competitive within the region.
Charging Infrastructure	Availability of, and access to, charging infrastructure is a critical	This document sets out our strategy to provide a publicly available, and

⁷ Source: Energy Saving Trust

⁸ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

⁹ This is not a total reduction; carbon emissions will still result from the manufacturing and transportation process.

¹⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/914111/driving-and-accelerating-the-adoption-of-electric-vehicles-in-the-uk.pdf

¹¹ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

	<p>barrier to adoption, especially for those without off street parking at home or work.</p> <p>Access to charging is needed at or near home, at work, and at major roads and motorways to enable long journeys.</p> <p>Potential safety and security concerns if chargers are located away from immediate residential areas.</p> <p>EV charging points are often out of service leading to frustration for users, and reputation issues for Council</p> <p>Access to chargers can be difficult for the mobility impaired.</p>	<p>conveniently located, charger network in council owned car parks and on-street residential parking.</p> <p>Charger technical specification requires placement and design should be encouraged to meet latest PAS 1899 accessibility standards.</p> <p>Ensure monitor and repair contract minimises downtime of charging points</p>
<p>Vehicle Attributes</p>	<p>This includes 'range anxiety' (concern about how far can be driven before recharging), long charging times, long-term battery performance, and other concerns related to novelty and inexperience with EVs.</p> <p>Difficulties with supply and long wait times for EV delivery once purchased.</p>	<p>Signpost useful information on the TRDC website and social media channels.</p> <p>This document sets out our strategy to provide a publicly available, and conveniently located, charger network in council owned car parks and on-street residential parking.</p>

1.3. Overview of charging

Electric vehicle chargers have a naming convention linked to their electrical power rating in kilowatts (kW):

- Slow (3.7kW)
- Fast (7.4kW to 22kW)
- Rapid (20kW to 50kW)
- Ultra Rapid (50kW to 350kW)

The kW rating of the charger determines how quickly it can recharge a vehicle. It is important to provide the right type of charger at the right locations, based on the duration of charging required.

Other variables which can affect the charging speed include:

- The charging speed the vehicle can accept. Most modern EVs have a limit between 50kW and 350kW.
- The state of charge. Batteries charge slower the closer they approach 100%.
- The temperature of the battery. Most EV batteries must be pre-conditioned to reach optimal charging rates, especially on colder days.

For example:

- Fast chargers take 2 to 6 hours to recharge a 40kWh battery. Fast chargers are suited to on-street residential parking and car parks close to residential areas where drivers can charge overnight.
- Rapid chargers take up to 60 minutes to recharge a 40kWh battery. Rapid chargers are suited to car parks close to motorways where drivers are making long journeys or short stay destinations (e.g. shopping).

It is important to note that the existing electricity grid infrastructure at the parking locations can influence the type of chargers that can be installed. The local grid capacity and distance of charger location from grid connection point must all be considered when specifying the type, and number, of charger to be installed.

A range of other factors are also considered when specifying the type and number of chargers, in for example, a car park:

- The number of parking bays.
- The opportunity to include disabled charging bays.
- How the car park is typically used by drivers.
- Parking restrictions and opening hours.
- Proximity to major transport routes (e.g., M1, M25).
- The ability to secure OZEV grant funding to supplement installation cost.

The table below provides more detail on the main charger types: ¹²

Type	Max Power Output (Kilowatts)	Location Type	Approx. Charging Duration (40kWh Battery)
Domestic Socket	2.3-3kW	Home	17 hours
Slow	3.7kW	On-Street	11 hours
Fast	7.4kW	Car Parks On-Street	6 hours
Fast	11-22kW	Car Parks On-Street	2 to 4 hours
Rapid	43kW	Car Parks Destinations	55 mins

¹² Adapted from the Hertfordshire County Council Electric Vehicle Charging Strategy: <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

Rapid	20-50kW	Car Parks Destinations Rapid Hubs	40 mins
Tesla Super Charger	75-250kW	Destinations Rapid Hubs	10-20 mins
Ultra Rapid	50kW-350kW	En Route e.g., motorway service stations	7-16 mins

Fast chargers and, to a lesser extent, Rapid chargers can have either a single charging socket or two charging sockets (sometimes called dual or twin chargers). One dual or twin charger can provide charging to two parking bays.



An example of an on-street residential parking charger (picture from West Sussex County Council)



An example of a car park charger (picture from Hull City Council)

1.4. Scope and content of this strategy

This strategy covers the provision of a publicly available electric vehicle charging network, primarily in council owned car parks and on-street residential parking.

This document sets out the scope, vision and objectives of the council's electric vehicle charging strategy.

It positions our strategy inside the wider policy context and identifies how we will work with the UK Government, Hertfordshire County Council (HCC) and Charge Point Operators (CPO).

It sets out a long-term 2030 vision and a short-term 2027 action plan. A short-term, 3-year, action plan is justified as it enables the council to react with agility to the developing technologies, consumer behaviour and funding sources.

In September 2023, HCC published its Electric Vehicle Charging Strategy setting out its regional approach.¹³ Tier 1 councils, like HCC, are increasingly acting as “gatekeepers” for the Government grant funding allocated to Tier 2 councils. HCC's strategy includes the creation of a regional programme to support Tier 2 councils to deploy or expand their charger network.

Therefore, it is important that our strategy aligns to HCC's regional approach while being specific to the needs of EV drivers visiting and living in Three Rivers.

The HCC strategy has been used as a framework for this strategy, while creating a strategy that delivers the best outcomes for Three Rivers residents and visitors.

HCC's strategy focuses on the provision of a publicly available electric vehicle charging network. Our strategy will do the same. However, we recognise that a more comprehensive strategy could include the following:

- Private charging network (workplace, home, forecourt & destination).
- Transport hubs (train station, bus station, walking and cycling routes).
- Specialist fleet charging (bus, taxi).
- Community charging (charger hosts, community owned chargers).
- Other types of electric vehicles (e-bike, e-scooters, e-car clubs).
- Charging at new residential and commercial building developments.

The initiatives above will primarily be delivered by our regional, national, and private sector partners. As these initiatives develop and progress, they will be added to this document to form a more comprehensive strategy.

1.5. Vision

Our vision for Three Rivers public electric vehicle charging network is:

¹³ <https://www.hertfordshire.gov.uk/doc/roads/ev-strategy-summary.pdf>

To provide a publicly available, and conveniently located, charger network for residents, shoppers, and visitors to Three Rivers.

To facilitate the uptake of electric vehicles to meet Three Rivers net zero commitment, improve air quality and prepare drivers for the phase out of petrol and diesel vehicles in 2035.

1.6. Objectives

To deliver our vision, the following strategic objectives have been identified:

TRDC EV1	To provide a publicly available charger network in council owned car parks in town centres.
TRDC EV2	To provide a publicly available charger network in council owned car parks at destinations (e.g. leisure centre).
TRDC EV3	To provide a publicly available network (based on available evidence of charging need) that promotes equal access to electric vehicle charging, including those with disabilities, in rural and remote locations and in areas of deprivation.
TRDC EV4	To work alongside HCC, as the Highways Agency, to provide a publicly available charger network in on-street residential parking locations.
TRDC EV5	To work alongside HCC to leverage Office of Zero Emission Vehicles (OZEV) funding and the private sector to support the development of a charger network.
TRDC EV6	To support the adoption of consistent charger standards across the district to ensure the best outcome for end-users.
TRDC EV7	To keep up to date with technical innovation, policy development and funding opportunities to enable an agile approach able to adapt to changing market trends.

2 Policy Context

There is strong political support for the transition to electric vehicles, as evidenced by the UK Governments aim to phase out the sale of new petrol and diesel vehicles after 2035.

Local authorities have an important, and increasingly well defined, part to play.

2.1. National policies

The UK was the first major economy to pass a net zero emissions law, requiring the UK to bring all greenhouse gas emissions to net zero by 2050. ¹⁴

¹⁴ <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

In March 2022, the Department for Transport (DfT) published *Taking Charge: The Electric Vehicle Infrastructure Strategy*.¹⁵ The strategy sets out the Government's vision and action plan for the rollout of a charging network up to 2030. The strategy identifies the important role of Local Authorities in deployment of a charging network.

In October 2021, the Department for Energy Security and Net Zero (DESNZ) published *Net Zero Strategy: Build Back Greener*.¹⁶ The strategy sets out the UK's decarbonisation pathway to 2050 and identifies investment needed to support the transition to electric vehicles.

In July 2021, the DfT published *Decarbonising Transport: A Better, Greener Britain*.¹⁷ The strategy identifies the action and investment needed to decarbonise the entire transport system in the UK by 2050, including the deployment of a charging network.

In November 2020, the Department for Energy Security and Net Zero (DESNZ) published *The Ten Point Plan for a Green Industrial Revolution*.¹⁸ The plan announces the end of the sale of new petrol and diesel cars and vans by 2030 (later revised to 2035).

2.2. Regional policies

In September 2023, Hertfordshire County Council (HCC) published its *Electric Vehicle Charging Strategy*.¹⁹ The strategy sets out how HCC will work alongside its district and borough partners to deploy a charging network across the region. The strategy focuses on the deployment of a publicly available charger network.

In 2020, HCC published its *Sustainable Hertfordshire Strategy*.²⁰ The strategy sets out the council's aim of enabling and inspiring a sustainable county which includes the deployment of an electric vehicle charger network.

In 2018, HCC published its *Local Transport Plan (2018-2031)*.²¹ The plan includes Policy 19 which states the council has the aim of “addressing any barriers to and supporting the uptake of ULEVs in the county, particularly where this can positively affect areas with identified poor air quality”.

2.3. Local Policies

¹⁵ <https://assets.publishing.service.gov.uk/media/6245ba40e90e075f15381cf0/taking-charge-the-electric-vehicle-infrastructure-strategy.pdf>

¹⁶ <https://www.gov.uk/government/publications/net-zero-strategy>

¹⁷ <https://assets.publishing.service.gov.uk/media/610d63ffe90e0706d92fa282/decarbonising-transport-a-better-greener-britain.pdf>

¹⁸ <https://www.gov.uk/government/publications/the-ten-point-plan-for-a-green-industrial-revolution>

¹⁹ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

²⁰ <https://www.hertfordshire.gov.uk/Media-library/Documents/About-the-council/data-and-information/Sustainable-Hertfordshire-Strategy-2020.pdf>

²¹ <https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/local-transport-plan.aspx>

The Council's Corporate Framework (2023-26) is the council's overarching strategy that sets out the council's key objectives and priorities for the following three years. It recognises Three Rivers as a '*great place to live, work and visit*' and a District which takes action to mitigate and adapt to the Climate Emergency.

Net Carbon Zero and Climate Resilient is one of four objectives detailed in the Framework. The council has been at the forefront of bringing forward work streams to mitigate the Climate Emergency which we declared in 2019 and we will continue to lead responsibly, by our own example, whilst encouraging and enabling others to join us on that journey. This Strategy will contribute towards this objective in facilitating the implementation of sustainable, low carbon, infrastructure.

In 2023 Three Rivers District Council published its *Climate Emergency and Sustainability Strategy (2023-2027)*.²² The strategy was accompanied by a *Climate Emergency and Sustainability Action Plan*.²³

The plan includes actions to "*continue to expand and encourage electric vehicle charging infrastructure around the district*" and "*provide EV charge points on land owned by the district council*".

This Electric Vehicle Charging Strategy will support the completion of those actions and support the wider climate emergency and sustainability strategy.

3 Electric Vehicle Charging in Three Rivers

3.1. Opportunities and challenges

The deployment of a charging network in Three Rivers presents numerous opportunities which have been summarised below:

- Improved air quality due to zero tailpipe emissions.
- Lower transport related carbon emissions.
- Local economic benefits from extra shoppers\visitors with electric vehicles.
- Increasing demand for locally skilled labour to install\maintain chargers.
- Government grants are available to invest in parking infrastructure.

The deployment of a charging network in Three Rivers presents numerous challenges which have been summarised below:

- Deployment of a charger network in council owned car parks is constrained by land availability and\or site feasibility (e.g. grid capacity).

²² <https://cdn.threerivers.gov.uk/files/2023/12/a8a7eff0-9f12-11ee-94eb-67f6f7ddacc-Climate%20Emergency%20and%20Sustainability%20Strategy.pdf>

²³ [https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fcdn.threerivers.gov.uk%2Ffiles%2F2023%2F03%2F5e0f4420-b9a3-11ed-82c5-4fb253619d22-climate-emergency-and-sustainability-action-plan-updated-february-2023-%2520\(1\).xlsx&wdOrigin=BROWSELINK](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fcdn.threerivers.gov.uk%2Ffiles%2F2023%2F03%2F5e0f4420-b9a3-11ed-82c5-4fb253619d22-climate-emergency-and-sustainability-action-plan-updated-february-2023-%2520(1).xlsx&wdOrigin=BROWSELINK)

- Deployment of a charger network in on-street residential parking is constrained by site feasibility (e.g., pavement width).
- Available electricity grid capacity varies between locations and the cost of grid upgrades can be cost prohibitive.
- Deployment of a charger network can be constrained by planning or heritage restrictions.
- Owning and operating a charger network generates costs\risks for the council, although these can often be assumed by the charge point operator.
- Project management and charge point operator contract management can be an additional resource burden for the council.
- Enforcement of charging bay parking restrictions can be an additional resource burden for the council.
- Variations in the charging costs between different charge point operators and locations can cause cost variability.

The opportunities and challenges identified above have been considered while creating this strategy.

3.2. Regional electric vehicle ownership

Electric vehicle uptake in Hertfordshire has been increasing since 2010 and has accelerated within the last 3 years.

The total number of Ultra Low Emissions Vehicles (ULEVs) and Plug in Vehicles (PiVs) in Hertfordshire at the end of Q3 2023 was 4,261 according to Government data. The charts below show the number of licenced ULEV's and PiVs is increasing every year.²⁴

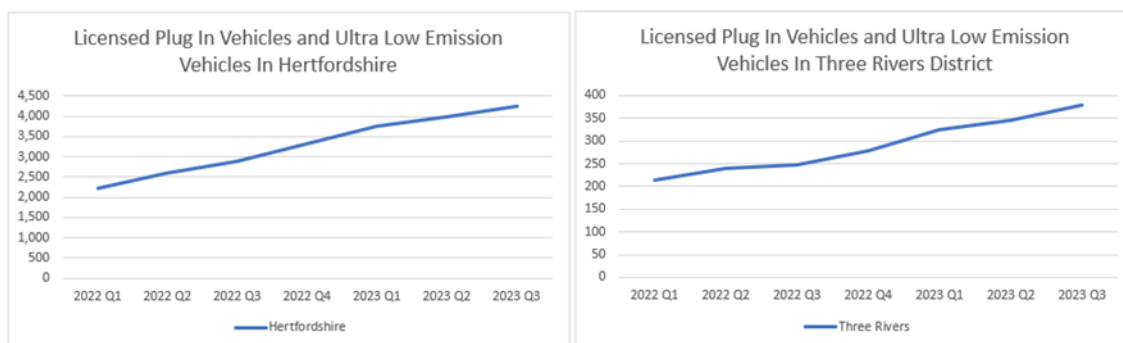


Figure 1

While electric vehicle ownership is increasing year-on-year, as a proportion of total vehicle ownership, the proportion is still low. Only 8% of respondents to the County Travel Survey in 2022 owned an electric vehicle (up from 3.5% in 2018).²⁵

It is important that this strategy considers not only the existing demand for electric vehicle chargers but also the likely future demand. A phased installation of chargers in small numbers, to match the current demand, is not cost effective.

HCC estimates that by 2030 there will be 240,800 electric vehicles registered in Hertfordshire. It is estimated that this would generate the need for 6,800 publicly available charging sockets (or just over 3,000 charge points assuming a double socket arrangement) which is a six-fold increase.²⁶

²⁴ <https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables>

²⁵ <https://www.hertfordshire.gov.uk/media-library/documents/highways/transport-planning/transport-and-accident-data/county-travel-survey/aecom-report-to-hcts.pdf>

²⁶ <https://www.hertfordshire.gov.uk/doc/roads/ev-strategy-summary.pdf>

Figure 2 has been taken from the HCC's Electric Vehicle Charging Strategy (pg. 44).²⁷ It shows a forecast of electric vehicle uptake across the county by 2030 using the NEVIS tool.²⁸ An insert map has been added to show Three Rivers (and surrounding towns as a reference point).

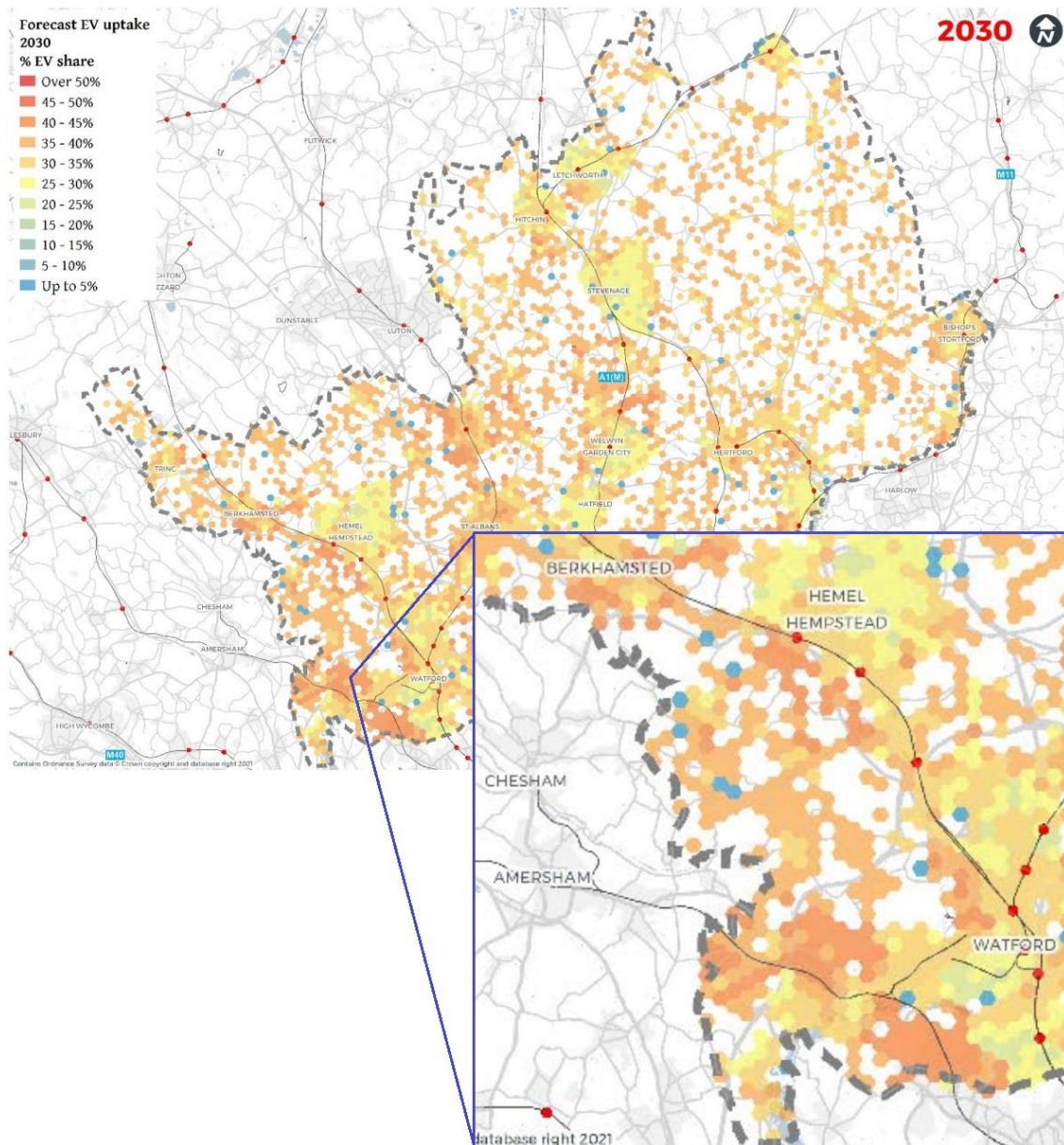


Figure 2

The map shows a wide variance of electric vehicle uptake within Three Rivers. Some localities are forecasted to have a <5% EV share with others to have a share of 45-50%.

²⁷ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

²⁸ National EV Insight & Strategy tool

3.3. Regional public charger network

The HCC Electric Vehicle Charging Strategy states there were 798 publicly available chargers, including 119 Rapid chargers, in Hertfordshire in September 2023. This represents a 67% year-on-year increase from July 2022.²⁹

NEVIS data shows that Three Rivers has 51 public chargers installed by commercial companies (Figure 3) and their locations (Figure 4):³⁰

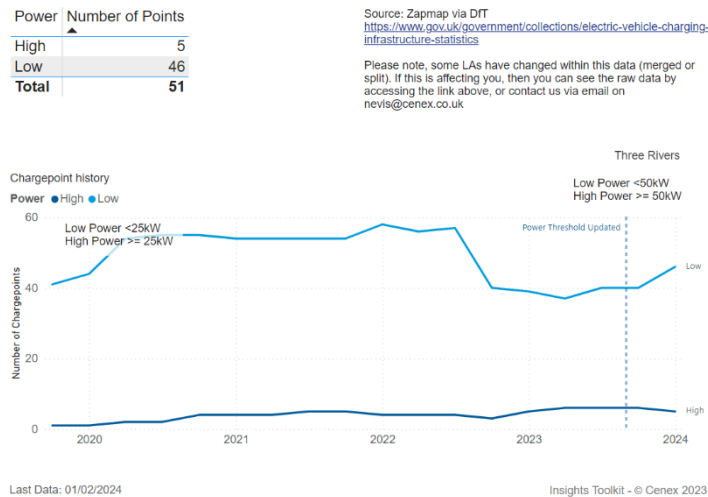


Figure 3

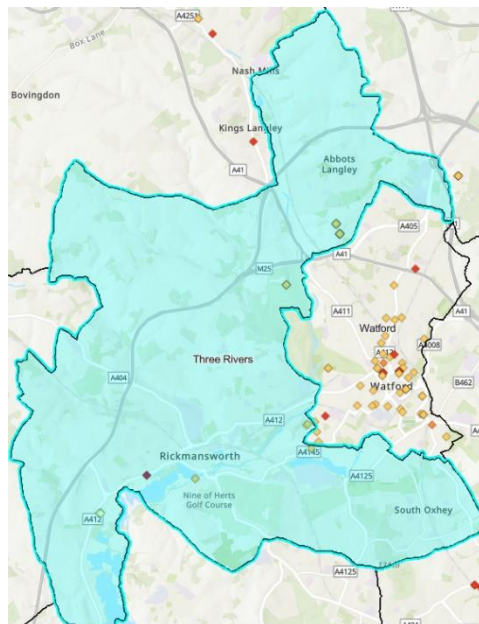


Figure 4

The red (Rapid) and yellow (Fast) icons on the map in Figure 4 show charger locations.

²⁹ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

³⁰ <https://nevis.cenex.co.uk/reports/current-status> (logon needed). Yellow = Fast Red = Rapid

There are no publicly available chargers installed on council owned land in Three Rivers.

NEVIS projections estimate that between 481 and 721 electric vehicle charge sockets (not chargers) will be required by 2030 in Three Rivers (721 high \ 636 medium \ 481 low):³¹

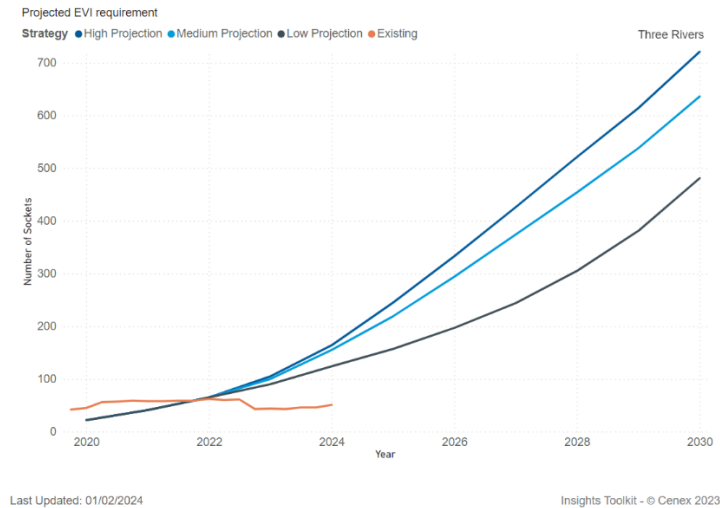


Figure 5

Comparing the location of existing chargers and the projection of areas in the district with a high electric vehicle uptake, highlights the prime locations for deployment of chargers:

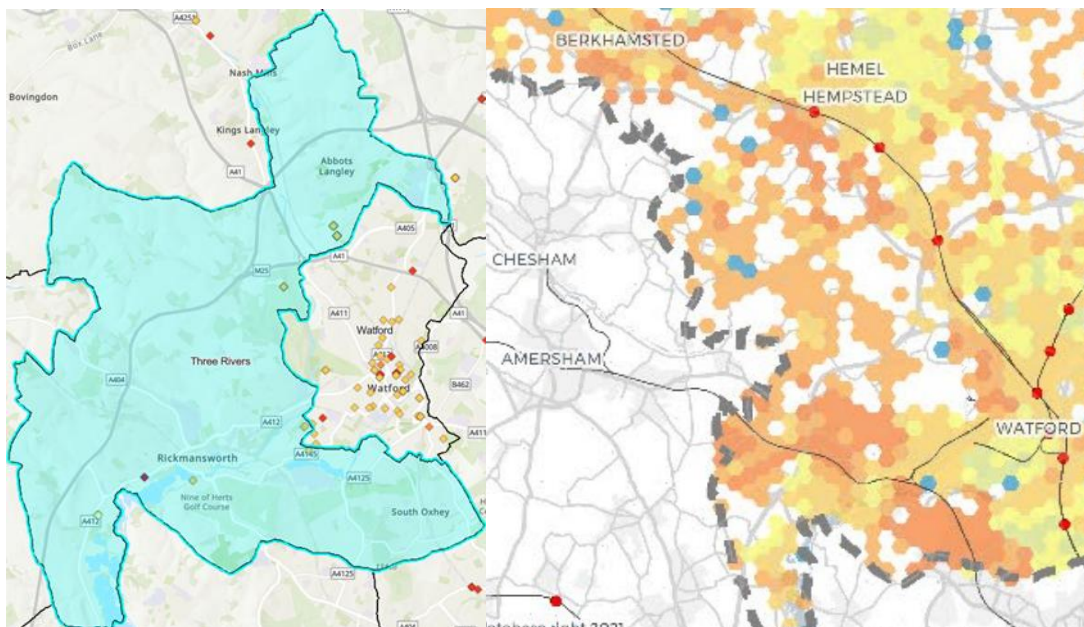


Figure 6

³¹ <https://nevis.cenex.co.uk/reports/current-status> (logon needed).

4 Public Charger Network Deployment Strategy

4.1. Charger location hierarchy

Figure 7 shows the hierarchy for charger locations and aspirational timeline, it will guide our approach to charger deployment.

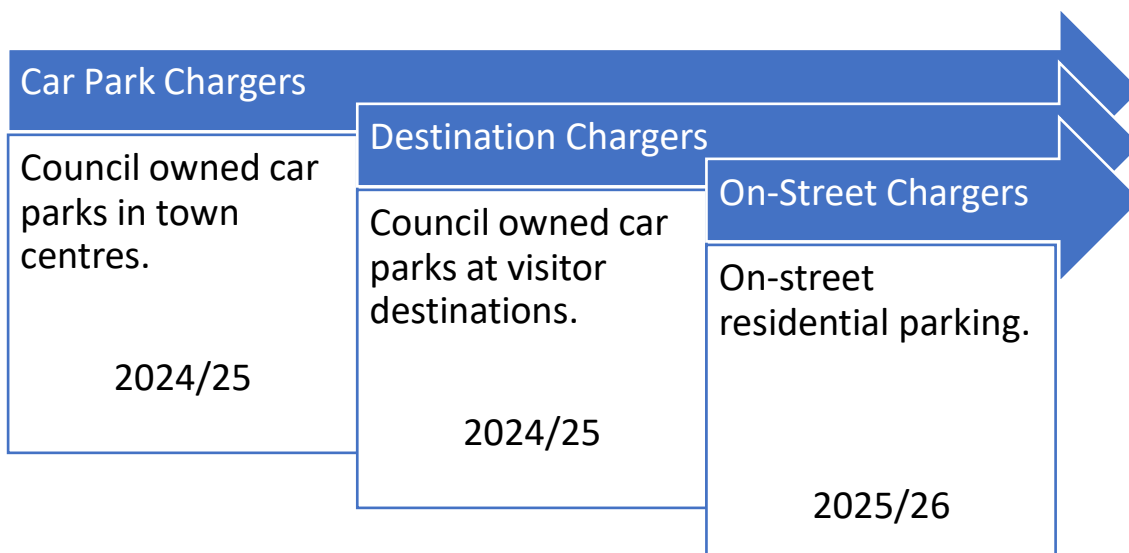


Figure 7

Where feasible, charger deployment in council owned off-street car parks in town centres will be prioritised. Town centre car parks offer the greatest potential for charger deployment.

Concurrently, where feasible, chargers will be deployed in council owned off-street car parks at visitor destinations e.g., leisure centres, country parks, community buildings, local points of interest.

On-street chargers in residential car parking locations will then be deployed, where feasible, to support residents with electric vehicles charge their cars near their homes.

4.2. Off-street chargers in council owned town centre car parks

The deployment of electric vehicle chargers to town centre car parks has the following advantages:

- The council own 20 town centre car parks with 923 spaces.³²
- The car parks often qualify for OZEV grant funding.
- The car parks are often highly accessible with good links to the main road network.

³² [https://cdn.threerivers.gov.uk/files/2023/02/0de5b2b0-b2b7-11ed-9d90-99db481320b1-trdc-car-park-directory-v1%20\(1\).pdf](https://cdn.threerivers.gov.uk/files/2023/02/0de5b2b0-b2b7-11ed-9d90-99db481320b1-trdc-car-park-directory-v1%20(1).pdf)

- The car parks are in located in areas of high footfall making them commercially attractive to charge point operators.
- The car parks are close to public services, shops, and businesses making charging convenient for end-users going about their daily life.
- The car parks are often close to residential areas with few private driveways. Those residents can use the car parks to charge overnight (depending on parking restrictions).

5.2. Off-street chargers in council owned destination car parks

The deployment of electric vehicle chargers to destination car parks has the following advantages:

- The council owns several car parks at visitor destinations.
- The car parks often qualify for Community Infrastructure Levy (CIL) funding.
- The car parks are often highly accessible with good links to the main road and motorway network.
- The car parks serve popular visitor destinations making them commercially attractive to charge point operators.
- The deployment of chargers reduces “demand anxiety” of visitors travelling to\from the destinations.
- The car parks often provide charging outside of the town centres, making for a more comprehensive charging network.

4.3. On-street chargers at residential parking locations

The deployment of electric vehicle chargers to residential parking locations has the following advantages:

- Drivers can charge their vehicles overnight and close to their homes.
- Convenient for drivers that do not live close to a council owned car park.
- Convenient for drivers who do not have homes with off-street parking.
- Reduces the prevalence of power cables running from the driver’s home, across the pavement, to their vehicle which can be a trip hazard.
- Charger can be integrated into existing street furniture.

5 Funding, deployment, and operational model

A variety of funding sources, deployment methods and operational models have been considered to deliver the Three Rivers charging network.

Our strategy utilises both a regional and district approach to funding, charger deployment and operational model. This enables us to provide the most comprehensive charger network feasible. It makes best use of the regional and local funding and deployment support.

The table below summarises our strategic approach to funding, deployment method, and operational model. More detail is provided in the sub-sections below.

		Charger Location		
		On-Street Residential	Town Centre Car Park	Destination Car Park
Deployment Method	Charger Type	Fast	Fast & Rapid	
	Deployment Approach	Regional	District	
	Deployment Lead	HCC + TRDC	TRDC	
Funding	Grant Source	LEVI	ORCS & CIL	
	Fund Manager	HCC	TRDC	
Operational Model	Fault Management	HCC + TRDC	TRDC	
	CPO Procurement	Regional	District	
	CPO Management	District		
	Business Model	Owner Operated Concession Contract		

5.1. Deployment Method

On-Street Residential

Three Rivers District Council will work closely with HCC, as the Highways Agency, to deploy on-street chargers using LEVI grant funding.

More detail can be found [here](#) (pages 71 to 79) which outlines HCC's approach to deployment of on-street chargers. The salient points have been summarised below.

The HCC Electric Vehicle Charging Strategy outlines the split of responsibility between HCC and Tier 2 councils:³³

Tier 2 councils will:

- Lead the implementation and ongoing management of on-street chargers.
- Appoint the CPO, through the HCC regional procurement approach.
- Manage the installation of the chargers by the CPO.

³³ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

- Identify target locations for charger deployment.
- Obtain charger asset information and register the charger with HCC.
- Manage charger repairs through the CPO (except for Category 1 emergency repairs).

HCC will:

- Set out the rules (guidelines) for charger installation.
- Help identify suitable locations for chargers (through EV mapping tool).
- Set out charger siting criteria.
- Validate identified locations against siting criteria.
- Sign off charger equipment as safe and operational.
- Provide technical support on aspects such as lighting column installation.
- Provide regional procurement approach and quality assure CPO's.
- Provide CPO service level agreements.
- Provide extended parking agency agreements.
- Manage Category 1 emergency repairs logged via the Highways Fault Reporting Service.
- Traffic Regulation Orders and public consultations.

Potential street locations will be shortlisted by the Tier 2 council. The street locations will depend on several factors including but not limited to:

- Areas of on-street residential parking.
- Future demand identified using a mapping tool developed by HCC.
- Accessibility of other publicly available chargers in nearby car parks.
- Proportion of homes without driveways or private off-street parking.
- Resident requests for chargers.
- Pavement characteristics (e.g., width, height, surface).
- Grid capacity constraints and physical site constraints (e.g. gradient).
- Commercial considerations.

The charger locations (on the shortlisted streets) will be identified using the siting guidance developed by HCC and summarised below:

- Target areas where there are obvious gaps in public charger provision, which cannot be addressed by off-street charging.
- Maintain minimum footway widths and required distances from existing on-street furniture (including other chargers).
- Sensitively integrated into the streetscape.
- Meets the latest accessibility standards and guidance.
- Implement appropriate parking and enforcement schemes (including exemptions) based on charger type, location, and parking pressures.
- Advice should be sought from planning authorities where required.
- Power supply must comply with siting criteria and the Code of Practice for Electric Vehicle Charging Installation.

The charger locations will be finalised in agreement with HCC, the local District Network Operator (to ensure no power capacity issues) and in consultation with local residents.

CPO's provide on-street electric vehicle chargers in various formats to help overcome the challenges of constrained on-street locations. These include but are not limited to free standing charger, lighting column charger, rising bollard chargers. The most appropriate charger format will be selected in consultation with the CPO and HCC. Please note that HCC do not currently permit the use of cable covers or recessed gullies for charging.

Town Centre Council Owned Car Park

In March 2024, TRDC secured OZEV funding to deploy chargers in council owned town centre car parks independently (not in partnership with HCC).

Fast chargers (2-6hr) are often most appropriate for town centre car parks, especially if close to residential homes. However, because the car parks in Three Rivers often have a mix of long-stay and short-stay parking bays our strategy is to deploy an appropriate mix of Fast chargers with Rapid chargers (40-60mins) where possible. The rapid chargers will be available for all but specifically aimed at short term visitors to our High Streets and will continue to encourage car park churn. This will provide the end-users with a range of charging durations to match the way they use the car parks.

The number and type of chargers deployed in each car park will depend on several factors including but not limited to:

- Future demand identified using a mapping tool developed by HCC.
- The number of available parking bays.
- The available grid capacity and proximity to a grid connection point.
- Guidance from the charge point operator on commercial feasibility.
- Eligibility for ORCS and/or LEVI grant funding.
- Parking restrictions enforcement considerations.
- Car park security and parking charges.
- Alignment to our strategic objectives (please see section 2.7)

Destination Council Owned Car Park

TRDC will deploy chargers to council owned car parks at destinations independently (not in partnership with HCC) using Community Infrastructure (CIL) funding.

The type of destination, and how long visitors typically spend at that destination, will influence the type of chargers to be deployed. Our strategy is to deploy an appropriate mix of Fast chargers (2-6hr) with Rapid chargers (40-60mins). This will provide the end-users with a range of charging durations to match the way they use the destination car parks.

The number and type of chargers deployed in each destination car park will depend on several factors including but not limited to:

- Future demand identified using a mapping tool developed by HCC.
- The number of available parking bays.
- The available grid capacity and proximity to a grid connection point.
- Guidance from the charge point operator on commercial feasibility.
- Eligibility for CIL funding.
- Parking restrictions enforcement considerations.
- Car park security and parking charges.
- Alignment to our strategic objectives (please see section 2.7)

5.2. Funding

For Local Authorities, funding to deploy chargers is typically provided, or sourced, from four sources as shown in Figure 8.

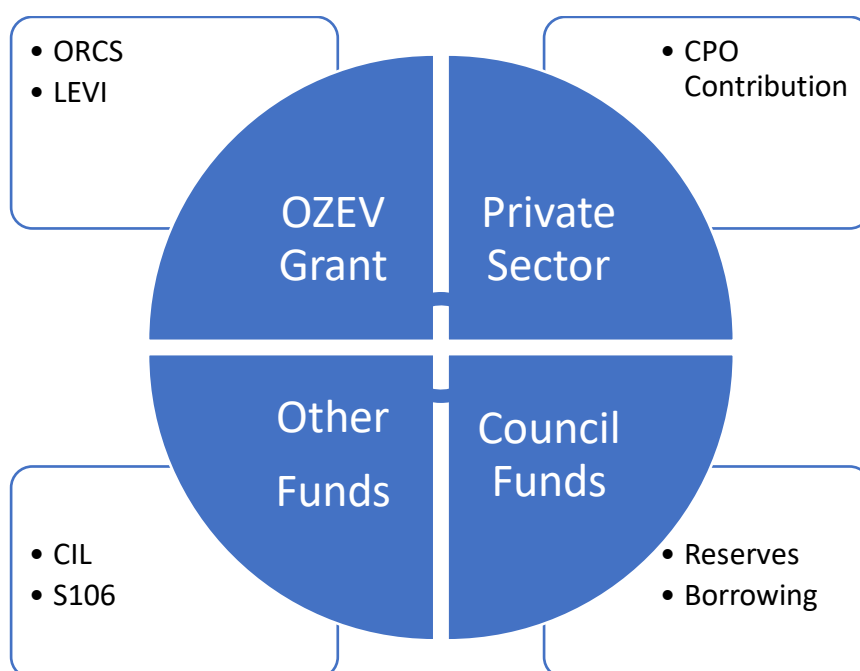


Figure 8

OZEV Grant Funding

The Office for Zero Emissions Vehicles (OZEV) provides grant funding to Local Authorities to support the deployment of electric vehicle chargers. Local Authorities can apply for grant funding directly, but increasingly the funding is provided to Tier 1 councils to disperse to Tier 2 councils in their region.

There are two main OZEV grant funding schemes, ORCS and LEVI. It is anticipated that LEVI funding will become the main source of OZEV grant funding.

The table below provides more details, it has been adapted from HCC's Electric Vehicle Charging Strategy (pg. 56-58).³⁴

Grant Type	Description	Regional Context
On-Street Residential Chargepoint Scheme (ORCS)	Previously local authorities could apply for up to 60% of capital costs relating to the procurement and installation of chargepoints, up to a maximum of £7,500 per dual socket chargepoints, or £13,000 where electrical connection costs are exceptionally high. This has been the main source of funding drawn on by Districts and Boroughs to date to support chargepoint provision in their car parks (and in the case of Watford some on street installations). A further £15m is available to all UK local authorities in 23/24 to provide public chargepoints on and off street but now only 50% of the costs are covered, grants are capped at £7.5k per chargepoint with max grant of £200k per authority (which equates to 26 chargepoints).	To date , four out of our 10 districts and boroughs neighbours have taken advantage of ORCS funding. Across these applications, nearly £1 million has been secured in grant funding for Hertfordshire. Further applications have been submitted by four districts and boroughs with the potential of an additional £1.5m of funding being secured for EV chargepoints. TRDC secured ORCS funding in March 2024 to enable the delivery of chargepoints in town centre car park locations.
Local EV Infrastructure Fund (LEVI)	This fund was originally a competitive fund aimed at facilitating the rollout of innovative, larger scale chargepoint infrastructure projects. From 2023 the fund has been relaunched with allocation of money to tier 1 authorities to accelerate the roll out of charging infrastructure to support residents.	Hertfordshire County Council have been given an indicative allocation of £6,015,000 capital funding and a further £590,400 capability funding which will be available over the next two financial years (24/25 and 25/26).

Other grants to support the deployment of electric vehicle chargers are available from other sources:

³⁴ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

- Innovate UK: Innovate UK offers wide range of funding competitions, some of which can present opportunities to work with businesses to trial or pilot pioneering charger technologies or concepts.
- Defra Air Quality Grant: This scheme provides funding to eligible local authorities to help improve air quality in poor air quality zones. Some local authorities have won funding for chargers for taxis and private hire vehicles, for example. It is open for applications for a window each year, with details available on previous winners.
- District Network Operator: Specific funding opportunities can periodically arise through the DNOs (e.g., Western Power Distribution), such as the Green Recovery Scheme Call for Evidence in 2021.

Our strategy is to utilise OZEV grant funding wherever possible, if available and the charger location\type is eligible. We will monitor other electric vehicle grant funding opportunities and seek to secure funds if it aligns with our strategic approach.

Private Sector Funding

Increasingly, CPO's are willing to contribute capital funds to charger installation. The percentage contribution of the total cost can vary between 20% and 80%. The CPO's contribution is dependent on the forecasted commercial profitability of the charger and the contractual model between the council and CPO. More detail is provided in section 6.3.

Our strategy will be to negotiate the maximum CPO contribution possible.

Council Funds

Typically, council funds are used to supplement grant funds and CPO contributions, especially for commercially less attractive locations. Council funds are also typically used for ancillary works that support charger deployment e.g., bay painting, signage, lamppost moves, tree moves.

Identified annual budgets in the transport and parking team could be utilised to support any EV programme. We do not intend to use council reserves or borrowing.

Other Funds

Some councils seek to use Section 106 agreements to fund, or part fund, charger deployment.

In September 2022 a successful Community Infrastructure Levy (CIL) application for £460k was made to fund the deployment of electric vehicle chargers in Three Rivers.

Our strategy is to strategically utilise that CIL funding to deploy chargers in destination council owned car parks where securing OZEV grant funding is challenging (primarily due to parking restrictions). This will include “passive chargers” where the below ground charging infrastructure is installed without the above ground charging infrastructure. The above ground charging infrastructure can be added quickly and easily in the future. This will enable a larger and more comprehensive publicly available charger network.

CIL funding will also be used for enabling and ancillary works for all chargers deployed, regardless of their location:

- Enabling works (e.g. electricity grid connections) that can only be partially covered by government grants and CPO contributions across all locations.
- Ancillary works (e.g. signage, bay painting) that cannot be covered by government grants and CPO contributions across all locations.

Using CIL funding to supplement charger deployment where required (as per the points above) will help ensure a successful and speedy rollout of the charging infrastructure.

5.3. Operational Model

Various operational models have been assessed while developing our strategy. The table below identifies the different operational models and their advantages and disadvantages.³⁵

Operational Model	Advantages	Disadvantages
Own & Operate – deployment, operation and maintenance of chargers is paid for by the council (either through reserves, borrowing or grants). Costs are recouped through charging tariffs charged to end-user. Some aspects of their operation is outsources to a CPO for a fixed annual fee.	<ul style="list-style-type: none"> • Maximum income for the council. • Full control over charger locations, types and number. • Full control over hardware and software choices. • Shorter contracts. • Simple procurement process. 	<ul style="list-style-type: none"> • Requires significant grant funding and matched funding from the council. • High risk in terms of liabilities, maintenance costs, upgrades. • Chargers more likely to become stranded assets. • Risk that revenues (linked to charger utilisation rates) do not cover the costs.
External Operator – the council funds the capital investment with a CPO providing a back-office system in return for a revenue share.	<ul style="list-style-type: none"> • Council retains most of the revenue. • Reduced liability for operating costs. • High degree of council control • Shorter contracts. 	<ul style="list-style-type: none"> • Requires significant grant funding and matched funding from the council. • Relatively high risk in terms of ongoing liabilities and exposure to varying utilisation rates.

³⁵ <https://www.hertfordshire.gov.uk/doc/roads/electric-vehicle-charging-strategy.pdf>

		<ul style="list-style-type: none"> • CPO has least incentive to repair faults.
<p>Owner Operated Concession Contract – Contracts typically last 15 years with a break-clause at year 10. The CPO owns the above ground charging infrastructure (the charger and a feeder pillar which hosts the electricity meter). The CPO maintain and repair the above ground charging infrastructure. The council lease the small parcels of council owned land under the chargers and feeder pillar. This enables the CPO to maintain and repair their infrastructure without requiring permission from the council. The CPO will install the chargers including managing any third parties (e.g., DNO for grid connections). The council will be responsible for ancillary works (e.g., bay painting).</p>	<ul style="list-style-type: none"> • The CPO will often contribute a significant share of the capital investment needed to deploy the chargers (often as matched funding against OZEV grants). • A profit share agreement can be put in place between CPO and council. • COP is incentivised and responsible for the maintenance and upgrade of the network. • Reduced risk to the council in terms of ongoing costs. • At the end of the contract the council will continue to own below ground infrastructure. The CPO will remove the above ground charger infrastructure. 	<ul style="list-style-type: none"> • Reduced income share compared to full ownership. • More complex procurement process. • Requires relatively larger number of locations so the CPO can balance commercial risk across the sites\chargers.
<p>Lease – all capital costs are borne by the CPO, with a long-term lease\licence over which the SPO can recover their costs.</p>	<ul style="list-style-type: none"> • Lowest risk for the local authority. • Rental agreements for park bays can provide guaranteed incomes. • CPO incentivised to provide good end user experience, maintain and upgrade chargers. 	<ul style="list-style-type: none"> • Lowest potential income. • Least control over charger locations, type and number. • Likely to involve long agreement periods and exclusivity agreements. • Council are unlikely to retain ownership of the grid connection point.

Increasingly, owner operated concession agreements are regarded by councils as the preferred operational model. Our district and borough neighbours have entered into owner-operated concession agreements with CPO's.

Our strategy is to enter owner-operated concession contract for all chargers, regardless of location. If an owner-operated concession contract cannot be agreed, we will seek to enter into an external operator contract.

6 Action plan (2024 to 2027)

The table below sets out the high-level actions to be taken by TRDC in the next three years.

Aspect	Charger Location	Action	Status	Timeline	Owner
Funding	Town Centre Car Parks	Secure OZEV funding to enable delivery of charge points.	Completed. ORCS funding successfully secured.	2024	TRDC
Feasibility Testing & Cost Forecast	Destination Car Parks	CPO to survey locations to identify feasibility, cost, and scheme design.	In Progress	2024	TRDC
Appoint Charge Point Operator	Town Centre & Destination Car Parks	Appoint CPO who will install, maintain, and operate charge points.	In Progress	2024	TRDC
Appoint Charge Point Operator	On-Street Residential Parking	Appoint CPO who will install, maintain, and operate charge points.	In Progress	2024/25	HCC
Identify Target Locations	On-Street Residential Parking	Identify potential locations for further study.	In Progress	2024	TRDC & HCC
Charge point installation	Town Centre & Destination Car Parks	Install charge points.	Not Started	2024	TRDC & CPO
Charge point installation	On-Street Residential Parking	Install charge points.	Not Started	2025/26	HCC
Marketing & Communications	All Locations	Raise awareness of availability of charge points to residents and visitors.	Not Started	2024/25/26	TRDC

Appendix I Abbreviations

CIL	Community Infrastructure Levy
CO2	Carbon Dioxide
CPO	Charge Point Operator
DfT	Department for Transport
EV	Electric Vehicle(s)
EVCP	Electric Vehicle Charge Point
GHG	Greenhouse Gas
HCC	Hertfordshire County Council
kW	Kilowatt
kWh	Kilowatt-hour
LEVI	Local Electric Vehicle Infrastructure
NEVIS	National EV Insight & Strategy tool
ORCS	On-Street Residential Chargepoint Scheme
OZEV	Office for Zero Emissions Vehicles
PAS	Publicly Available Specification
S106	Section 106
tCO2	Tons of Carbon Dioxide
TRDC	Three Rivers District Council

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Electric Vehicle Strategy Consultation

SURVEY RESPONSE REPORT

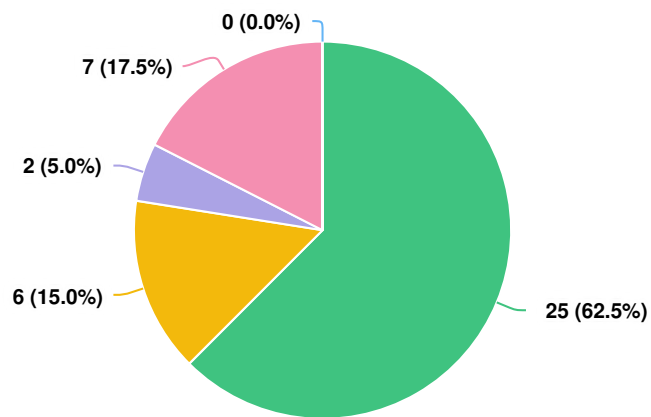
14 June 2023 - 05 November 2024

PROJECT NAME:

Electric Vehicle Strategy Public Consultation

SURVEY QUESTIONS

Q1 | To what extent do you agree with strategic objective TRDC EV1: To provide a publicly available charger network in council o...

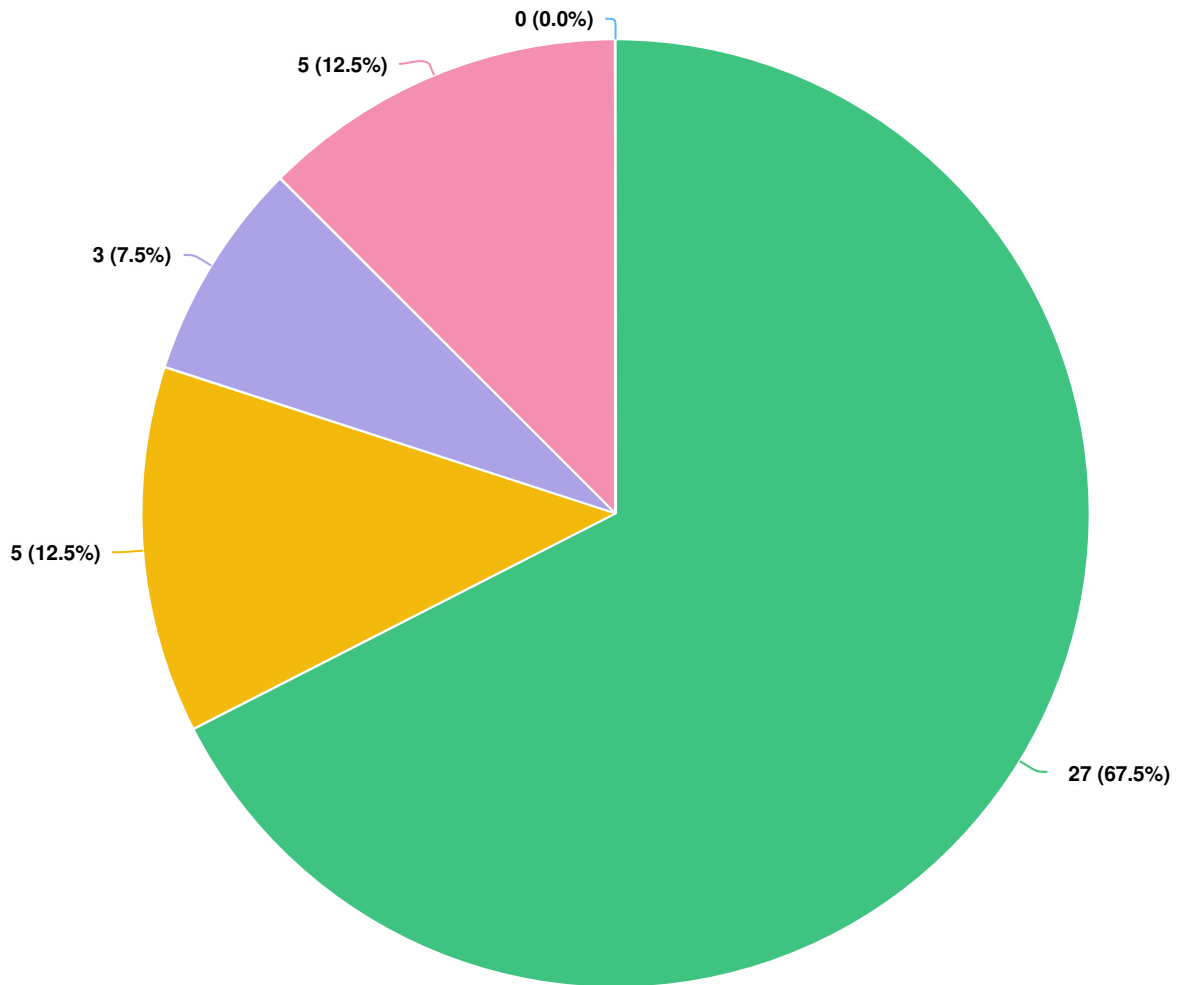


Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Strongly disagree
- Disagree

Optional question (40 response(s), 0 skipped)
Question type: Radio Button Question

Q2 To what extent do you agree with strategic objective TRDC EV2: To provide a publicly available charger network in council owned car parks at destinations (e.g. leisure centre)?

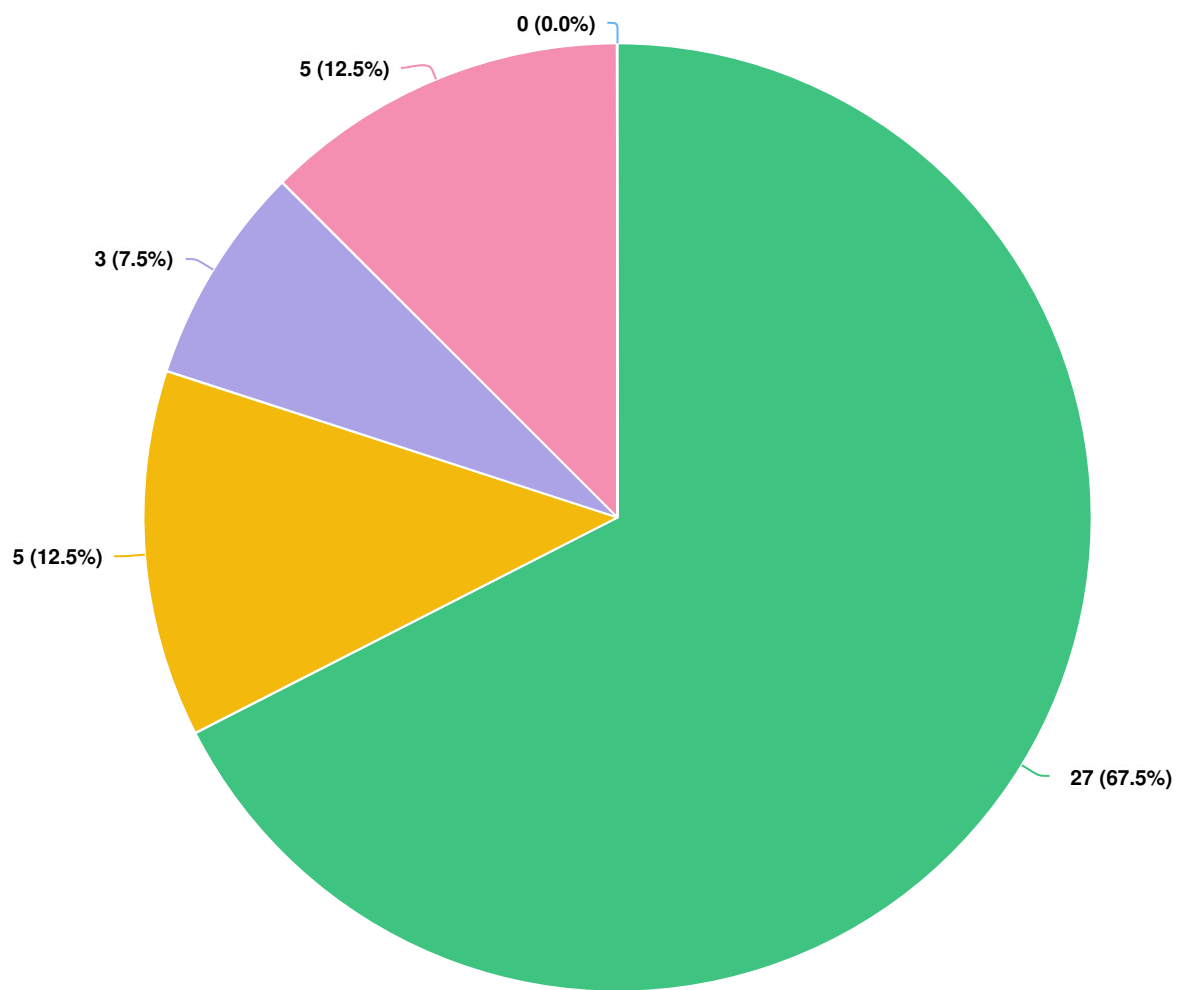


Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Strongly disagree
- Disagree

Optional question (40 response(s), 0 skipped)
Question type: Radio Button Question

Q3 To what extent do you agree with strategic objective TRDC EV3: To provide a publicly available network (based on available evidence of charging need) that promotes equal access to electric vehicle charging, including those with disabilities, in rur...



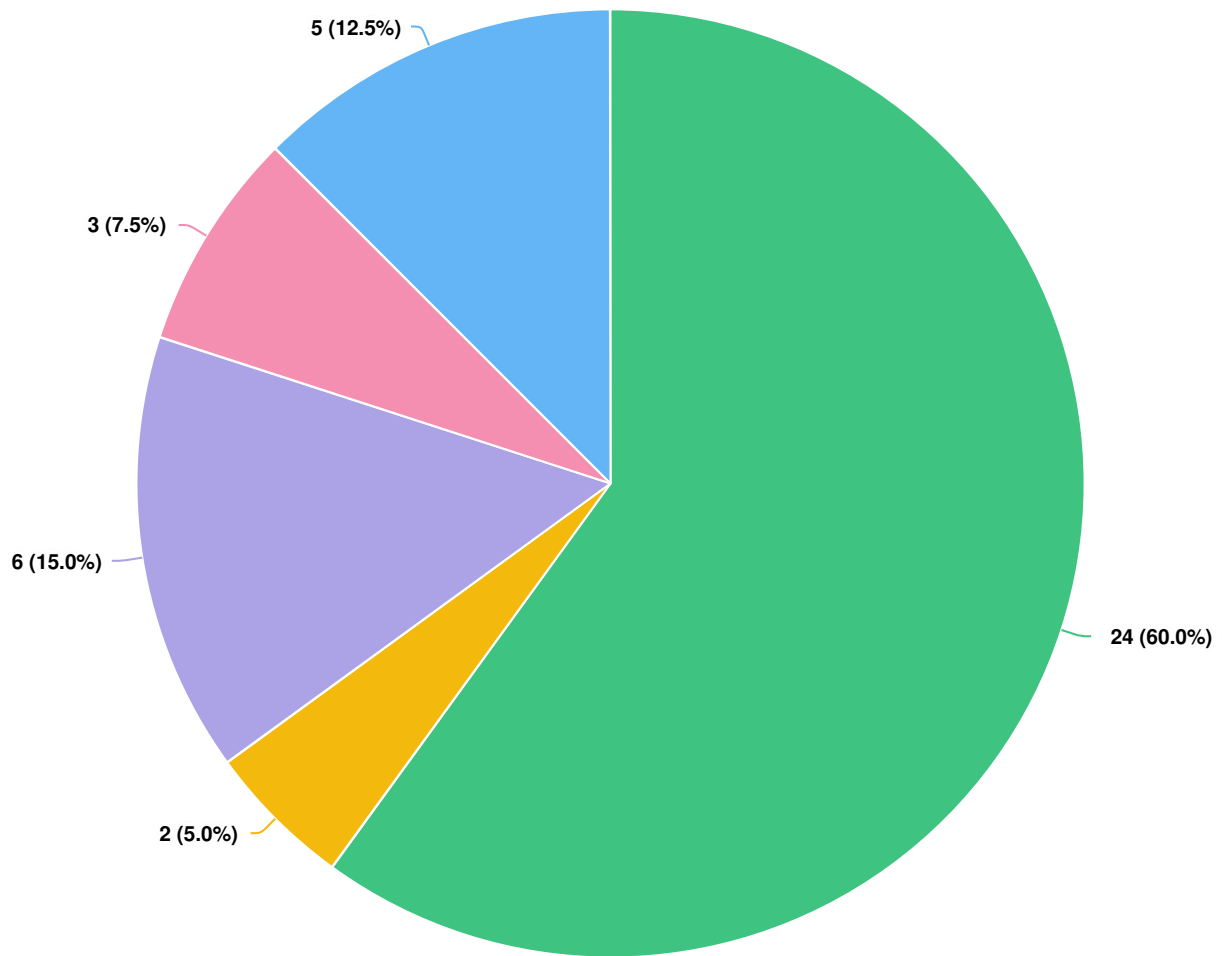
Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Strongly disagree
- Disagree

Optional question (40 response(s), 0 skipped)

Question type: Radio Button Question

Q4 | To what extent do you agree with strategic objective TRDC EV4: To work alongside Hertfordshire County Council, as the Highways Agency, to provide a publicly available charger network in on-street residential parking locations?



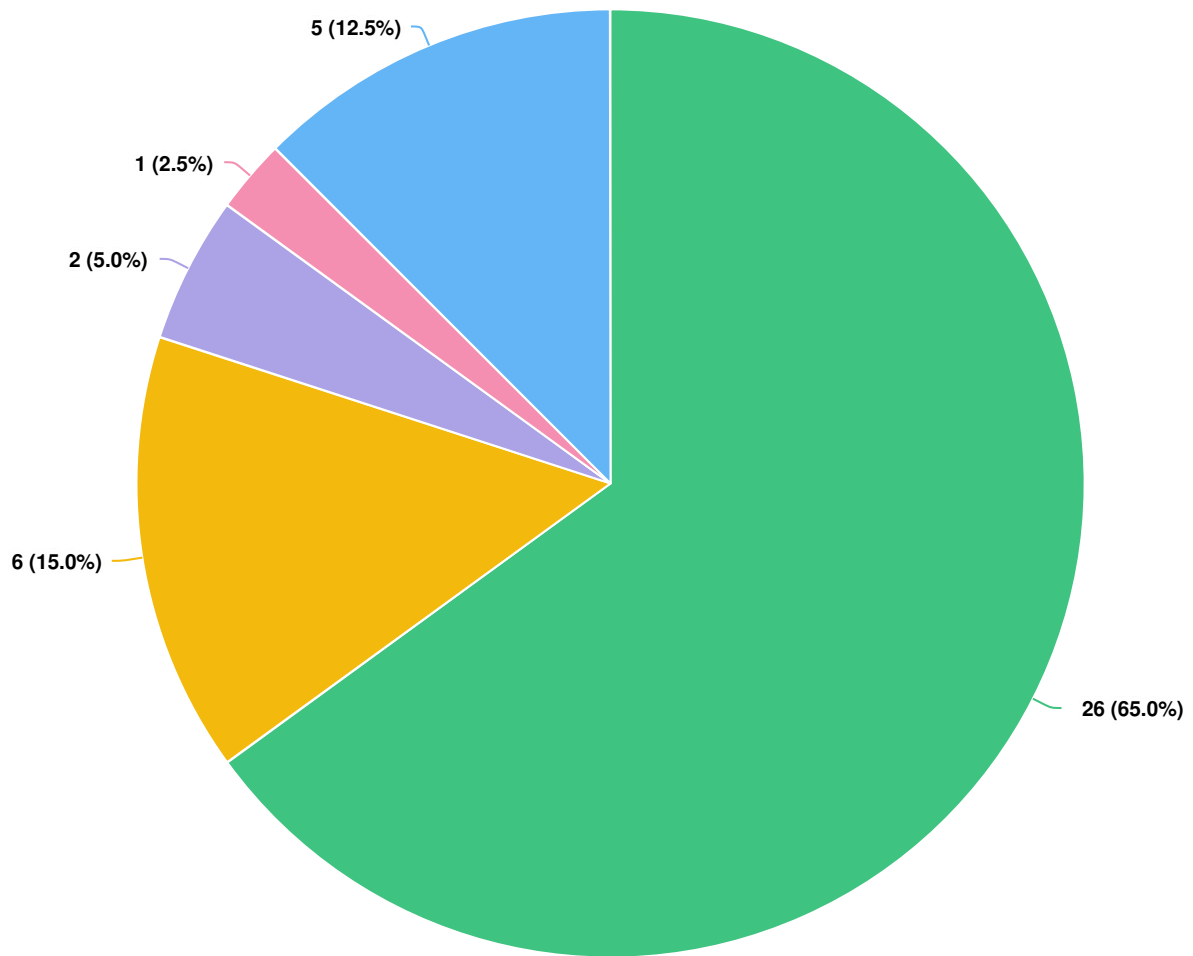
Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Optional question (40 response(s), 0 skipped)

Question type: Radio Button Question

Q5 | To what extent do you agree with strategic objective TRDC EV5: To work alongside Hertfordshire County Council to leverage Office of Zero Emission Vehicles (OZEV) funding and the private sector to support the development of a charger network?



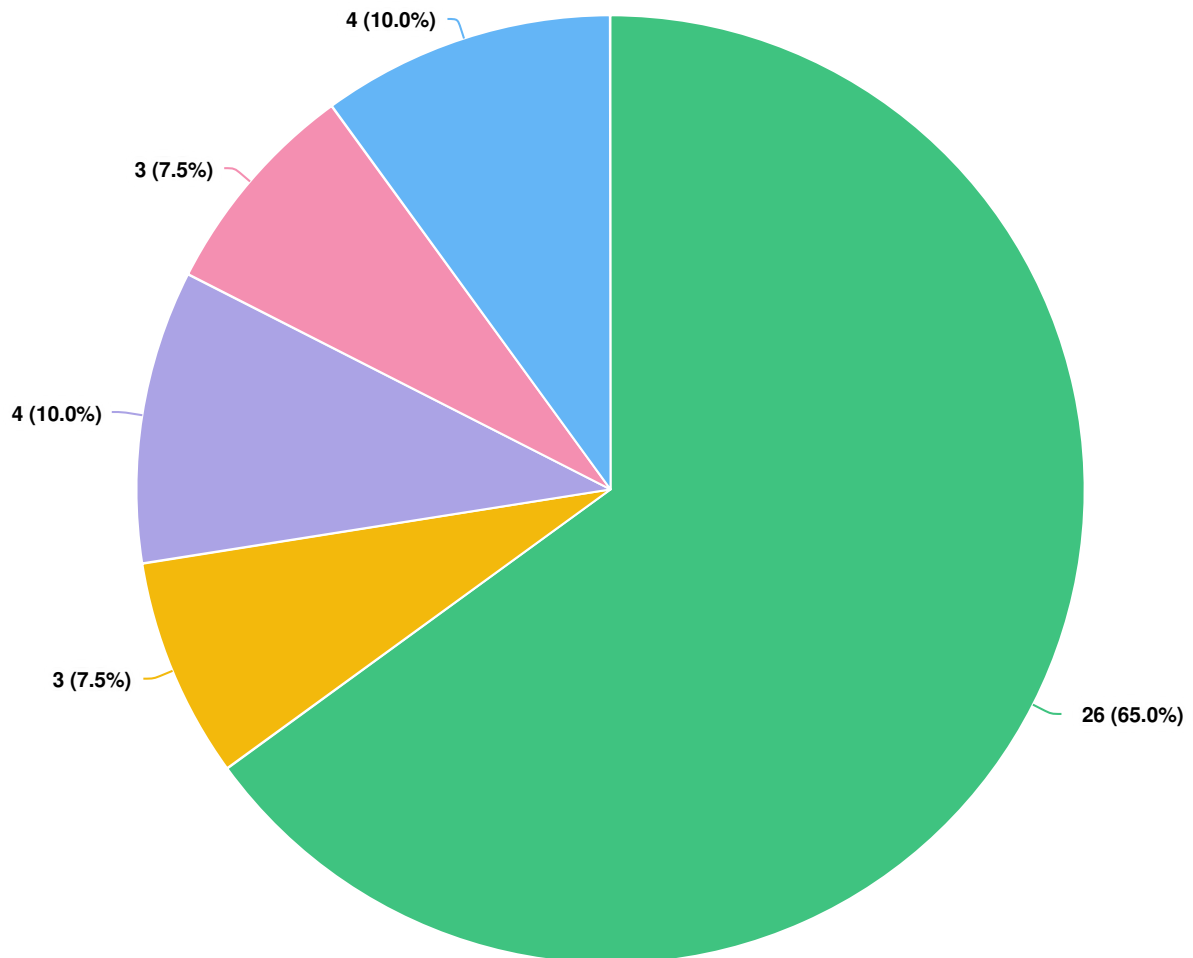
Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Optional question (40 response(s), 0 skipped)

Question type: Radio Button Question

Q6 | To what extent do you agree with strategic objective TRDC EV6: To support the adoption of consistent charger standards across the district to ensure the best outcome for end-users?

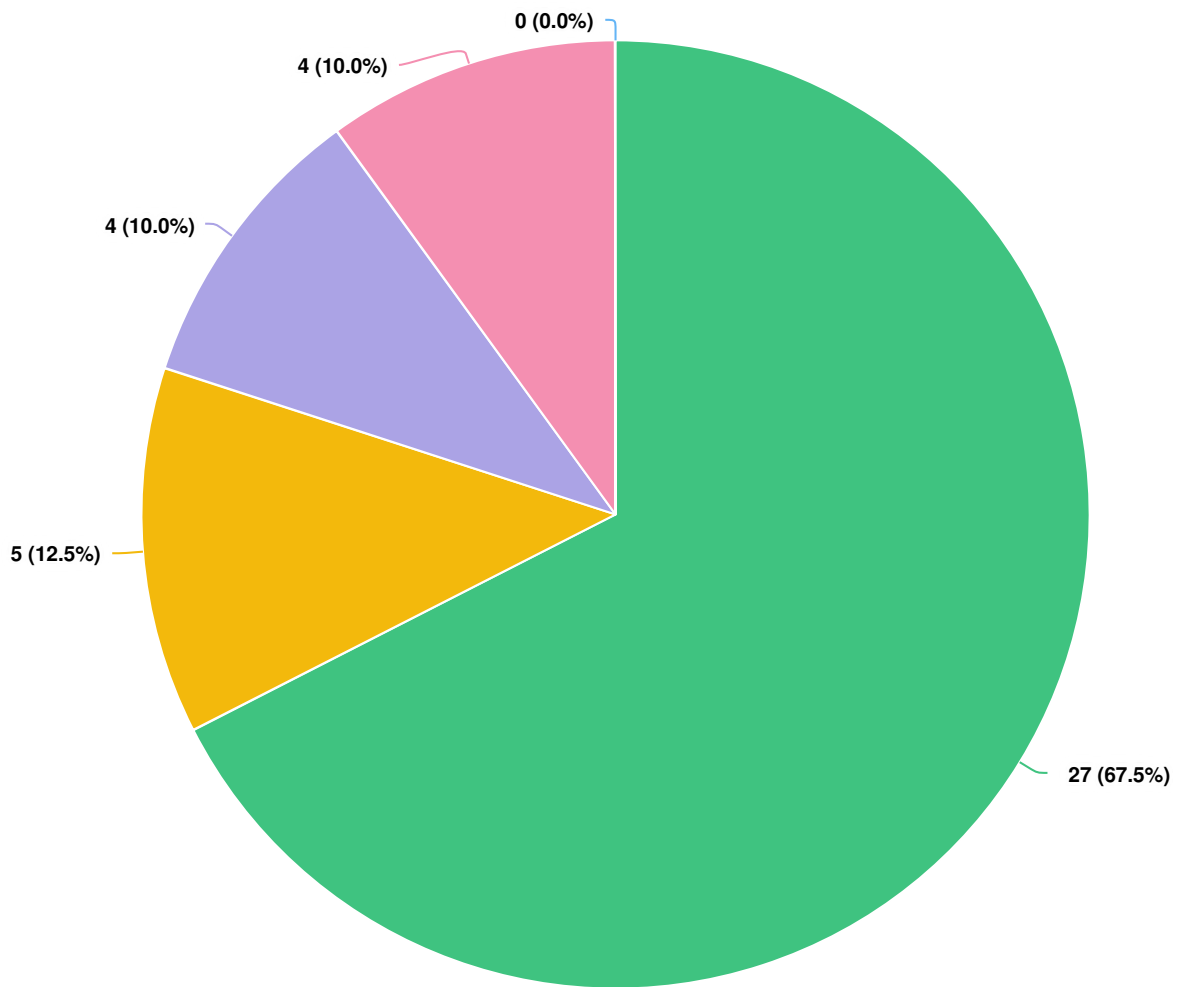


Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Optional question (40 response(s), 0 skipped)
Question type: Radio Button Question

Q7 | To what extent do you agree with strategic objective TRDC EV7: To keep up to date with technical innovation, policy development and funding opportunities to enable an agile approach able to adapt to changing market trends?



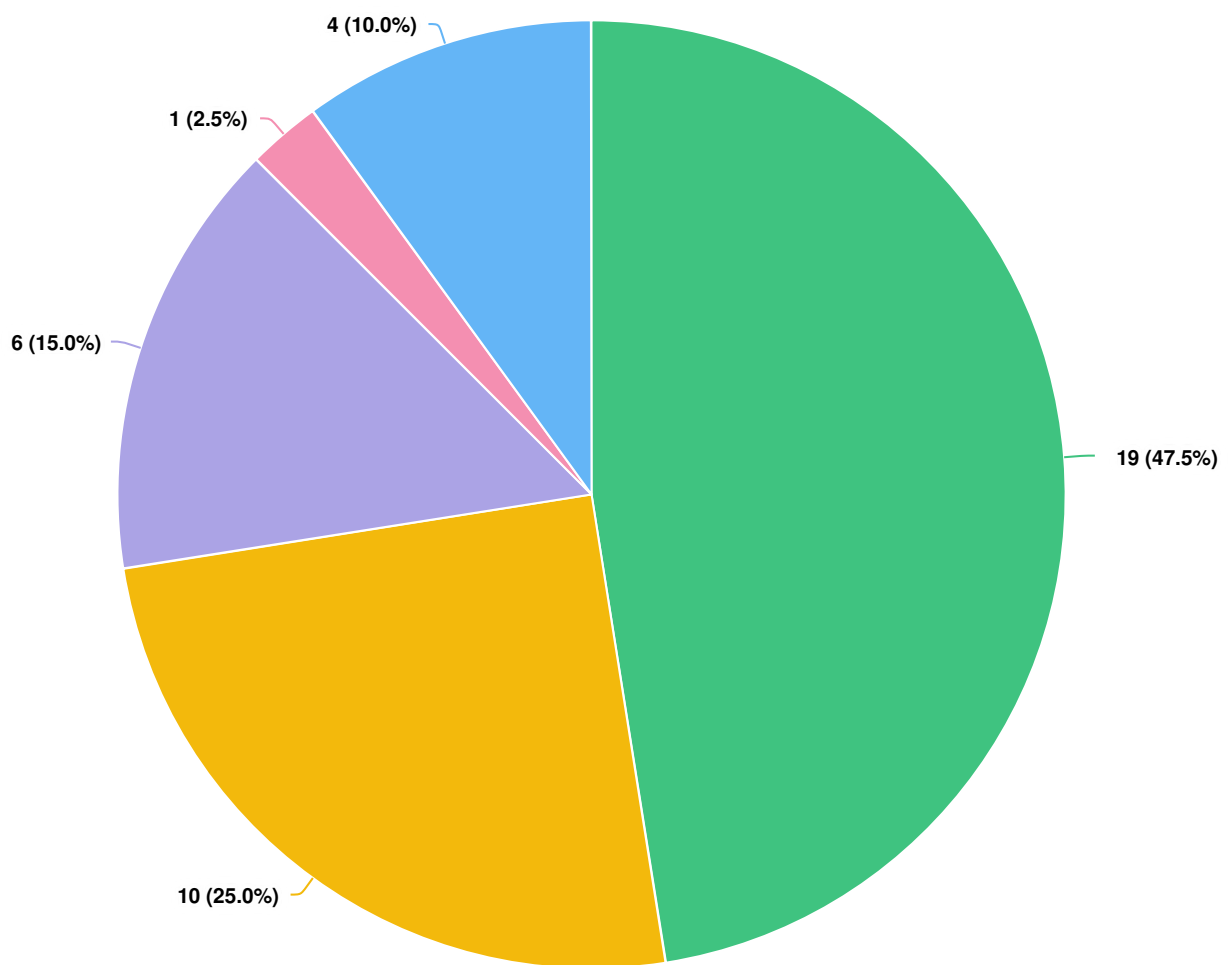
Question options

- Strongly agree
- Agree
- Neither agree or disagree
- Strongly disagree
- Disagree

Optional question (40 response(s), 0 skipped)

Question type: Radio Button Question

Q8 | The Electric Vehicle Strategy proposes what method and funding the council will use to deploy Fast and Rapid Chargers, as summarised in the table above. To what extent do you agree with this approach?



Question options

● Strongly agree
 ● Agree
 ● Neither agree or disagree
 ● Disagree
 ● Strongly disagree

Optional question (40 response(s), 0 skipped)

Question type: Radio Button Question

Q9 | Please provide any comments or feedback on the proposed Electric Vehicle Strategy

Screen Name Redacted

8/23/2024 02:12 PM

In line with objective 7, with rapidly advancing technology, is there a fallback position to avoid Council losses if chargers soon become obsolete, so they are not left with Betamax white elephants?

Screen Name Redacted

8/24/2024 11:05 PM

The way forward is not Electric Vehicles, but Hydrogen Fuel vehicles.

Screen Name Redacted

8/26/2024 12:14 PM

Nothing should be done that negatively impacts any resident that already has an EV charge point installed at a private residential home. Early adopters should not be adversely impacted in any manner.

Screen Name Redacted

8/27/2024 10:48 AM

Any streetlight charging facilities must ensure that access over dropped kerbs cannot be blocked by those charging their vehicles. I am aware of occasions when drives have been blocked and the homeowner has been unable to leave their property. If this is designed-in the issue is resolved before it occurs.

Screen Name Redacted

8/27/2024 11:10 AM

It is wonderful the TRDC are proactive in identifying the need for EV charging and are actively doing something about it.

Screen Name Redacted

8/27/2024 12:57 PM

The sooner the better.

Screen Name Redacted

8/27/2024 05:49 PM

The chargers should be available not far from end users, I'm not going to leave the car 10 minutes away on charge leave and then comeback when it's finished, so street charging and solutions for people without drive (like oxford city and milton keynes approaches). And the big impediment at the moment is the kw price on this scarce available charging stations, while at home you can charge with 4- 8p, they are billing us at 40-80p(so 10x the price).not even the 22p which we are being charged for home consumption. Until then you can fit 1000's of chargers which are not going to be used because of the high prices. I for definitely have been in contact with my local mp's and county council and no one wanted to hear about any stuff I mentioned above.

Screen Name Redacted

Rapid chargers are of less importance and fast chargers more

8/27/2024 11:10 PM

important in car parks and residential sites where cars are typically parked for periods exceeding 30 minutes. It's much better to offer more fast chargers rather than fewer rapid chargers. Very easy account and payment arrangements are essential and options for non-mobile phone payment management should be available.

Screen Name Redacted

8/28/2024 10:33 AM

The deployment of charging points in car parking places will make it even more difficult to park.

Screen Name Redacted

8/30/2024 05:23 AM

1. I think we need to be sensible with tax payers money...get it right first on cheaper, easier access areas before dealing with more expensive connectivity in more rural areas. 2. Please think about how things 'look'. 3. Please choose chargers which are simple and easy to use.

Screen Name Redacted

8/30/2024 10:12 AM

Cables across footways/pavements should not be allowed. The council should not be subsidising electric car parking in any way.

Screen Name Redacted

8/30/2024 03:56 PM

More on street charging is needed to encourage more people to take up Ev cars

Screen Name Redacted

8/30/2024 06:36 PM

Please consider the price for charging. It should not be to generate profit over the cost of providing the service.

Screen Name Redacted

8/30/2024 06:40 PM

Electric vehicles are dangerous and should be banned, they also cause more road damage in use.

Screen Name Redacted

8/31/2024 08:22 AM

I would like more information on how control of the charging point parking spaces would be made, so that spaces were freed up as soon as possible after vehicles are charged.

Screen Name Redacted

9/01/2024 12:43 PM

TRDC should not be funding charging points, but should be encouraging more people to walk or cycle safely the short distances which are often travelled. The private sector should be providing charging point and this should cost should not be put on our council tax, especially as most people cannot afford an electric car. Planning for new builds should include charging points and this should include towerblocks. TRDC must realise that the electric car may not be the answer to net zero and at present we do not have a strategy to reclaim the rare earth metals and lithium from currently used

batteries. This will cause a serious problem with waste disposal and loss of valuable raw materials. There is evidence that electric vehicles are causing a significant damage to our roads as they are much heavier than normal cars and charging points on streets often cause tripping hazards to pedestrians, especially those that are partially sighted.

Screen Name Redacted

9/01/2024 12:49 PM

Please involve Tesla they provide the fastest chargers and support all EVs, more importantly their chargers are the most reliable as many EV chargers fail.

Screen Name Redacted

9/03/2024 05:49 PM

Parking spaces in the villages are already too limited. Losing even a single space to an EV charging point will add additional strain, more illegal parking and be detrimental to the high street. I object to my tax being used to pay for something I won't use. If people want an EV, they should pay to have one at home at their own expense. With the popularity of EV's falling dramatically, this is likely to be a huge waste of my money by the council. It's far too soon to commit so much money and land to such a scheme.

Screen Name Redacted

9/04/2024 03:44 PM

Most charging will be at home but reasonably priced away from home charging will also be important.

Screen Name Redacted

9/18/2024 02:34 PM

We must look to the future and plan now

Screen Name Redacted

9/27/2024 10:11 AM

Charger on street locations in town and village centres must not take up shopper parking spaces, which threatens the viability of our high street shops, especially in villages. Chargers should be put in car parks, where people can leave their car on charge for a lengthy time, so that shoppers can still park on street and do their shopping.

Screen Name Redacted

9/29/2024 03:29 PM

I object to my council tax being wasted on EV chargers in the district. EV's are not the sole solution and other more viable options exist. There are more important issues the council needs to address than wasting money on Net Zero projects.

Screen Name Redacted

9/29/2024 05:36 PM

The TRDC Electric Vehicle Charging Strategy focuses upon and addresses the need for providing EV charging points in locations accessible by the public. There appears to be no reference or suggested links to any current, emerging or planned TRDC policy to encourage EV charging points funded by private residents and

installed on their properties. And for TRDC to recognise a policy should include the production of guidelines for residents on an effective method on how to apply for applications for and obtain the associated Planning and Listed Building Consent for listed buildings or buildings located in Conservation Areas. Articles and significant comments can be found online regarding long delays and difficulties experienced by residents making such applications to Local Authorities in other areas

Optional question (23 response(s), 17 skipped)

Question type: Essay Question

Short Equality Impact and Outcome Assessment (EIA)

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how all our work as a council might impact differently on different groups²

They help us make good decisions and evidence how we have reached these decisions.³

See end notes for full guidance. For further support or advice please contact the Community Partnerships Team

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed⁴

Title ⁵	EV Charging Strategy	ID No ⁶	RS002
Team/Service ⁷	Transport and Parking Projects		
Focus of EIA ⁸	Officers have been exploring opportunities to install Electric Vehicle Charge Points (EVCP) in council owned car parks using external government grants and/or Community Infrastructure Levy (CIL) funding. Alongside this process a draft EV charging Strategy has been developed. The Strategy sets out how the Council will roll-out a public electric vehicle charging network across council owned car parks and on-street residential parking in the district over the next 10 years (with an accompanying 3 year action plan). The outcome for the Council and the District is to make substantive reductions in carbon emissions which will help improve air quality in the District and contribute towards a core objective of the new Corporate Framework which is to achieve carbon net zero and be climate resilient.		
Assessment of overall impacts and any further recommendations ⁹			
The aim of this Strategy is to maximise equality and inclusion, which is a co-benefit for tackling emissions because everyone, no matter what their protected characteristic maybe, is critical in tackling the climate emergency. In addition TRDC want to provide electric charging infrastructure, initially in car parks, to support residents and encourage shoppers and other visitors to local facilities and businesses.			
The total number of Ultra Low Emissions Vehicles (ULEVs) and Plug In Vehicles (PiVs) in Hertfordshire at the end of Q3 2022 was 4,261 according to Government data			

Hertfordshire County Council forecasting estimates that by 2030 there will be 240,800 electric vehicles registered in Hertfordshire. It is estimated that this would generate the need for 6,800 publicly available charging sockets (or just over 3,000 charge points assuming a double socket arrangement) which is a six-fold increase.

¹ <https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables>

² <https://www.hertfordshire.gov.uk/doc/roads/ev-strategy-summary.pdf>

Impact of the Strategy on the following protected characteristics:

- Age – Positive and Negative. Evidence: People who are more dependent on a car due to age factors will need to be able to access electric vehicle charging points. However, ability to access EV chargers maybe challenging to some (strength and dexterity) (elderly and those with a disability) if charging infrastructure is heavy/difficult to insert into the sockets or the technology is difficult to use.
- Disability – Positive and Negative. Evidence: People who are dependent on the car due to a disability will need to be able to access electric vehicle charging points. See above.
- Gender reassignment - Neutral - not a factor in adoption and delivery of the Strategy
- Marriage or civil partnership (in employment only) - not a factor in adoption and delivery of the Strategy
- Pregnancy and maternity - not a factor in adoption and delivery of the Strategy albeit similar consideration to age/disability regarding use of infrastructure if heavy/challenging to connect.
- Race - not a factor in adoption and delivery Strategy
- Religion or belief - not a factor in adoption and delivery of the Strategy
- Sex - not a factor in adoption and delivery of the Strategy
- Sexual orientation - not a factor in adoption and delivery of the Strategy

Potential Issues

- Accessibility - since the delivery of EV charging points involves assets being added to the street scene, ensuring accessibility is key. The British Standards Institute launched the PAS 1899:2022 in October 2022 which has sought to make recommendations of how accessible public electric vehicle charging points should be delivered.

Mitigating Actions

- These are recommendations and are not yet mandatory but where possible provide a basis for how to deliver charging points in an accessible way. We should consider these recommendations as part of the EV Charging proposals and within future procurement of EV charging points. Design out trip hazards.
- Charge point design and placement (e.g. bay layout) compliance to PAS 1899:22 will be set out in the procurement criteria when appointing a Charge Point Operator.

<ul style="list-style-type: none"> • Disability – the provision of disabled bays which also provide access to charging infrastructure. • Technology - The scheme is a digital service and accessed via smart phone. We know that older people are less likely to have a smartphone than the population as a whole and, overall, are less likely to be digitally enabled/confident. • The service is cashless and debited to the passenger’s card/bank account via the App only. Around 1.5 million people in the UK do not have bank accounts. Impacting on residents with lower incomes. • Cost – Low-income residents ability to pay for both parking and charging. 	<ul style="list-style-type: none"> • On-street EV charging points will be installed following the Hertfordshire County Council siting criteria which sets out a range of guidelines to ensure accessibility and safety. • Disabled bays with EV charging provision will be deployed wherever feasible and practicable. EV parking bays will be laid out as per PAS 1899:22. • Increasingly, contactless payment is available, but is dependent on the Charge Point Operator and if they offer that charge point functionality. Contactless payment functionality will be considered in the procurement process when appointing a Charge Point Operator. • Work closely with Strategy and Partnerships team to signpost people to digital literacy courses, and award data if required following allocation through Good Things Foundation. • The price of charging is set by the Charge Point Operator. However, regional price benchmarking will be included in the charge point specification and will require the Charge Point Operator to prove their prices are aligned to other providers in the region.
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Actions Planned ¹⁰

The introduction of EV charging infrastructure in the Council owned car parks is a core component to enable the council to achieve net zero. All electric vehicle owners will be able to access charge points, with positive benefits for those who are reliant on using a car rather than other means of transport due to factors such as age or disability.

In delivery of the project and in awarding an external contract for the delivery of any EV proposals consideration will be given to the potential issues and mitigating actions detailed above.

EIA sign-off: (for the EIA to be final an email must sent from the relevant people agreeing it or this section must be signed)

Equality Impact Assessment officer: Kimberley Rowley

Date:

Equalities Lead Officer:

Date:

Guidance end-notes

¹ The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- Real Consideration: the duty must be an integral and rigorous part of your decision-making and influence the process. • Sufficient Information: you must assess what information you have and what is needed to give proper consideration.
 - No delegation: the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
 - Review: the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
 - Proper Record Keeping: to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a tool to help us comply with our equality duty and as a record that to demonstrate that we have done so.

² **Our duties in the Equality Act 2010**

As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership).

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:

- avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- promote equality of opportunity. This means the need to: – Remove or minimise disadvantages suffered by equality groups – Take steps to meet the needs of equality groups – Encourage equality groups to participate in public life or any other activity where participation is disproportionately low – Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- foster good relations between people who share a protected characteristic and those who do not. This means: – Tackle prejudice – Promote understanding

³ EIAs are always proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

⁴ When to complete an EIA:

- When planning or developing a new service, policy or strategy

-
- When reviewing an existing service, policy or strategy
 - When ending or substantially changing a service, policy or strategy
 - When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?

How vulnerable are the people (potentially) affected? If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

⁵ **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

⁶ **ID no:** The unique reference for this EIA. This will be added by Community Partnerships

⁷ **Team/Service:** Main team responsible for the policy, practice, service or function being assessed

⁸ **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.

-
- How does it fit with other services?
 - Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
 - What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
 - What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

⁹ **Assessment of overall impacts and any further recommendations**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
- Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

¹⁰ **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

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TRDC Climate and Sustainability Impact Assessment

This toolkit is a self-assessment to help providers of goods, services or projects to the Council, and grant or Community Infrastructure Levy (CIL) applicants assess the environmental impact of their proposals. Applicants should think about how their project, goods or services align with Three Rivers' Climate Emergency and Sustainability Strategy. The toolkit also supports the sustainability section on a procurement tender.

How to use the tool

The self-assessment tool is intended to help authors reflect critically on their project, goods, or services' environmental impact. We envision this tool will be used early in the design of a project to identify areas where environmental harms can be mitigated, and environmental benefits enhanced. Once you are happy that your proposal is optimised, complete this form and return it with your project submission.

The next tab presents a set of questions about the proposal covering a range of sustainability criteria. Each answer is colour-coded to indicate its environmental impact as below:



Colour code	Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some negative impacts sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review these aspects and find mitigation
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Once you've selected your answer in the "Impact" column (C), then give the relevant score in the "Score" column (E). Higher scores indicate more sustainable proposals.

Against each area, the assessment presents prompts to highlight best practice suggestions and enable consideration of how adverse environmental impacts could be mitigated on a project.

This Toolkit was inspired by Jim Cunningham's "Climate Implications Toolkit" from Hammersmith and Fulham Council, and developed by officers of Three Rivers District Council.

Version Date

1

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review these aspects and find mitigations.
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for Use:

Please answer all questions from the drop-down options in the 'Impact' column (C), including 'Not applicable' as needed.

Please email your completed copy of the form to CIL@threeivers.gov.uk

Key to the colour coding of answers can be found at the top of the page.

Name of project/policy/procurement and date:	ELECTRIC VEHICLE STRATEGY
Brief description (1-2 sentences):	A Three Rivers District Council document outlining an electric vehicle charging strategy for a public charging network covering council owned car parks and on-street residential parking.

Homes, buildings, infrastructure, equipment and energy

Question	Impact (select from list)	Score (-1 to 4)	Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	energy projects in particular car park solar arrays, where possible opt for a renewable energy provider/tariff	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	This strategy is essential to the council's contribution to transitioning the transport industry to zero emission vehicles	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
3 Does this project maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Increases the utilisation of existing council land/ carparks	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
4 Will any new building constructed or refurbished be highly energy efficient in use? E.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent"	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	No direct changes to buildings embedded carbon of installation. Priorisation has been given to sites which require lower DNO alterations. Charging Point Operator to provide 'green' credentials of materials constructed off site ready for install to the 'passive' charging infrastructure. Operator/ installer to share details of estimated carbon impact of installation of passive and above energy generation but does support the transition to a renewable energy transport infrastructure. Explore opportunities to pair with community energy projects in particular	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
5 Does this make use of sustainable materials / inputs in your project? E.g. re-used or recycled construction materials, timber in place of concrete	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
6 Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3		Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Charging Point Operator to share details on energy efficiency/ charging losses of the proposed charging points.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		2.86			3.60

Ways to optimise sustainability and work towards net-zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improvement in EPC ratings.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heat Networks where appropriate.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances.
- Install low-energy (LED) lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Travel

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9 Reducing travel: what effect will this project have on overall vehicle use?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Whilst this strategy will not reduce vehicle use, it supports the transition to more sustainable, zero emission vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
10 Will this project use petrol or diesel vehicles?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	As part of the installation and maintenance of charging points it likely that ICE vehicles will be used. Explore opportunities to mitigate this with EVCP provider.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
11 Will this project support people to use active or low-carbon transport? E.g. cycling, walking, switching to electric transport	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Whilst this strategy will not reduce vehicle use, it supports the transition to more sustainable, zero emission vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
12 Will this project be easily accessible for all by foot, bike, or public transport, including for disabled people?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	All charging points will be compliant with accessibility standards detailed in PAS 1899:2022	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13 Has the project taken steps to reduce traffic? E.g. Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		3.50			4.00

Ways to optimise sustainability and work towards net-zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. re-timing the service or deliveries

Goods and Consumption

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14 Has this project considered ways to re-use existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
15 Does the project reduce reliance on buying newly manufactured goods? E.g. repair and re-use; sharing and lending goods between services or people, leasing or product-as-a-service rather than ownership	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Further plans for a wider scope strategy to also cover car sharing schemes is planned and referenced in this strategy.	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
16 Does the project use products and resources that are re-used, recycled, or renewable?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Transitions transport away from fossil fuels to the electric grid which is able to become renewable.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

Ways to optimise sustainability and work towards net-zero carbon:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Ensure meat and dairy is high-quality, high-welfare, if procured or consumed.
- Choose seasonal and locally sourced produce, and plant-rich meals.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

17	Does the project enable others to make sustainable choices within their lifestyles, or engage people about this?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Enables and encourages the uptake of zero emission vehicles through the provision of charging infrastructure and reliable information on the transition to EVs	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18	Does the project have a plan to reduce waste sent to landfill in manufacture?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Establish waste management process with EVCP provider/ installer	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
19	Will the material(s) used on the project be able to be re-used, re-purposed, or recycled at end of its life?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	repairability considered as part of construction design. EV's generally have less wear and tear parts than ICE vehicles and EV	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
20	Has the project taken steps to ensure any food offered or consumed is more sustainable? E.g. less and high-quality (high welfare) meat and dairy, minimise food waste, seasonal and locally sourced produce.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score			3.25			4.00

Ecology						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
22	Does the project create more habitat for nature? E.g. planting native plants, trees, and flowers, creation of ponds or wetlands, provision of bird or bat boxes, installation of log piles or insect hotels	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
23	Does the project make changes to existing habitats or have a negative impact on biodiversity? E.g. use of pesticides, reduced extent and variety of plants, planting non-native species, light pollution, noise pollution, water pollution, disturbance to habitat, soil erosion, fragmentation of habitat	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
24	Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Placement of the carparks at green spaces encourages the use of these community spaces.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4			4

Adaptation						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
25	Does any planned project, construction or building include measures to conserve water? E.g. low-flow taps and showerheads, water-efficient devices	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
26	Does the project consider how to protect people from the effects of extreme weather? E.g. including shading to prevent overheating	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
27	Has any planned building work or infrastructure on the project considered how to mitigate flood risk? E.g. implementing Sustainable Drainage Systems (SuDS), de-paving areas, installing green roofs	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
28	Does any planned building work or infrastructure on the project increase the total surface area covered by hard surfacing (as opposed to green or permeable surfacing)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	EVCPs will be built on existing hard standing areas.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
29	Has the project considered its own resilience to extreme heat, flooding, or drought resulting from climate change?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	drainage and flood resistance at carpark locations currently or likely to be susceptible to flooding.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Average Score			2.0			3.00

Engagement and Influence						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
30	Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take to mitigate and adapt to these?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	This Strategy is a pivotal part of the councils Climate Change and Sustainability Strategy in promoting more sustainable transport in the district. The growing availability of EVCPs, information provision and other associated projects will support public opinion on the viability of electric vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4			4
Total Overall Average Score			3.27			3.8

Ways to optimise sustainability and work towards net-zero carbon:

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

Ways to optimise sustainability and work towards net-zero carbon:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Capture and re-use rainwater where possible e.g. water butts for use in car washing, watering garden, toilets
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SuDS).
- Plant drought-tolerant plants and mulch landscapes to avoid water loss through evaporation.

Ways to optimise sustainability and work towards net-zero carbon:

- 'Make every contact count' by using contact points with residents, businesses and community groups to promote understanding of the climate and ecological emergencies.

Now the assessment is complete, please include a copy of the completed assessment as part of your CIL application, and submit a copy of the form by email to Joanna.Hewison@threeivers.gov.uk

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.60
Travel	4.00
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.00
Engagement and Influence	4
Total Overall Average Score	3.8

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Full Council Tuesday 25 February 2025

Proposed Amendments to the Constitution (ADLDS)

1 Summary

- 1.1 This report proposes several amendments to the Council's constitution including group leader consents, the nature of motions and amendments and in respect of the Civil Contingencies Act 2004

2 Details

Group Leader consents

- 2.1 In local authorities, it is common to seek the views of groups of members, particularly the leaders of political groups on certain, specific issues.
- 2.2 The Three Rivers Council Constitution currently requires the views of political group leaders to be sought in three areas – where an urgent decision is required; where a meeting is to be moved, or which committee a petition should be presented to.
- 2.3 In the case of urgent decisions, the constitution expects that the Chief Executive will consult all group leaders and try to seek unanimity on the proposed way forward. Where a unanimous view cannot be obtained, then consent of group leaders representing the majority of councillors is required.
- 2.4 For the other scenarios (moving a meeting or where a petition should be presented), the unanimous consent of group leaders must be obtained.
- 2.5 There can be practical implications of requiring unanimous consent. For example, a meeting may need to be moved due to the unavailability of Members but one or more Group Leaders may not respond or agree despite the majority of Members agreeing to the change. If one group leader disagrees where a petition should be presented, this could result in a stalemate which would not be fair to the members of the public bringing forward the petition.
- 2.6 Unanimous consent is an unusual clause in a constitution. Legally, there are no decisions Councils make that would require the unanimous consent of councillors and such requirements are rarely used by Councils due to the practical problems that can arise.
- 2.7 To avoid such issues arising, there is the opportunity to bring the moving of meetings or presentation of petitions into line with the Council's process for urgent decisions. This would mean that all group leaders are consulted on the decision and able to express their thoughts, but if unanimity cannot be obtained, then a decision could be made based on the views of the group leaders representing the majority of councillors.
- 2.8 This proposal was discussed at the Policy and Resources Committee of 27 January. Concern was raised that if one single group had a majority, then it would only require the leader of that group to agree. As a result, it was agreed that the consent of at least 2 group leaders representing the majority of members would be required.

2.9 It is not proposed to introduce a specific timeframe for group leaders to respond, as this will depend on the situation. For example, officers may need consent to cancel or move a meeting scheduled that evening and so may need to seek views within a very short time frames; with petitions, a longer consultation timeframe may be feasible. Where a group leader is absent, it would be expected to consult their deputy.

2.10 The specific amendments proposed are set out in Appendix 1.

Motions on Notice

2.11 The Council's constitution allows members to propose motions to Council that, if carried, will usually require the Council to take a specific action or establish the Council's position on an issue.

2.12 The constitution requires that "every notice of motion shall be relevant to some matter in relation to which the Council has powers or duties, or which affects the District"

2.13 Most Council constitutions also include a clause about the nature of motions, ensuring they are proper and do not call for the Council to take unlawful action. This is currently omitted from the Constitution.

2.14 A proposed additional clause to the motions on notice procedure rule is also included in the table at Appendix 1. This is based on the standard wording adopted by many Councils and reflected in best practice guidance. Where the Monitoring Officer is concerned as to the lawfulness of a motion, or that the wording of the motion is improper, they shall refer the motion to the Chair, who shall then determine whether the motion be accepted. If it is rejected, the member submitting the motion would be informed.

2.15 If this scenario arose, the member would be entitled to re-submit a motion that addressed the concerns of the Monitoring Officer and chair as long as the motion continued to comply with the other constitutional requirements. At the Policy and Resources Committee on 27 January, it was agreed to amend the wording to make clear the proposer will be informed whether revised wording would make the motion acceptable.

Amendments to Motions

2.16 Similarly, the constitution has limited guidance on the content of amendments. In accordance with many Councils, amendments may leave out or insert words to motions, and cannot negate a motion, but there is no further restriction on their nature.

2.17 The restrictions on motions included within the current constitution, and as outlined in paragraphs 2.10 to 2.14 are safeguards to the Council; they ensure that prior to significant spending decisions being made, this is subject to robust consideration accompanied by a report, and that the Council does not commit itself to unlawful action.

2.18 It is therefore proposed that the Rules of Procedure are changed to insert a new paragraph after 16(6) that would disallow motions which are improper or unlawful. In addition, it is proposed to not allow amendments that have the consequence of incurring more than £10k or are contrary to the budget and policy framework.

- 2.19 Under the constitution, motions which incur more than £10k or are contrary to the budget and policy framework can be referred to a committee for consideration. If the same condition was to apply to amendments, this could be used as a negatory position in order to prevent motions progressing. If members consider a motion should be amended in this way, they would have the prerogative to vote against it.

Civil Contingencies Act

- 2.20 As is set out above, the Council's constitution allows for senior officers to take urgent action where they consider it necessary, having sought the views of group leaders.
- 2.21 The Civil Contingencies Act 2004 requires the Council to prepare and respond to emergency situations that could threaten life, the natural environment or civil security; the most common type of issues are serious floods, fires or gas leaks. In such situations, the normal urgency procedures may not be effective, in that the overriding public interest to respond and make quick decisions does not give capacity to consult group leaders and seek their views before a decision has to be made.
- 2.22 With this in mind, it is proposed to add to section 8 of the Scheme of Delegation to Officers a paragraph to authorise them to authorise, approve and exercise all functions under the Civil Contingencies Act 2004. The exercise of emergency powers under this Act are operational and therefore functions for officers to exercise.

3 Options and Reasons for Recommendations

- 3.1 Council is being asked to agree amendments to the constitution as set out in appendix 1 for the reasons above.
- 3.1.1 The proposals were subject to review at the Policy and Resources Committee meeting of 27 January and the amendments were agreed in principle, with some further modifications. The further modifications were, as agreed by the Policy and Resources Committee, circulated to group leaders for consultation.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 4.2 The recommendations in this report do not impact on the achievement of specific performance indicators.

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

None specific.

5 Recommendation

5.1 **That:**

The Council agrees the proposed constitutional amendments set out in Appendix 1.

Report prepared by: Leah Mickleborough, Interim Committee and Electoral Services Manager, Leah.Mickleborough@threerivers.gov.uk

Background Papers

Three Rivers Council Constitution, available on the Council's website

Appendix 1: Proposed Constitutional Amendments

Procedure Rule	Current wording	Proposed wording
Rule 4(5), Chair of Meeting	The Chair may postpone or adjourn a meeting to a later date with less than the required notice period of five working days with the agreement of Group Spokespersons or with the consent of the Council as appropriate, for example if an item on a published agenda is not available for consideration.	If the Chair is of the view that a meeting may need to be postponed or adjourned to a later date with less than the required notice period of 5 working days, they shall consult the leaders of the political groups. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of at least 2 group leaders representing the majority of Councillors.
Rule 18(4), Petitions,	The Group Leaders will determine which petitions should be presented to a Committee and will have discretion over where a petition should go, to ensure that it goes to the most appropriate committee. Exceptionally, a petition might be referred to Council....	Group Leaders shall be consulted on which petitions should be presented to a Committee, and will have discretion over where a petition should go, to ensure that it goes to the most appropriate committee. Exceptionally, a petition might be referred to Council. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of at least 2 group leaders representing the majority of Councillors.
Rule 30(1) Meetings of Committees etc	Ordinary meetings of the Committees shall be held in each year on such days as the Council shall determine unless amended by the Chief Executive with the agreement of the appropriate Chair and the nominated representatives of each of the minority groups.	Ordinary meetings of the Committees shall be held in each year on such days as the Council shall determine unless amended by the Chief Executive with the agreement of the appropriate Chair and the nominated representatives of each of the minority groups. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of at least 2 group leaders representing the majority of Councillors.
Rule 11, Notice of motions	None – to be inserted after Rule 11(8)	If notice is given of a motion that, in the opinion of the Monitoring Officer, is out of order, illegal,

		irregular or improper, the Monitoring Officer shall inform the chair and it shall not be accepted and placed on the agenda without their approval. In the event of non-acceptance by the Chair, the monitoring officer shall inform the member submitting the motion the reason it has not been accepted and whether revised wording would make it acceptable
Rule 16, Rules of Debate (NEW)	Insert a new paragraph after 16(6): If notice is given of an amendment that, in the opinion of the Monitoring Officer is out of order, irregular, improper, incurs any expenditure in excess of £10k or is contrary to the budget or policy framework, the Monitoring Officer shall inform the Chair and it shall not be accepted for debate without their approval.	
Part 3, Responsibility for Functions (NEW)	Scheme of Delegation to Officers; Part A, Matters delegated to the Chief Executive, Director of Finance and Associate Directors, insert a new paragraph after 8(3) Paragraphs 8(1) to 8(3) do not apply to matters in relation to the Civil Contingencies Act 2004, whereby the Chief Executive, Director of Finance and Associate Directors are authorised to approve, authorise or exercise all functions necessary and expedient in the public interest without recourse to the Leader of the Council or Group Leaders. As soon as practicable following an incident, the Chief Executive shall report to the Leader of the Council and Group Leaders on the nature of the incident and the Council's response.	

**Full Council
Tuesday, 25th February 2025**

PART I

FINAL Service Plans 2025-28

1 Summary

- 1.1 This report provides an overview of the final service plans which detail our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives outlined in the Corporate Framework. Key Performance Indicators and Service Volumes are included within the service plan alongside a link to the strategic, operational and climate resilience risks.

2 Details

- 2.1 On 21 February 2023 Full Council agreed a new Corporate Framework 2023-26 which outlines four strategic objectives:
- 2.1.1 Provide responsive and responsible local leadership
 - 2.1.2 Expand our position as a great place to do business
 - 2.1.3 Support and enable sustainable communities
 - 2.1.4 Achieve net carbon zero and be climate resilient.
- 2.2 These strategic objectives have been incorporated into the service plans for 2025-28.
- 2.3 On 30 April 2024 Corporate Management Team agreed the new Service Plan template. This new format makes it clear the roles and responsibilities of each service area, what they are working on and what projects and actions are required to support in the achievement of the Corporate Framework.
- 2.4 There is now a link to the Risk Registers that is updated every quarter. This allows the risks to be maintained and remain relevant whilst also being more visibly available on the council's website.
- 2.5 The service area budget has also been reintroduced to the service plan. This will be added to the service plans once budgets have been agreed at Council on 25 February 2025.
- 2.6 The final service plans include Key Performance Indicators, which were agreed at the previous draft service plan review.
- 2.7 The review of the Corporate Framework will begin next financial year 2025-2026.

3 Options and Reasons for Recommendations

- 3.1 To agree the final service plans for 2025 – 2028 so each service area can progress with their plans to meet the Council’s strategic priorities and statutory requirements.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council’s agreed policy. The relevant policy is entitled Corporate Framework 2023-2026 and was agreed on 21 February 2023.
- 4.2 The recommendations in this report relate to the achievement of the following performance indicators found in each individual service areas service plan.

5 Financial Implications

- 5.1 No direct financial implications arising from this report. The budget is due to be agreed at Full Council on 25th February 2025 and will be reflected in the service plans accordingly post the meeting.

6 Legal Implications

- 6.1 No direct legal implications arising from this report.

7 Equal Opportunities Implications

- 7.1 An Equalities Impact Assessment was previously completed for the Corporate Framework 2023-2026 in February 2023 with the outcome that there are no significant negative impacts on groups with protected characteristics. Tackling inequality is a ‘golden thread’ running throughout the Corporate Framework 2023-26. Its objectives seek to address issues of inequality and promote inclusivity, tackling health inequalities and the wider determinants of health, targeting regeneration schemes in more deprived areas, supporting quality and affordable housing (including social housing), promoting safer and accessible neighbourhoods and enabling more people-centred service provision.
- 7.2 Equality Impact Assessments are carried out for specific actions and proposals on a case-by-case basis, including engagement and formal consultation where appropriate. We continue to ensure that due regard is given to any potential impact of specific proposals on protected characteristics by conducting Equality Impact Assessments for specific actions and proposals that emerge from service plans as required.

8 Staffing Implications

- 8.1 None specific unless otherwise stated in the individual service plan.

9 Environmental Implications

- 9.1 Several objectives and work areas within the service plans will have a positive impact on the environment and aim to improve it. A sustainability impact assessment (SIAs) was also undertaken for the Corporate Framework. SIAs are done separately for specific projects and business cases. The results for the SIA on the Corporate Framework were as follows:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	4.00
Travel	4.00
Goods and Consumption	4.00
Ecology	4.00
Adaptation	4.00
Engagement and Influence	4.00
Total Overall Average Score	4.0

10 Community Safety Implications

- 10.1 Many of the objectives and actions within the service plans are intended to improve community safety within the district building on the positive work undertaken currently.

11 Public Health implications

- 11.1 A number of objectives and actions within the service plans are intended to improve the overall health and wellbeing of the district building on the positive work achieved already within this current Corporate Framework.

12 Customer Services Centre Implications

- 12.1 None specific.

13 Communications and Website Implications

- 13.1 The Service Plans will be available to view on the website alongside the Corporate Framework and quarterly Performance Indicator reports.

14 Risk and Health & Safety Implications

- 14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 14.2 The subject of this report is covered by the 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>
Council does not agree the service plans.	There is no clear direction for individual services and could therefore fail to deliver the objectives set out in the Corporate Framework.	Council to agree service plans to direct the work of services and delivery of the Corporate Framework.	Tolerate	4

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

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

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

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

15 Recommendation

15.1 **That:** Full Council consider and agree the final Service Plans 2025-2028.

Report prepared by: Emily McGuigan, Katie Stacey, Corporate Support Officer, Corporate Support Officer, emily.mcguigan@threeivers.gov.uk, katie.stacey@threeivers.gov.uk

Data Quality

Data sources: Individual service plans and corporate framework

Data checked by: Emily McGuigan, Katie Stacey

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

APPENDICES / ATTACHMENTS

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Customer Experience Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Introduction

The Customer Experience Service is a central corporate service encompassing how our customers interact and engage with the Council and all the services we provide. The service is specifically responsible for:

- Corporate Communications & Digital Services
- Customer Service Centre
- Watersmeet Theatre

In addition, the service is responsible for the Council wide implementation of the Customer Experience Strategy, which influences the way the Council interacts with its customers to deliver a first-rate customer service.

Service Overview

Communications & Digital Services

Strategic coordination and day to day operational management of proactive and reactive communications both internal and external across all the Council's communications channels and platforms.

- Press office - point of contact for media enquiries
- Copywriting and promoting the Council's activity and messages
- Guardian of the Council's branding and style guide
- Managing the Council's social media accounts
- Development of the Customer Relationship Management platform and digital transformation
- Customer engagement, public consultation and data analysis
- Website, online services and intranet contract management and content updates

Customer Service Centre

Provision of a front line customer enquiry and administrative service for the Council on behalf of all departments including:

- Operation of the Council's telephone contact centre, general enquiries email and face to face Visitor Centre at Three Rivers House and Healthy Hub services across the district.
- To process, handle and manage online enquiries via the Council's website and email system.
- Support all service departments in identifying and implementing service improvements with customer contact and engagement.
- Management of Corporate Compliments & Complaints processes.
- Contract Management of the Council's outsourced standby (out of hours emergency) service.
- Provision of administrative support across Council services.
- Administration for the Council's Freedom of Information (FOI) obligations.

Watersmeet Theatre

Watersmeet serves as a cultural hub for all our communities through its programme of live theatre, music, comedy, children's performances, films and events.

- The programme is designed to reflect the broad range of tastes and interests of local people.
- To be a vibrant entertainment hub for the community.
- The venue strives to provide financially viable and affordable arts entertainment and community hire facility for the residents of Three Rivers and beyond
- Watersmeet delivers an inclusive and engaging programme of events that appeals to a broad demographic

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Provide responsive and responsible local leadership	<p>Promoting Council led initiatives and activities and ensuring proactive communications whilst reacting quickly and effectively to unforeseen events.</p> <p>Through proactive, innovative and diverse Council communications and digital services, the service area shows the Council's Corporate Framework in action.</p> <p>Providing the Council's elected and corporate leadership with communications support for both internal and external platforms to reach a diverse audience across the district and further afield.</p> <p>Providing digital support to corporate leadership teams and elected members as required.</p>
Expand our position as a great place to do business	<p>The Communications and Digital Services Team supports all economic development projects led by or involving the Council through promotional and technical activities.</p> <p>The service supports local business activities through working with partner organisations, including local chambers of commerce, the Local Enterprise Partnership, other local authorities as well as individual businesses. The service areas produce a Business Newsletter which residents and businesses can subscribe to in order to receive relevant content, in addition to regular content across the Council's corporate communications channels including the website and social media platforms.</p>
Support and enable sustainable communities	<p>The Communications and Digital Services Team supports a wide variety of community-based events and activities led by teams within the Council and across the locality.</p> <p>The team promotes available funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Council's website now has an accessibility tool, pages are regularly updated, and the team is working towards making it disability compliant (Regulation WAG2.2).</p>

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Achieve net carbon zero and be climate resilient	<p>The Communications and Digital Services Team supports a wide variety of Council led environmental policies, initiatives, events and activities through innovative communications including video, text and social.</p> <p>The service continues to improve digital access to Council services and digitalisation of paper forms, reducing the carbon footprint of both residents and the Council itself.</p> <p>The team promotes available green grant funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the digital service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>A forthcoming digital pledge page will enable customers to publicly declare how they intend to reduce their own carbon footprint.</p>

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Customer Services
Provide responsive and responsible local leadership	Provide administrative support across Council services to assist Departments in delivering their service to customers. Review Compliments & Complaints policy and learning, implementing changes where necessary. Continue to invest in staff development and training and promote CSC Academy.
Expand our position as a great place to do business	Answering a variety of enquiries via phone, email and face to face regarding Council services. Ensure we continue to answer 90%+ of Council enquiries at first point of contact. Ensure call wait times are kept to a minimum, not exceeding 10 mins, improving experience for those who can only use phone contact.
Support and enable sustainable communities	Provision of administrative support across Council services Manage the Council's outsourced standby (out of hours emergency) service Regular attendance at the Healthy Hubs to assist customers to widen accessibility for the customer experience.
Achieve net carbon zero and be climate resilient	Promoting the web site and online services to all customers to reduce the need for customers to contact the Council through phone or email as the information is available to them directly. Ensuring customers are aware of the email notification service to reduce the need for hard copies of Council information and promotions thereby reducing postage costs.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Watersmeet
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> Developing and enhancing customer touchpoints. Expanding package offers that turn a night out into an occasion. Achieving consistently high customer satisfaction results. Responding promptly to customer feedback. Continuing to invest in staff development and training Delivering against the Customer Experience Strategy action plan objectives
Expand our position as a great place to do business	<ul style="list-style-type: none"> Providing attractive packages to host local business events. Developing relationships with closed user groups such as the MOD to increase sales on those shows that are not performing as well as others. We can provide their employees exclusive access to special offers and discounts that are not generally available to the public who may have paid a higher price for their ticket. Working with other Council services to expand audience reach. Supporting local community and amateur theatre groups by offering affordable rates for multiday hires. Nurturing the relationship with the Friends of Watersmeet to extend volunteering.

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<p>Expanding the film programme to include more frequent relaxed performances targeting neurodiverse customers, those with additional needs or with disabilities, and those with daytime childcare responsibilities.</p> <p>Delivering a programme that caters for minority groups and underrepresented communities in the district.</p> <p>Maintaining and developing the accessibility provision including, infrared hearing loop system, signed performances, relaxed performances, touch tours, and accessible lift and toilet.</p> <p>Providing local students with work experience opportunities allowing them to develop their knowledge of the industry.</p> <p>Encouraging schools to utilise the venue for their productions or to attend film screening day trips in order to provide a real-life theatre experience to their pupils.</p> <p>Inspiring local community groups to take advantage of the lower higher rates for charity organisations in order to increase their engagement with the community.</p>
Achieve net carbon zero and be climate resilient	<p>Implementing the venue's sustainability delivery and route to net carbon zero plan.</p> <p>Continuing to invest in sustainable technologies, replacing end of life equipment and infrastructure with energy efficient alternatives.</p> <p>Giving emphasis to procuring sustainable products and sourcing from local suppliers</p>

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p>	Launch and begin implementation of the adopted communications strategy	Corporate Communications Lead	To see all aspects of communications plan implemented as outlined in the policy.	March 2028	Customers Councillors Staff Partners	N/A
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p>	Procurement of CRM (Customer Relationship Management) platform and online service portal and consultation platform.	Digital Services Development Manager	Procurement of a customer relationship management platform and online portal, the awarding of a contract And the start of that contract.	March 2025	Customers Councillors Staff Partners Suppliers	Circa. £70k (agreed budget).

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p> <p>Expand our position as a great place to do business</p>	Review reporting platforms currently used	Digital Services Development Manager	<p>Review current platform Microsoft Power Bi and reports it can produce.</p> <p>Review service requirements.</p> <p>Understand if the quality of the reports built is a system limitation or training need.</p> <p>Submit an outline business case if required</p>	December 2027	Customers Councillors Staff Partners Suppliers	TBC
<p>Provide responsive and responsible local leadership</p> <p>Achieve net-carbon zero and be climate resilient</p>	Review and refresh of the Council's intranet	Senior Digital Services Officer	Review intranet usage and implement update and new look	December 2025	Councillors Staff Suppliers	TBC

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Implementation of post call SMS end of call survey	Customer Services Manager	To identify improvements and streamline services. Improve and review services	December 2025	Customers Councillors Staff Partners	N/A
Expand our position as a great place to do business	Implement internal survey to identify department satisfaction	Customer Services Manager	To identify improvements and streamline services. Improve and review services	October 2025	Staff	N/A
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of Customer Experience Strategy	Head of Customer Experience	Deliver a customer centric approach and encouraging digital services and communication through service action plans	March 2026	Customers Councillors Staff	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Deliver the Watersmeet Business Plan 2024-2027	Watersmeet General Manager	Meet the objectives and actions in the Watersmeet Business Plan 2023-2026	31 March 2027	Watersmeet team Promoters Film distributors Hirers Friends of Watersmeet Customers	N/A
Achieve Carbon Net Zero and be Climate Resilient	Deliver route to Carbon Net Zero Plan 2023-2026	Watersmeet Venue Technician	Meet the objectives and actions in the Carbon Net Zero Plan 2023-2026	31 March 2026	Climate change team Property team	TBC
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of the Watersmeet fire door replacement	Watersmeet General Manager	Subject to OBC approval, the delivery of replacing fire doors within the venue	31 October 2025	Watersmeet staff Property team	£90k capital (subject to OBC approval)

Key Performance Indicators to support the Corporate Framework

KPI RefW	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CX01	Number of subscribers to GovDelivery Service	43,874	44,486	45,598	46,737	47,905
CX02	Satisfaction with online services via the customer portal My.ThreeRivers	4.1	4.1	4.1	4.1	4.1
CX03	Percentage of customer enquires submitted via the portal My.ThreeRivers	38%	38%	40%	42%	44%
CX04	Percentage of calls with first point resolution	95%	88%	90%	90%	90%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	21,500	22,500	23,500	24,500	25,500
CX06	Percentage of complaints received fully upheld at stage one, stage two and ombudsman (LGSCO)	N/A	N/A	35%	32%	30%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Completion of the Annual Residents' Survey	500	500	This is the first year of a new approach to publicity, promotion and design and structure of the survey itself, which is intended to boost completions and quality of data gathered.
Total unique visits to website	342,000	342,000	Improved in communication across a wide array of channels should reduce the necessity of the audience to access the website directly to find information – for example bin collection dates are now more widely publicised through newsletters and social media.

Service Volumes (continued)

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected volume 2024/2025	Estimated volume 2025/26	Notes / explanation for estimated change
Monitoring Call Wait times	3 minutes mean average wait time	2m 40s mean average wait time	Ensure call wait times are kept to a minimum, improving experience for those who can only use phone contact.
Number of Subscriptions on GovDelivery Service (email notifications)	83,095	87,247	As we reach a ceiling of the number of households that can sign up to the service, it is appropriate that we track the number of subscriptions that are signed up to receive.

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.

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Leisure and Natural Infrastructure Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Leisure and Natural Infrastructure Service is comprised of 3 teams: Leisure Services, Natural Infrastructure & Projects and Trees & Woodlands.

The Trees & Woodlands team are responsible for delivering the statutory function of the service through the making and serving of Tree Preservation Orders (TPOs); administering and determining tree work applications for protected trees and advising on tree issues in relation to Planning Applications.

The Leisure Services team provide the “business-as-usual” functions of the service, delivering a large variety of leisure and recreational opportunities for residents in the district. The work of the team includes the management of the council’s parks and open spaces (inc. filming and other hire of grounds requests) and the Leisure Management Contract for the Council’s leisure facilities.

The Natural Infrastructure & Projects team are key to the delivery of a range of biodiversity projects, supporting the implementation of the requirements under the new Environment Act, managing the Rickmansworth Programme and delivery of the leisure capital programme.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Leisure Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management of the Leisure Facilities Contract with Everyone Active (Sport and Leisure Management) • Strategic management of parks and open spaces, through the development and implementation of Management Plans for major sites. • Securing funding to support the delivery of projects, including from the Countryside Stewardship Grants, Herts Sport and Physical Activity Partnership etc. • Responding to planning applications to ensure Leisure and play has been accounted for within development proposals and to ensure a Community Use Agreement is in place, which best supports the local area, where relevant.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone). • Support local coaches, trainers, artists and instructors by commissioning them to deliver a variety of leisure activities across the district. • Provides a process for film organisations to apply to film within Council owned parks and open spaces.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a wide variety of activities across the district for the local community. • Playschemes, Play Rangers, Active Parks, Sport and Physical Activity programme, nature workshops, annual Sk8 Jam, Artistsmeet gallery space, creative workshops and regular art groups. • Provides a hire of grounds process to enable local groups to operate and run activity session safely within parks and open spaces. • Strategic management of parks and open spaces through ensuring management plans are implemented, working with Friends of Groups and ensuring play spaces and other outdoor leisure facilities remain at a high standard.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Working with the Council's leisure provider to identify and look at ways they can reduce their carbon footprint – this includes the introduction of solar panels on William Penn Leisure Centre. • Working in partnership to identify locations for EV charging and solar canopies within car park areas managed by Leisure Services. • Delivery of the Council approved alternative grassland management regimes. • Delivery of actions within management plans for parks and open spaces includes opportunities to enhance biodiversity across the district.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Natural Infrastructure & Projects
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management and monitoring of the Council's new Biodiversity Policy to ensure it meets the requirements of the Environment Act. • Coordination of the Strengthened Biodiversity Duty reporting (as per the Environment Act) with legal and planning. • Supporting the work and delivery of the Hertfordshire Local Nature Recovery Strategy (coordinated by Hertfordshire County Council). • Securing funding to support the delivery of projects. • Procuring goods and services a part of the annual leisure capital programme, with a focus on value for money and supporting local businesses.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Working with legal and planning to ensure there are systems in place for S106 agreements for developers and landowners to deliver off-site Biodiversity Net Gain opportunities within the District.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a range of community engagement sessions with a focus on biodiversity. • Aim for biodiversity projects, where possible, to provide safe, accessible, welcoming opportunities for the public to access nature. • Deliver the annual play area capital programme, ensuring local communities are engaged in the process.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Supporting the delivery of the Local Nature Recovery Strategy by Hertfordshire County Council to protect and enhance areas of strategic significance where possible. • Work with colleagues to introduce opportunities for biodiversity to thrive and/or engagement and education opportunities within recreation spaces (for example play areas). • Determine further opportunities for TRDC land to be sustainably managed for biodiversity, through either site management or through development of future projects. • Work with Climate Change and Sustainability to help with Council and District meet net carbon zero through nature-based carbon offsetting.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Trees & Woodlands
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Managing the Council's tree stock to ensure trees are regularly inspected – primarily in relation to safety and the prevention of damage and subsidence. • Making, serving and administering Tree Preservation Orders and determining applications for works to protected trees (those protected by TPO or in a Conservation Area). • Undertaking enforcement action in relation to protected trees. • Assessing and commenting on planning applications and providing advice to planning officers. • Ensuring the Council's woodlands have up to date, and deliverable Management Plans. • Securing funding to support the delivery of projects from Countryside Stewardship Grants, Hertfordshire County Council and Government funding (UKSPF) and charitable sources.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Providing opportunities for local contractors and consultants to bid for TRDC tree and woodland management works
Support and enable sustainable communities	<ul style="list-style-type: none"> • Providing recommendations on planning applications in relation to tree and landscape issues. • Responding to public enquiries relating to tree issues and providing advice and support to residents • Providing support on capital projects to ensure consideration has been given to trees and woodlands as part of the overall project. • Providing professional advice to colleagues on initiative which involve or may have an impact on trees and woodlands across the district.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Delivering a programme of tree planting initiatives across the district and ensures they have the best chance of survival through implementing a robust monitoring regime. • Delivery of actions within the Tree Strategy, particularly managing pests and diseases including Ash Dieback and Oak Processionary Moth. • Supporting Hertfordshire County Council's free tree giveaway to residents by co-ordinating a 'pick up' point for TRDC.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Delivery of the Rickmansworth Aquadrome Programme	Programme Development Manager	<p>To deliver the Rickmansworth Aquadrome Management Plan, which includes</p> <ul style="list-style-type: none"> - Creating a biodiverse and sustainable environment, welcoming for all, a friendly site community and a high quality green space. 	March 2030	Variety of internal and external stakeholders linked to the Aquadrome – this includes the established Steering Group.	To be delivered through securing external funding.
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	The Bury Grounds Biodiversity Project	Natural Infrastructure Programme Manager	<p>The project aims:</p> <ul style="list-style-type: none"> • Respect the heritage of the site. • Benefit biodiversity within the woodland, grassland, and river channel. • Create a safe, welcoming green space for all to use. 	March 2027	<p>Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors,</p> <p>External: Affinity Water, Environment Agency, Batchworth Community Council</p>	<p>External funding secured for River restoration and habitat improvements.</p> <p>Further external funding to be sought for access and heritage protection.</p>

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Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	New Greenspace Strategy	Leisure Services Manager	New overarching Greenspace Strategy for parks, open spaces and woodlands.	March 2027	Environmental Protection, Legal, Finance, Communications, Friends of Groups, Parish/Community Councils, Councillors and local community groups.	Strategy production within existing resources.
<p>Provide responsive and responsible local leadership</p> <p>Achieve net carbon zero and be climate resilient</p>	Maple Lodge offsite BNG	Natural Infrastructure Programme Manager	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory BNG.	November 2028 (to complete enhancements, additional 25 years management)	<p>Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors</p> <p>External: Consultant Ecologist</p>	Funding secured through Maple Lodge S106 agreement.
<p>Support and enable sustainable communities</p>	Community and Leisure Capital Grants	Leisure Asset Manager	To enhance existing tennis courts at Scotsbridge and Baldwins Lane to improve the leisure experience for the local community.	March 2026	Environmental Protection, Finance, Communications, Councillors and local community groups.	Within existing agreed budgets

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
LNI01	Tree Preservation Order Applications processed within 8 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI02	Conservation Area Notice Tree Works Applications processed within 6 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI03	Successfully established standard (<i>10-12cm girth / 2-3m height at time of planting</i>) trees planted by Three Rivers District Council after a 3-year period.	New Performance Indicator	New Performance Indicator	75%	80%	85%
LNI04	External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	New Performance Indicator	New Performance Indicator	£1,200,000	£1,300,000	£1,300,000
LNI05	Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.	New Performance Indicator	New Performance Indicator	436 ha	446 ha	456 ha
LNI06	Percentage of vulnerable participants who take part in leisure activities.	New Performance Indicator	New Performance Indicator	11%	12%	13%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Enquiries from the public in relation to trees	300	300	Estimate based on total no. of enquiries received in 2023/24. No increase or decrease in enquires anticipated
Number of planning responses (including tree works applications)	600	600	Estimate based on total no. of tree applications and planning consultations received in 2023/24. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	13,131	13,500	
Number of trees planted	100	100	

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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Property Services & Major Projects Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Property Services & Major Projects Team is part of the Finance Directorate and is responsible for the management of the Council's land & property assets.

The Property Services & Major Projects Team comprises Estates & Asset Management, Facilities Management and Major Projects functions and provides a multi-disciplinary professional service which leads on all property matters for the Council.

In addition to actively managing the Council's investment and income producing estate, it also maintains responsibility for statutory compliance, ensuring that the Council manages its assets safely and in accordance with its statutory & regulatory obligations. For the benefit of our residents, we also maintain a substantial garage estate and deal with requests for licences, land purchase enquiries and other general estates matters.

The Team plays a pivotal role in maintaining operational efficiency and service delivery, supporting other services through the distribution and dispatch of mail, providing an internal courier service, reprographic, scanning and printing solutions, together with a repairs and maintenance function.

The Property Service also leads on the development and delivery of major projects across the District, these include projects such as the South Oxhey Regeneration Initiative, the acquisition and development of properties under the Local Authority Housing Fund, but also projects such as the transformation of the corporate estate, the better utilisation of Three Rivers House and the upgrading of facilities at Batchworth Depot.

As an active service leading on property projects and initiatives, the Property Service Team also provides support to other Services within the Council to add value and assist with projects and schemes.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Property Services & Major Projects
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> - Developing strategic and operational leadership for property and facilities to ensure services are customer-focused and continuously improved. - Managing the Council's property assets effectively, ensuring they are well-maintained and fit for purpose, aligning with community needs. - Engaging with citizens to understand their needs and feedback, fostering a culture of trust and transparency. - Collaborating with local councillors and stakeholders to deliver performance management that reflects the priorities and values of the local community. - Identifying and executing development projects that contribute to the local economy and social well-being, with a focus on decarbonisation and maximising capital and revenue returns.
Expand our position as a great place to do business	<ul style="list-style-type: none"> - Ensuring that all council-owned properties are used efficiently to attract and retain businesses. - Assisting in the development of infrastructure that supports business growth. - Making council properties more accessible to businesses by improving facilities and services. - Simplifying administrative procedures related to property services and facilities to save businesses time and resources. - Collaborating with local businesses to understand their needs and how the council can support their growth. - Encouraging sustainable practices in property management to appeal to environmentally conscious businesses.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<ul style="list-style-type: none"> - Developing and maintaining infrastructure that promotes sustainable living, such as energy-efficient buildings and facilities. - Ensuring that council properties are managed in a way that supports local market and affordable housing initiatives. - Implementing policies that encourage the use of renewable energy sources within council facilities and properties. - Supporting the preservation of local natural and heritage assets, which contribute to the unique character and sustainability of communities.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> - Leading energy conservation and climate change initiatives through property management, supporting the Council's sustainability objectives. - Implementing energy efficiency measures across council properties. - Transitioning to renewable energy sources for heating and electricity. - Conducting regular energy audits to identify areas for improvement and track progress towards carbon reduction goals. - Promoting sustainable transport options for staff and visitors, including electric vehicle charging points and incentives for using public transport or cycling. - Ensuring that council buildings and renovations adhere to high environmental standards, focusing on sustainable materials and design. - Supporting the development and maintenance of green spaces to enhance biodiversity and provide natural carbon sequestration.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Responsive, responsible, local leadership	Property Management System and Data Collection	Estates Surveyor	PMS is fully operational with all property data added	March 2026	Internal Project Team	Annual Subscription £37,000
Responsive, responsible, local leadership A great place to do business	Footpaths & Roads Condition Survey	Projects & Facilities Manager & Surveyor & Project Manager	Complete repairs/resurfacing to urgent/first year programme works	March 2026	External Contractors	As per OBC budget award [TBC]
Responsive, responsible, local leadership A great place to do business Net Carbon Zero & Climate resilient	Portfolio Condition Works Programme	Surveyor & Project Manager	Complete first year/urgent works repair/refurbishment programme	March 2026	External Contractors	As per OBC budget award [TBC]

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Net Carbon Zero & Climate resilient	Delivery of Property aspects of Climate Change Strategy	Projects & Facilities Manager	Actions in accordance with Climate Change Strategy Action Plan	March 2026	Sustainability Team	
Sustainable communities A great place to do business Responsive, responsible, local leadership	South Oxhey Phase 4	Head of Property & Major Projects	Development of programme, including project milestones & actions	TBD	Thrive Homes & Public Sector Partners	TBD
Sustainable communities A great place to do business	Car park renewal	Projects & Facilities Manager Surveyor & Project Manager	Continued renewal and repair of public car parking	March 2026	Watford Borough Council Engineer & External Contractors	As per OBC budget award [TBC]

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Sustainable communities A great place to do business	Local Authority Housing Fund	Head of Property & Major Projects	Completion of 16 new homes/purchase of 10 homes	March 2026	Watford Community Housing	
Sustainable communities A great place to do business	Barton Way redevelopment	Head of Property & Major Projects	Development of 9+ new affordable homes	March 2027	Watford Community Housing	
Sustainable communities	Aquadrome Bridge replacement	Projects & Facilities Manager	Replacement of new pedestrian/cycle bridge	March 2025	Leisure & Natural Infrastructure, External Contractor	
Responsive, responsible, local leadership Sustainable communities	Garage refurbishment programme	Surveyor & Project Manager	Complete repair/refurbishment works in accordance with programme	March 2026	External contractors	
Responsive, responsible, local leadership	Investment Property review	Head of Property & Major Projects	Review options regarding key investment properties	March 2026	External advisers	

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
PS01	Staff Satisfaction with the workplace environment	93%	>90%	>90%	>90%	>90%
PS02	Occupancy rate for the TRDC's commercial estate is above 96%	97%	96%	96%	97%	97%
PS03	Occupancy rate for the TRDC's garage estate is above 88%	93%	>87%	>88%	>89%	>89%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Land ownership & general property enquires	260	260	No change expected
Repair requests	155	155	No change expected
Member enquiries	155	155	No change expected

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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Regulatory Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Regulatory Services is part of the Directorate of Finance. It comprises the following services: Development Management, Licensing, Land and Property including CIL, Transport and Parking Projects, Parking Services including Parking Enforcement, Environmental Health (commercial) and Building Control.

Development Management - Responsible for dealing with all matters under the Town and Country Planning Act, including determining planning applications and other related consents, providing professional pre-application advice to residents and prospective developers, investigating allegations of breaches of planning control and defending appeals lodged against the decisions of the Local Planning Authority.

Licensing - Responsible for the determination of licensing applications and the grant of licences in respect of Hackney Carriage and Private Hire vehicles, drivers and operators; house to house and street collections, lotteries, street trading consents and gaming machines. To also investigate complaints, enforcement of conditions tied to premises licences and undertake inspections at licences premises.

Land and Property – Responsible for Local Land Charges, Street Naming and Numbering, Corporate Land and Property Gazetteer, Section 106 Financial Monitoring, Assets of Community Value and CENSUS.

Transport and Parking Projects – Through TPP the District Council promotes better transport for people living and working in and around the District. The programmes we deliver enable and encourage people to use more sustainable ways to travel - making it easier to walk or go by bike and providing better buses & new travel options. We also improve infrastructure to promote better car and cycle parking (managing parking on local roads to make it safer and non-obstructive, with better off-street parking to keep roads clear).

Parking Services/Enforcement– the Partnership Parking Service is currently provided by Hertsmere BC on behalf of TRDC. This service includes the provision of Civil Enforcement Officers to check and enforce parking controls and the administration and processing of the parking permit process. The Head of Service manages the parking contract.

Building Control falls within the scope of Regulatory system and However the service is provided by Hertfordshire Building Control, with all matters relating to service delivery outsourced and overseen by the Chief Executive as Shareholder.

Environmental Health Commercial – management of the EH commercial service which is provided by Watford Borough Council on behalf of TRDC. Service includes management and delivery of the Food Hygiene Inspection programme and food sampling programme, (Brief overview of the purpose of the specific service you are writing the service plan for) administering of the national Food Hygiene Rating Scheme and submission of the annual LAEMS returns, investigation of all complaints about the hygiene of food businesses, or about food that has been bought or eaten, provide and manage Air Quality Management responsibilities including submission of Annual Screening Assessment (ASR) to DEFRA, responding to planning application consultation on new developments with regard to air pollution and contaminated land, provision and management of contaminated land services, provision of the LA Health and Safety at Work enforcement service, provision of the ID control and tracing service, via PHE and respond to outbreaks of infectious disease, management of the LAPPC services (via a third party) and management and administration of the Skin Piercing licensing service.

Community Infrastructure Levy - The Senior CIL Officer undertakes the administration (including enforcement, collection etc.) and monitoring of the Community Infrastructure Levy. Under The Community Infrastructure Levy Regulations 2010 (as amended) charging authorities are required to produce an Infrastructure Funding Statement (IFS) that sets out details about planning obligation receipts (CIL and S106), and anticipated expenditure. The IFS is published by the 31 December each year (alongside the Annual Monitoring Report) and covers the previous monitoring year.

Geographical Information Systems (GIS) – The Senior GIS Officer manages and maintains the corporate layers; base layers imagery and other data held within the GIS system and supports other departments in developing and collecting information to produce or use further layers. Key to this work is providing training to other departments to ensure they are able to access and use the data available to them.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Development Management
Provide responsive and responsible local leadership	Provision of the statutory planning services and a pre application service Receipt and incorporation of specialist consultee comments in assessment of planning applications Management and monitoring of service budgets
Expand our position as a great place to do business	Provision of an efficient, high performing planning service
Support and enable sustainable communities	Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions or provision on small sites, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport Assessment and determination of planning applications for new development.
Achieve net carbon zero and be climate resilient	Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency. Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Land and Property (& CIL)
Provide responsive and responsible local leadership	<p>Deliver an efficient service for Local Land Charges, street naming and numbering, Local Land & Property Gazetteer thus enhancing an excellent customer experience with our Council.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	Community Infrastructure Levy will enable us to deliver more sustainable infrastructure thus creating an attractive and accessible district
Support and enable sustainable communities	Delivery of sustainable infrastructure through the Community Infrastructure Levy will enhance the health and wellbeing of our community
Achieve net carbon zero and be climate resilient	New Local Plan will set the environmental standards for which Community Infrastructure Levy will support projects and development that will be environmentally friendly.
	Licensing
Provide responsive and responsible local leadership	<p>Deliver an efficient service which processes and determines all licensing types within the required timescales and reviews policies having regard to local requirements.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	To strike balance between supporting local economies and safeguarding public safety / licensing objectives.
Achieve net carbon zero and be climate resilient	Implementation of Taxi Policy i.e. low emission vehicles

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Transport and Parking Services
Provide responsive and responsible local leadership	<p>Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	Provision of EV charging infrastructure at town and visitor destinations and development of a wider project including on street charging
Support and enable sustainable communities	<p>Programmes consider and promote sustainable transport opportunities (reduction in private motor car/increased use of public transport etc).</p> <p>Implementation of the schemes forming part of the Local Cycling and Walking Infrastructure Plan</p> <p>Monitoring of and investigation of expansion of the Beryl Bike hire scheme in Croxley Green</p>
Achieve net carbon zero and be climate resilient	Enable modal shift through projects which promote sustainable transport opportunities; promoting walking & cycling, better buses, managed parking and other travel options that reduce carbonised trips with healthier future-proofed choices.
	OTHER
Provide responsive and responsible local leadership	<p>Efficient use of GIS as a corporate tool to improve service delivery and continue to improve our customer experience</p> <p>Provision of a statutory EH Commercial service</p> <p>Provision of a Building Control service through Herts Building Control Partnership</p>
Achieve net carbon zero and be climate resilient	Implementation through Herts Building Control of relevant sustainability standards

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	GIS Strategy	Development Management Team Leader	Strategy setting out how the council will use GIS to enable digital access to information and data, how it can be used to enable service productivity and performance as well as providing spatial insight through digital mapping for residents and customers.	Qtr 2 2025/26	GIS Officer Digital Team	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Shared Bike Scheme	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure a shared bike scheme jointly with Watford and Hertsmere Councils to provide shared bike bays across areas of the district – for implementation for April 2026.	Qtr 4 2025/26	Beryl Bikes Watford Borough Council Hertsmere Borough Council Watford Community Housing Trust	Initial capital investment by TRDC will be needed for the installation of bays and purchase of the bikes.
Support and enable sustainable communities	App based parking solution	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure an app based parking solution for council paid parking zones to enable a wider range of payment options.	Qtr 3-4 2025/26	Hertsmere Borough Council IPS	Initial capital investment by TRDC may be needed for the updating of signs. Income from parking may increase.
Achieve net carbon zero and be climate resilient	Sustainable Travel Plans	Principal Sustainable Travel Planner and Transport Officer	Update Sustainable Travel Plan initially for Three Rivers House. Work with HR to develop associated schemes such as EV salary sacrifice schemes.	Qtr 2 2025/26	TRDC Climate Change Team HR Watford Borough Council	Existing staff resource. Minimal costs spend on cooms otherwise no costs are expected to be incurred.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	LEVI – Electric Vehicle Charging Infrastructure Implementation	Principal Sustainable Travel Planner and Transport Officer	Work with Hertfordshire County Council on delivering the LEVI fund.	Qtr 3 – 4 2025/26	Hertfordshire County Council Charge Point Operator	Costs to be confirmed to cover TROs, insurance and other.
Support and enable sustainable communities	Parking Management and Verge Hardening Programmes	Parking and Transport Officer	Progress Parking Management and Verge Hardening schemes in accordance with the agreed Programme, which is reviewed every 2 years.	Ongoing	TRO consultants Hertsmere Borough Council	Costs to be determined, within existing capital budgets.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Parking management policies document review	Parking and Transport Officer	Development of formal parking policy to enable effective and robust implementation of PMP schemes	Qtr 3 2025/26	Hertfordshire County Council	No costs are expected to be incurred.
Support and enable sustainable communities	LCWIP	Principal Sustainable Travel Planner and Transport Officer	Agree and deliver the LCWIP, following by implementation of identified cycle schemes	Policy implementation Qtr 1 2025/26 Scheme implementation from 2025/26 onwards	Hertfordshire County Council Parish Councils	Costs to be confirmed
Achieve net carbon zero and be climate resilient	Sustainable Travel Strategy (encompasses active travel, public transport and low emission vehicles)	Principal Sustainable Travel Planner and Transport Officer	Revise the Strategy	Qtr 3 2025	TRDC Climate Change Team	No costs are expected to be incurred.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Parking Management Services contract	Head of Regulatory Services and Principal Sustainable Travel Planner and Transport Officer	Investigate options for Parking Enforcement Services contract from 1 April 2026	Ongoing into Qtr 1 2025/26 and beyond	Hertsmere BC	Costs to be confirmed
Support and enable sustainable communities	Demand Responsive Bus Service	Principal Sustainable Travel Planner and Transport Officer	Review of Demand Responsive Bus Service offer in Three Rivers District	September 2025	Hertfordshire County Council Parish Councils	Costs to be confirmed
Provide responsive and responsible local leadership, and support and enable sustainable communities	Implementation of Biodiversity Net Gain	Development Management Team Leader	Implement mandatory BNG for planning applications, and implement all related requirements including processes for the completion of S106 legal agreements and associated monitoring costs. Resolve process issues and monitor evolving guidance. Complete SLA with HCC for provision of expert advice.	Qtr 1 2025/26	Development Management Legal Leisure and Landscapes	Costs to be confirmed.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Hackney Carriage and Private Hire Policy 2022	Lead Licensing Officer	Policy to be amended to incorporate changes following guidance changes and to align with other Herts authorities re emissions and vehicle standards.	Qtr 1 2025/26	Licensing Climate Change and Sustainability Strategy Officer Development Management Team Leader	Potential impact on income if reduction in driver/vehicle applications
Provide responsive and responsible local leadership	Statement of Licensing Policy 2021-2026	Lead Licensing Officer	Reviewed every 5 years as required by legislative requirements.	Qtr 4 2025/26	Licensing Development Management Team Leader	
Provide responsive and responsible local leadership	Planning Enforcement Plan	Development Management Team Leader	Update policy to take on board changes to legislation.	Qtr 1 2025/26	Development Management Team Leader Legal	

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
DM01	Issue decisions for major planning applications within 13 week period	100%	60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week period	98%	70%	70%	70%	70%
DM03	Issue decisions for other planning applications within 8 week period.	99%	80%	80%	80%	80%
DM08	Percentage of planning appeals allowed	24%	35%	35%	35%	35%
DM09	Percentage of major planning application decisions that are overturned at appeal (biannual)	1%	10%	10%	10%	10%
DM10	Percentage of non-major planning application decisions that are overturned at appeal (biannual)		10%	10%	10%	10%

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Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SU01	Complete all Local Land Charges Searches within 10 days	100%	90%	90%	90%	90%
EHC02	Inspections of category A and B rated premises within 28 days of the due date		95%	95%	95%	95%
EHC05	Food establishments in the area which are broadly compliant with food hygiene law. (rating 3, 4 or 5 has been awarded)	95%	95%	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Environmental Health: Service Requests	175 (23/24 figures) service requests across all areas of the EH service that WBC provide for TRDC	200	All volumes will potentially impact on resourcing and future of the Partnership with SLA in terms of identification of resource and cost.
Food Hygiene enforcement - Inspections	193 + newly registered businesses	185	
New food business registrations	124	120	
Land Charges – No of Searches	800 all Searches (LLC and Con29)	800 all Searches (LLC and Con29) but LLC searches reduce once Land Registry project goes live.	Reduction in income (Searches can have different fees depending whether they are residential or commercial, whether additional enquiries are asked or whether additional parcels of land are included). Figures include LLC and Con29 Searches, often they are not separated. No fee is charged for Personal Searches (by statute). Housing market has slowed considerably in 2023/24 due to increased mortgage interest rates affecting the housing market. However, it is recovering slightly in terms of impact on increased income in 2024/25, although the increased income is mainly because of the increase in search fees as search numbers have only increased slightly during this time. The income will be affected when we complete the Land Registry transfer which is planned for January 2025. When the transfer completes, TRDC will lose the LLC1 fee of £22 per search. The responsibility of maintaining the register will remain with the Local Authority so the staffing requirements will remain as they are now.

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Licensing: Taxis licensing (hackney carriage, private hire, drivers).	Renewals: 130 New: 10	Renewals: 90 New: 10	3 year cycle peaks 24/25 and 25/26. Based on volumes in 21/22 and 22/23 minus approx. 5%.
Taxi licensing, hackney carriage and private hire vehicles	Renewals: 190 New: 30	Renewals: 180 New: 30	Renewal vehicle numbers have been reducing year on year so applied an approx. 5% reduction. New applications hard to quantify. Received 40 in 2023/24.
Parking:			
Number of Penalty Charge Notices issued	5765	6630	Increase and future increase to PCNs expected due to changes to deployment and new schemes.
No. free car park pay and display transactions	410,163	410,163	No significant change to free P&D transactions expected unless new P&D schemes are launched.

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Planning applications received	900	900	
Pre application submissions	130	130	Customer-driven demand. Income will fluctuate significantly depending on number and scale of submissions – heavily impacted by progression of new local plan, plus economics and politics.
Breaches of Planning Control Investigated	170	170	Allegations received from the public, and planning enforcement is reactive. Legislation changes could impact whether breaches take place.

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

Financial Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Finance Service is part of the Shared Services arrangement for Three Rivers District Council and Watford Borough Council. The Director of Finance is the Section 151 Officer for Three Rivers District Council. The Head of Finance acts as the Section 151 Officer for Watford Borough Council.

The service provides the organisational expert advice for the following strategic, statutory and transactional processes at Organisational, Service and Project level:

- Budget Setting and Realignment
- Financial Reporting
- Financial Monitoring
- Treasury Management
- Accounts Payable
- VAT
- Financial Systems
- Fraud

Our Promise to our Customers:

- We are trusted advisors who are professional and knowledgeable.
- We communicate clearly using language that is accessible to managers and the public.
- We are responsive to our customers' needs, with a focus on helping services to deliver their objectives.

All staff working within the service demonstrate the following core behaviours:

- Commitment to personal development and the development of others
- Commitment to continuous improvement
- Professionally curious – seeks out opportunities, and identifies and resolves risks and issues
- Maintain calm whilst under pressure

Flexible and resilient

Delete all green text once completed

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Provide responsive and responsible local leadership	The Finance service supports the delivery of the all objectives within the Corporate Framework through the provision of robust financial advice, budget planning, budget reporting and creating a strong control environment for the Council's financial transactions.
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
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No Corporate Projects in 2025/26
Continuous improvement projects are reported to CMT and CMB via the Shared Service Operations Board (SSOB)

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
FN09	Accounts paid within 30 days	99.24%	98.5%	98.5%	98.5%	98.5%
FN15	% of Commercial income received	105%	95%	95%	95%	95%
FN16	General Balances are above the risk assessed level	£4.964	>£2.0m	>£2.0m	>£2.0m	>£2.0m

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Three Rivers Projected annual volume for 2024/25	Three Rivers Estimated annual volume for 2025/26	Watford Projected annual volume for 2024/25	Watford Estimated annual volume for 2025/26	Notes / explanation for estimated change
Supplier Invoices paid	5,602	5,602	6,209	6,209	It is not anticipated that there will be an increase in the volumes over the period of the service plan. Volumes can be managed within existing resources.
FPM Payment Vouchers paid	469	469	519	519	
New Suppliers raised	296	296	300	300	
Procurement card transactions	1,011	1,011	969	969	
Number of faster payments and chaps made out	150	150	204	204	
Number of transactions through the income management system (Aim) for all funds	104,279	104,279	132,806	132,806	
GL journals (not inc budget journals nor cashbook journals)	548	548	481	481	
Insurance claims	26	26	21	21	
National Fraud Initiative	624	624	989	989	

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.

Strategy & Partnerships Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Strategy and Partnerships is part of the Corporate, Customer and Community Directorate and provides corporate support, emergency planning, community development, equalities, health and wellbeing, community safety, safeguarding, anti-social behaviour and partnerships work for Three Rivers.

The aim of the Strategy and Partnerships Unit is to work in partnership with public, private and voluntary sector organisations to deliver services and projects in the community to improve resident's wellbeing and safety.

The team carries out this role by ensuring that the Council complies with its legislative duties including duties regarding community planning and crime and disorder through the Local Strategic Partnership and Community Safety Partnership. The team also offers corporate support to senior leaders, management and across the organisation as a whole including equalities, performance, project support and service planning. The service also provides emergency planning and business continuity services, risk and supports the organisation to meet data protection requirements.

Strategy and Partnerships also delivers community services directly to the residents of Three Rivers through its CCTV service, community safety, health and wellbeing projects, and voluntary sector grants. In addition, the service also has a role liaising with the voluntary sector and supporting community development.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Corporate Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Strategic co-ordination of the Council's Corporate Framework, Service Planning, Performance and Project Management reporting. • Overview of emerging national policy and local government challenges. • Provision of the Emergency Planning and Business Continuity services, as required by the Civil Contingencies Act 2004. • Reviewing and updating the strategic risk register and advising on risk management arrangements for all services. • Co-ordinating and responding to Subject Access Requests under the Data Protection Act 2018 and oversee the Freedom of Information requests working with Customer Experience under the Freedom of Information Act 2000.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Strategic co-ordination of the Comprehensive Equalities Policy and its implementation and monitoring including the development of the Inclusion working group. • Building and improving community cohesion in Three Rivers through community development and working with partners.
Page 285	Community Safety & Safeguarding
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Lead service for meeting the Council's obligations to safeguard children and vulnerable adults. Overseeing the Designated Safeguarding Leads and policy direction.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Working with the Police and other partners to address crime and anti-social behaviour. • Facilitation of the Community Safety Partnership including the Community Safety Board, sub-groups and Domestic Abuse Safeguarding Group and coordination of the delivery of the Community Safety Action Plan as well as fundraising with partners. • Coordination of Domestic Abuse and Violence against Women and Girls Forum and White Ribbon Accreditation. • Management of District Community CCTV infrastructure and contracts.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Community Partnerships & Health
Support and enable sustainable communities	<ul style="list-style-type: none"> • Facilitating the Local Strategic Partnership including Strategic co-ordination of the Three Rivers Community Strategy and Connecting Three Rivers Grant. • Supporting people to embrace and maintain healthier lifestyles such as losing weight, taking more exercise, improving their diet, reducing social isolation or stopping smoking via the Healthy Hub and delivery of the local Health Inequalities Programme. • Providing support and commissioning oversight to voluntary sector groups to deliver activities and build resilience. • Manage and monitor grant funding provided to local organisations through Service Level Agreements including the development of the Community and Voluntary Sector Infrastructure and Citizen Advice Service. • Working with the South West Herts Health & Care Partnership and Herts and West Essex Integrated Care Board to develop health integration plans. • Supporting vulnerable people and communities through targeted work including co-ordination of the Council's response to the Cost of Living. • Delivering and supporting a wide-ranging programme of community events, engagement and consultation activities to improve access to vital services as well bringing different partners together with the community. • Overseeing, delivering and developing workplan of the Equalities sub-committee, working to foster good relations, engage local community groups and build community cohesion.
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Coordinating and delivering objectives of the Equality, Diversity and Inclusion Policy, and overseeing the Inclusion Working Group.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Delivery of the Healthy Hubs. Identification and securing additional funding to support activities linked to the healthy hubs.	Partnerships Manager	Quarterly targets for attendance at the Healthy Hub. Continue to work with HCC and partners to ensure funding continues.	Quarterly, Annual Report April	HCC, Locality Board	Grant funded until March 2026. (Not confirmed)
Support and enable sustainable communities	Development of funding bids and delivery of projects subject to funding being awarded from the Public Health Fund.	Partnerships Manager	To reduce health inequalities with a particular focus on frailty and obesity.	Quarterly	HCC, Locality Board and Local Strategic Partnership.	Within existing resource, delivery subject to successful bids.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Capital Grants	Partnerships Manager	<p>To improve health and wellbeing and address health inequalities including:</p> <p>Health monitoring equipment.</p> <p>Healthy Hub equipment & resources.</p> <p>Development of existing community infrastructure to promote health improvement</p>	March 2026	Locality Board & Local Strategic Partnership members	Within existing resource (£13,000)

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Deliver the Youth Education and Empowerment to reduce serious violence	Community Safety and Safeguarding Manager	To deliver a project aimed at young people to reduce knife crime, serious youth violence and exploitation	September 2025	Community Safety Partnership	Funding streams to be sought via PCC
Support and enable sustainable communities	Delivery of the Community Strategy including task groups and Connecting Three Rivers Fund (Donations)	Partnerships Manager	To draw in donations and ensure a grants programme is run to support deliver of the community strategy.	March 2026	Watford and Three Rivers Trust	N/A
Support and enable sustainable communities	Work with partners to deliver mental health support helping to support anti-social behaviour cases	Community Safety and Safeguarding Manager	To improve mental health and reduce complex needs.	March 2026	Community Safety Partnership	Existing resources and partner funding if available.
Provide responsive and responsible local leadership	Review of the council's privacy notices and deliver review of data retention.	Data Protection and Resilience Manager	To review privacy notices and the Council's data retention within each service area.	December 2025	All Service Areas	N/A

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Data Quality Strategy Review	Policy and Performance Manager	To review the Data Quality Strategy, requirements and need for the Strategy.	December 2025	n/a	None Required
Provide responsive and responsible local leadership	Corporate Framework	Head of Strategy and Partnerships	To review the Corporate Framework with staff, residents and members.	March 2025	n/a	None Required
Provide responsive and responsible local leadership	Equalities, Diversity and Inclusion Policy	Partnerships Manager	To review the public including consult with residents and staff.	January 2026-September 2027	n/a	None Required

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SP01	Number of ASB Case Reviews Received	1	5	5	5	5
SP02	Number of Legislative Enforcement Actions taken for ASB	9	15	20	20	20
SP03	Number of customers supported by the Healthy Hubs	989	400	450	500	550
SP04	Percentage of FOI and EIR requests responded to within timeframe (20 working days)	99.9%	100%	100%	100%	100%
SP05	Percentage of SAR requests responded to within timeframe (30 days)	N/A	100%	100%	100%	100%
SP06	Number of partnership initiatives held	N/A	N/A	36	40	40

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
Number of open ASB Cases	70	90	The team are dealing with more complex cases including those with mental health, drug, alcohol, and domestic abuse behaviours.
Citizens Advice: Number of clients supported	8000	8500	The number of clients supported was more than projected for 23/24. Cases are very complex with multiple problems and therefore often return for further support. The cost of living crisis is effecting this.
Citizens Advice:	2000	2500	Cost of living has significantly impacted on the type and levels of debt residents are experiencing.
Number of clients assisted with debt,	£450,000	£450,000	
Amount of debt written off	£14,000	£15,000	
Average amount per client of any debts written off.			

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
FOI volumes	800	800	In 2023 776 FOIs were received, which is more than projected previously. Administrative Support from CSC continues to be required.

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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Legal, Elections and Democratic Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Legal Services

To provide corporate and operational legal advice and support to all officers and members of the Council.

Monitoring Officer

To handle Member code of conduct complaints, maintain the register of Members' interests and keep the constitution under review.

Committee Services

- Business support for the Senior Leadership Team, Leader of the Council, Deputy Leader of the Council, Lead Members, Group Leaders, Chairs of the Committees, and other Elected Members as required
- Support to the Chair and Vice Chair of Council in their civic roles including management of the civic engagements programme and of civic ceremonial duties and lead on the organisation of any charity events the Chair wishes to hold during their year of office.
- Provision of advice to Officers of the Council on Committee processes and procedures including statutory administration of meetings of the Council and its Committees/Sub-committees/Forums and internal meetings – around 140 meetings a year

Electoral Services

- Compile and maintain a register of electors including undertaking of an annual canvass (Statutory Function)
- Ensure that elections which are coordinated by the service (District, Parliamentary, Parish and Others) are administered effectively without legal challenge and that, as a result
- The experience of voters and those standing for election is a positive one.
- Voters are able to vote easily and know that their vote will be counted in the way they intended.
- It is easy for people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and they can have confidence in the management of the process and the result.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Legal
Provide responsive and responsible local leadership	To continue to keep the constitution under review and fit for purpose
Provide responsive and responsible local leadership	To continue to maintain a fully digitalised case management system
	Committee
Provide responsive and responsible local leadership	To ensure that the councils governance arrangements, including member level decision making are fit for purpose
Support and enable sustainable communities	To ensure that residents rights to access information and participate in decision making as set out by the Councils Constitution are upheld
Achieve net carbon zero and be climate resilient	To continue to ensure that all Council and Committee paperwork is available on the Councils website, including for members and officers thereby reducing the need to issue printed papers

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Elections
Provide responsive and responsible local leadership	To ensure that elections administered by the Council are done so professionally, efficiently and fairly
Support and enable sustainable communities	To ensure that notices of elections and other important communications (E.g. voter ID requirements etc) are easily accessible for all electors and to work with other council services to achieve this objective
Achieve net carbon zero and be climate resilient	To ensure that key information about registering for the electoral roll can be found on the Councils website

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Online case management system (IKEN)	Associate Director Legal & Democratic Services	Fully digitalised case management system	Dec 2024	IKEN	N/A
Provide responsive and responsible local leadership	Review of Council Constitution	Associate Director Legal & Democratic Services	To complete the review of the constitution to ensure it is up to date and delegations and procedures are in line with current practices. Fully digitalised case management system	March 2025	Cllrs	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Review of deeds room and law library	Associate Director Legal & Democratic Services	To undertake a review to ensure the Council is complying with its data retention policies	Dec 2025	Property Services	N/A
Provide responsive and responsible local leadership	Regulation of Investigatory Powers Act (RIPA)	Associate Director Legal & Democratic Services	As Senior Responsible Officer under RIPA to review and maintain the Council's policy and procedure on RIPA	Next review by March 2026	Fraud Team	N/A
Achieve net carbon zero and be climate resilient	Mod.Gov register of interest form	Interim Group Manager – Democratic and Electoral Services	Transition from resource intensive and paperwork heavy process for submitting, receiving and updating members registers of interest to an entirely digital process within the Mod.Gov system	May 2025	IT, Cllrs	N/A

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Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CM01	% of minutes/decisions, except for full Council, completed by Committee Services within 5 working days of the meeting to be circulated to officers for review. For full Council, % of minutes/decisions completed by Committee Services within 10 calendar days of the meeting to be circulated to officers and Group Leaders for review.	58%	85%	85%	90%	95%
ES01	Annual Canvass Return Rates	96%	92%	92%	92%	
LG01	To draft Enforcement/Stop/Breach of Condition Notices and Planning Contravention Notices within 5 working days of receiving full instructions	N/A	N/A	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Enquiries from the public in relation to public meetings	250	250	Enquiries continue to be received through the committee team general email account regarding attendance and procedures at our public meetings and their recordings, livestreaming and minutes. Focus to be made on further developing the website to allow residents to access the information they require online without needing to contact Officers directly.
Requests from Councillors	Varies each month	Varies each month	Enquiries continue to be high. With an additional resource, a focus on further developing the website to allow Councillors to access the information they require without needing to contact Officers directly. NEW – Not formally listed as a project as no scoping has taken place, but consideration is being given to the implementation of an intranet site to host information wanted by councillors which may reduce email traffic.

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

Housing Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Housing Services is part of the Corporate, Customer and Community Directorate.

The Service is responsible for the all matters of housing on behalf of the Council, from the provision of homelessness advice and assistance, provision and management of temporary accommodation, housing disrepair enforcement, nuisance investigation, management of the Council's Housing Register, management of the Council's Private Rented Sector Scheme, approval of Disabled Facilities Grants for customers and working with partners to deliver affordable housing in the district.

The Housing Service provides integration support to those who have settled within the district as part of Government Resettlement Schemes and employs a Domestic Abuse Caseworker to provide support to those engaging with the service who have fled, or are experiencing, domestic abuse.

Page 307 The Housing Service comprises of Housing Operations, Housing Strategy and Residential Environmental Health. The Service is led by the Housing Operations Manager and Housing Strategy and Residential Environmental Health Manager. The Service is responsible for the delivery of the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 and is responsible for the Council's statutory obligations in the sector.

The Service provides support to other departments within the Council, including providing formal comment on planning applications by Environmental Health Officers, providing a visible presence at the Council's Healthy Hubs and works in partnership with the Council's Strategy and Partnerships Team on matters of community safety and wellbeing projects.

Housing Services has 3 x Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. These staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Housing Operations
Provide responsive and responsible local leadership	Management of temporary accommodation.
Support and enable sustainable communities	Maintain the Council's Housing Register and provide nominations to Housing Association partners.
Support and enable sustainable communities	Provision of housing advice to the public.
Support and enable sustainable communities	Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the Council's Homelessness Prevention Forum
Support and enable sustainable communities	Support of vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the Council's Housing Service.
	Housing Strategy
Provide responsive and responsible local leadership	Responsible for long term strategy and policy within Housing Services.
Support and enable sustainable communities	Work with partners to deliver affordable housing development.
Support and enable sustainable communities	Management of the Council's Private Rental Scheme, including the sourcing of additional PRS properties.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	Provide support to those who have settled within the district as part of Government Resettlement Schemes.
	Residential Environmental Health
Support and enable sustainable communities	Investigation of noise, light and smoke pollution reported by customers to determine if a statutory nuisance exists.
Support and enable sustainable communities	Housing condition enforcement. (including hoarding and empty properties).
Support and enable sustainable communities	Houses of Multiple Occupation (HMO) licensing and investigations into illegal HMO's.
Support and enable sustainable communities	Administration and approval of Disabled Facilities Grants (DFG).
Support and enable sustainable communities	Private Water Supply monitoring and enforcement.
Support and enable sustainable communities	Mobile Home Site licensing and enforcement.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Annual Review of Housing, Homelessness and Rough Sleeping Strategy Action Plan 2023-2028	Strategic Housing Manager	Review of the Action Plan completed, and update provided to Committee.	Feb 2025	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Housing Allocations Policy	Strategic Housing Manager/Housing Operations Manager	Review of Policy completed, and Policy agreed at Committee.	December 2025	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Commission a private housing stock condition survey	Strategic Housing Manager	Provide the Council a better understanding of conditions in the private rented sector in the district.	August 2026	Property Owners, PRS landlords, tenants, NRLA, External resource	Subject to OBC approval.

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p>	<p>Establish a protocol with our Registered Providers for dealing with complaints of housing disrepair</p>	<p>Strategic Housing Manager</p>	<p>Housing disrepair issues rectified swiftly without the need for the use of formal enforcement powers on partners.</p>	<p>January 2026</p>	<p>Registered Providers</p>	<p>Within existing resource.</p>
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p>	<p>Devise an early identification and intervention protocol with all Registered Provider's for those at risk of homelessness.</p>	<p>Housing Operations Manager</p>	<p>Protocol agreed with Registered Providers and adhered to on a consistent basis.</p>	<p>January 2025</p>	<p>Registered Providers.</p>	<p>Within existing resource.</p>

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p>	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager / Private Housing Coordinator	Project was initially scheduled for 2024, however, delay on new private rented legislation from Government has caused this to be postponed until 2025. Project aims to launch an improved scheme, leading to the procurement of more properties.	June 2025	<p>External private landlords.</p> <p>HM Government.</p>	Within existing resource.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Develop and implement an action plan following the private sector housing stock survey	Strategic Housing Manager	Improved standards in the private rented sector	January 2027	Property owners, PRS landlords, tenants, NRLA	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Temporary Accommodation Placement Policy	Strategic Housing Manager	Review of the Policy completed.	June 2027	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Private Rented Sector Placement Policy	Strategic Housing Manager	Review of the Policy completed.	February 2027	Nil	Within existing resource.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Review the Council's Housing Assistance Policy	Strategic Housing Manager	Review of the Policy completed.	April 2027	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review the Council's Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy	Strategic Housing Manager	Review of the policies completed.	February 2026	Nil	Within existing resource.
Provide responsive and responsible local leadership	Review the Council's Housing Enforcement Policy	Strategic Housing Manager	Review of the Policy completed.	December 2027	Nil	Within existing resource.

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	271	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	300
HN03	The number of households accessing Temporary Accommodation throughout the year	144	170	175	175	175
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	13	20	20	20	20
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	33%	30%	30%	30%	30%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
No. Homeless Applications received	525	550	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
Throughput of TA	162	175	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
No. joined the Housing Register	950 (includes applications that do not qualify to join the Housing Register)	950 (includes applications that do not qualify to join the Housing Register)	

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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Revenues & Benefits Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Revenues and Benefits is a shared service between Three Rivers District Council (TRDC) and Watford Borough Council (WBC) since 2010. TRDC is the lead authority.

Revenues and Benefits is by far the biggest service in both councils. It has a combined turnover of c£250m, paying out c£40m in benefits and collecting c£200m in Council Tax and Business Rates. Across the two councils there is around:

Three Rivers District Council	Watford Borough Council
2,006 HB Customers	2,869 HB customers
3,813 Local Council Tax Support Customers	5,534 Local Council Tax Support Customers
38,929 Council Taxpayers	44,811 Council Taxpayers
2,118 businesses	2,909 businesses

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Revenues and Benefits Teams
Support and enable sustainable communities	Maintain the Council Tax and Business Rates Listings
Support and enable sustainable communities	Provision of benefit, council tax and business rates advice to the public.
Support and enable sustainable communities	Process claims for housing benefit, council tax support and discretionary housing payment to those needing financial assistance
Support and enable sustainable communities	Process discount and exemption claims for council tax and business rates.
Support and enable sustainable communities	Support of vulnerable customers, including those who have are experiencing severe financial issues, engaging with third party providers to provide the necessary support.

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Supports and enables sustainable communities	Review of Generic Working Project delivered in 2024/25	Head of Revenues and Benefits	Review of project delivered in 2024/25. Detail any further areas of work within the service to be bought in-scope.	April 2025	HR, CSC	Within existing resource
Provide responsive and responsible local leadership Supports and enables sustainable communities	Upgrade of Information@work system, incorporating email connect.	System, Subsidy & Support Manager	Upgrade the Revenues and Benefits DIP system and go-live with email connect.	April 2025	NEC	Within existing resource.

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
RB01	Percentage of Council tax due that was collected	97.30%	98%	98%	98%	98%
RB02	Percentage of business rates due that was collected	98.14%	99%	99%	99%	99%
RB04	Average time taken to process changes in housing benefit entitlement	6 days	7 days	7 days	7 days	7 days
RB05	Average time taken to process new housing benefit claims	6 days	6days	5 days	5 days	5 days
RB06	Accuracy of work processed	85%	90%	95%	95%	95%
RB07	Housing Benefit Overpayment Collection Rate in current year	96.71%	92.5%	92.5%	92.5%	92.5%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
No. of Discretionary Housing Payment claims received	100	150	Expecting numbers to rise as rents charged in the private sector continue to increase and remain above LHA rates and there are still cost of living challenges.

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly.

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Climate Change and Sustainability Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

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- Mid-year review of service plans

Service Overview

- Strategic Co-ordination of the Councils Sustainability and Climate Change Strategy, its delivery and monitoring of progress.
- Supporting communities to identify and implement sustainable actions and become more resilient to a changing climate.
- Co-ordinating the delivery of home energy efficiency programmes with District partners.
- Encouraging the uptake of community energy projects to expand the renewable energy production in the district.
- Working in partnership through the Colne Can catchment to improve water quality

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Climate Change and Sustainability
Provide responsive and responsible local leadership	Lead, enable and inspire the district to achieve net zero by leading by example on council decarbonisation and providing support to enable delivery of projects in the wider district
Support and enable sustainable communities	Supporting communities in implementing sustainable actions and becoming more resilient to a changing climate.
Expand our position as a great place to do business	Actively developing the local green economy enabling residents to understand the plethora of jobs in the sustainability sector. Working with SME's to raise awareness of opportunities and skills training in the retrofit sphere Utilising UKSPF to deliver grants to local SME's to encourage decarbonisation projects.
Achieve net carbon zero and be climate resilient	Strategic Co-ordination of the Councils Climate Change and Sustainability Strategy, delivery and monitoring of the Action Plan. Encouraging the uptake of community energy projects to expand the renewable energy production in the district. Establishing the route to zero for council operations

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Achieve net carbon zero and be climate resilient</p> <p>Provide responsive and responsible local leadership</p>	Establish the route to zero for council operations	Climate Change and Sustainability Strategy Officer	Commence delivery of core building decarbonisation programme starting with William Penn. Learnings from this decarbonisation will inform the rest of the core buildings.	William Penn decarbonisation work programme to be decided and agreed by March 2026.	SLM, Grand Union Community Energy GUCE, Mitie, Scene.	Internal resource with externally funded support from Fast Followers, and Low Carbon Skills Fund, and Climate Change budget.
<p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Enable residents to retrofit their homes and live more sustainable lives	Climate Change and Sustainability Strategy Officer	Extend Transition Streets to more areas, and enable the continuation of the Retrofit One Stop from a pilot to Business as Usual	March 2026	(GUCE) National Energy Foundation (NEF) Innovate UK	Funded by Fast Followers programme from Innovate UK until June 2025 Continuing and extending the scheme beyond June '25 will require more funds to cover internal resource and partners.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient Provide responsive and responsible local leadership	Solar Canopies on council car parks	Climate Change and Sustainability Strategy Officer	Exploration of the feasibility - technical and financial of installing solar canopies, and how they could be funded with a specific emphasis on community funding	Feasibility study to complete April '25. All feasibility work and agreed route for implementation 2027	Transport Parking Projects, Property, Planning, GUCE, Phil Whiting Consulting, Scene	None – project funded by Net Zero Hub Community Energy Fund, pro bono from PW consulting, and internal resource.
Achieve net carbon zero and be climate resilient	TRDC Carbon offsetting policy	Climate Change and Sustainability Strategy Officer	Approval of a Policy for the council that establishes the principles, calculations and verification of projects which can be considered suitable for carbon offsetting	October 2025	HCCSP, University of Hertfordshire	None

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/ External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Implementation of Home Energy Efficiency schemes	Climate Change and Sustainability Strategy Officer	Optimise and assist access to Great British Insulation Scheme and ECO4 (when it restarts), and other schemes as they are made available. Solar Together programme to re-commence in 2025	'March 2026 2025	NEF, E.ON Hemel Garden City, Solar Together	Existing resource and Government schemes Existing resource, residents
	Develop a county wide domestic retrofit strategy under the Local Area Retrofit Accelerator pilot project.	Climate Change and Sustainability Strategy Officer	TRDC's Fast Followers work, and extensive experience is being used to inform the strategy	October 2025	MCS Foundation are preparing the strategy and will be supported HCCSP, HCC and the 10 Local Authorities	Funding provided by the MCS Foundation

External Funding Opportunities to be considered

Description	Potential grant award and timing	Notes / explanation
Climate Action Fund from the National lottery	Max grant award £1.5million - 2025	Officers are exploring routes for a viable application
Innovate UK Fast Followers (Phase 2) (not published yet)	£150,000 2025/26	It has been implied by Innovate UK there will be a second phase, by this is dependent on the new Government
Public Sector Decarbonisation Fund (PSDF) 2025 (not published yet)	£500,000 Aiming for 2025/26	Low Carbon Skills Funding being used to assess the feasibility of a decarbonisation plan for William Penn. This should lead to a bid to PDSF (assuming new Government retains the scheme)
Invest Readiness Scheme managed by Greater South-East Net Zero Hub (GSENZH). It aims to support the creation of business cases to attract the investment needed to deliver net-zero projects.	£75,000 per application	Officers are making 2 applications, one for the William Penn Heat Decarbonisation Business Plan and one for Solar canopy on council Carparks. Very competitive process, hoping for 1 success.
Net Zero Go Hub – Community Energy Fund for further feasibility of community funded solar canopies on car parks. (Not published yet)	£50,000 - 2025	Dependant on the outcomes of the current CEF stage 1, GUCE can apply for CEF Stage 2 funding. TRDC will be supporting partners not recipients of the grant

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2022 Actual	2023 Ambition	2024 Ambition	2025 Ambition	2026 Ambition
CCS01	District carbon emissions reported as tCO _{2e} equivalent ONS report this data 2 years in arrears	522,962	475,494	408,925	351,675	302,441
CCS02	Carbon emissions from council operations reported as tCO _{2e} equivalent	2,159	2,106	2,084	1,667	1,650

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Ambition shows trajectory needed to achieve net zero by 2045

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.

Planning Policy and Conservation Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The planning policy team produce the policies and plans which shape development in Three Rivers. In particular, the service is responsible for producing the Local Plan for the district. This plan forms the blueprint for how we will sustainably develop the district, including managing needs for housing, jobs and supporting infrastructure – for example, shops, community facilities, transport, open spaces, schools and healthcare. The Local Plan identifies possible sites for development and sets out the policies against which we assess planning applications.

Page 339 The policy team also produce the Council's Annual Monitoring Report (AMR), which monitors the impact of the Council's Local Plan and planning policies. A key component of the AMR is the 5 Year Housing Land Supply update which calculates whether the pipeline of new houses through existing allocations and planning permissions is sufficient to supply 5 years' worth of housing against the government's annual housing target.

The conservation service (currently provided by Place Services) advise on the protection and enhancement of the historic built environment. It is also responsible for updating the district's conservation area appraisals.

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Planning Policy
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • The Local Plan's preparation follows a structured legislative process, including multiple stages of evidence gathering and public consultations, which exemplifies transparent and participatory leadership. • Monitoring the performance of Local Plan policies through the preparation of the Annual Monitoring Report, ensures that the leadership remains accountable and responsive to the community needs. • The council's 5 Year Housing Land Supply calculation and Housing Delivery Test Action Plan help measure the Council's performance in delivering much needed housing. • Collaboration on the South West Herts Joint Strategic Plan, showcases a commitment to broader, cooperative leadership that extends beyond local boundaries. • Supporting preparation of Neighbourhood Plans empowers local communities, ensuring their needs and visions for development are recognized and integrated into broader strategic plans.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • The Local Plan serves as a robust policy framework that addresses not only housing needs but also economic, social, and environmental priorities, creating a balanced and attractive environment for businesses. • Preparation of Article 4 Directions protects the District's employment areas and town centres.
Support and enable sustainable communities	<ul style="list-style-type: none"> • The Local Plan shapes the district's development pattern, ensuring that housing needs and other economic, social, and environmental priorities are met. • The Self-build Register gives members of the local community an opportunity to build their own properties rather than relying on developers.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • The Local Plan allocates land in the most sustainable locations and incorporates infrastructure that supports a low carbon future. The plan also provides a policy framework that requires new development to meet our net zero targets. • The South West Herts Joint Strategic Plan allows for a coordinated effort in addressing the broader challenges of climate change and sustainability. • The Brownfield Land Register encourages use of previously developed land, which reduces pressure on greenfield land.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Conservation
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Provision of specialist comments on planning applications/appeals in relation to Heritage Assets (Listed Buildings, Conservation Areas), and Locally Listed Buildings. This service is outsourced to Place Services and paid for through the vacant Senior Planning and Conservation Officer Post. • Designation of Conservation Areas and updating Conservation Area Appraisals. We are responsible for the designation of Conservation Areas which are defined by the National Planning Policy Framework as 'designated heritage assets.' • We maintain a List of Locally Important Buildings (Local List) (over 160 entries) which are important buildings or structures of historical, or architectural, interest to the local community. Inclusion on the List means that its conservation as a non-designated heritage asset is a material consideration when determining planning applications
Support and enable sustainable communities	The implementation of Article 4 Directions reflects a proactive approach to preserving the character of specific areas, demonstrating a commitment to sustainable development.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Expand our position as a great place to do business</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Local Plan	Head of Planning Policy & Conservation	Delivery of the council's district plan, allocating land for development and containing planning policies.	September/October 2026 (expected adoption)	HCC External consultants assisting with evidence base: BNP Paribas, TRL Ltd, Exacom/ESRI, Lovell John, Place Services, Hatch Regeniris, Iceni	TBC

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Expand our position as a great place to do business</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	South West Herts Joint Strategic Plan	Head of Planning Policy & Conservation	Strategic plan prepared by TRDC, DBC, SADC, HBC and WBC in collaboration with HCC. Sets high level strategic planning policies, broad areas for growth and infrastructure.	Adoption date not yet agreed. Further Regulation 18 consultation expected in 2025.	SW Herts JSP team, DBC, HBC, SADC, WBC and HCC External consultants assisting with evidence base: DLP, Arup, Havas, Icen	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities Achieve net carbon zero and be climate resilient	Conservation Area Appraisal (location to be determined)	Head of Planning Policy & Conservation	Updating conservation area appraisals	March 2026	Place Services	TBC

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
PPC01	Net additional homes provided within the district each year	261	640	832	TBC	TBC
PPC02	Number of affordable homes delivered (gross) within the district each year	3	224	374	TBC	TBC
PPC03	Housing Land Supply in years measured against the governments housing target	TBC (currently 1.9)	5	5	5	5
PPC04	Percentage of new homes built on previously developed land	86.6%	60%	60%	60%	60%
PPC06	Percentage change in employment floorspace across the district (as a result of development and/or conversions)	-3.7%	+/-5%	+/-5%	+/-5%	+/-5%
PPC09	Vacancy rate for town and district centres (snapshot)	6.8%	<6%	<6%	<6%	<6%
PPC10	Produce 2 Conservation Area Appraisals a year	0	2	2	2	2
PPC12	Respond to planning policy requests from Development Management within 21 days	100%	100%	100%	100%	100%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Conservation advice on planning applications (outsourced)	200 applications	200 applications	
Planning Policy advice	35 applications	35 applications	
Consultation Responses for Local Plan consultation	20,000	N/A	No consultation currently scheduled for 2025/26

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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Waste and Environmental Protection Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Waste, recycling, street cleansing services and grounds maintenance

- The collection of statutory domestic refuse, recycling, trade, clinical, garden and bulky waste from residential and businesses throughout the District
- Grounds Maintenance of council parks and open spaces, play areas, football pitches, bowling greens, skate parks etc – including but not limited to grass cutting, hedge maintenance, minor tree works, litter picking, emptying of bins, playground inspections and maintenance of equipment, burial preparation and cemetery maintenance.
- Street cleansing – barrow beats, litter picking, mechanical street sweeping, emptying of litter bins.
- Removal of fly tipping, graffiti and roadkill.

Environmental Protection and Enforcement

- Investigation of fly tipping and waste contamination and related enforcement activity
- Abandoned vehicles
- Enforcement in relation to trade waste and accumulation matters
- House searches and administration in relation to statutory duties regards Public Health Funerals.
- Replacement of damaged street nameplates,
- Administration of cemeteries and burials

Animal welfare and licensing

- Full range of animal welfare duties including enforcement, noise/nuisance (statutory and anti-social behaviour)
- Promotion of responsible pet ownership
- Inspecting and licensing all establishments under the animal welfare legislation to ensure compliance.
- Enforcement of the Public Spaces Protection Order in place in relation to dog restrictions.
- Seizure and impound of stray, dangerous and/or aggressive dogs in line with statutory duties.
- Delivery of education and awareness programmes.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Waste and Street Cleansing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Maintain and enhance the council's position as one of the UK's top recycling Authorities . • Work with and through the Herts Waste Partnership on strategic waste matters for the county • Work with and through the DCN and LGA to advise and lobby as necessary on national waste policy and practice.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Provision of trade recycling collection services in line with statutory duties • District wide street cleansing including provision of barrow beats in district commercial centres/shopping parades • Partnership working with commercial management companies and housing providers on waste matters
Support and enable sustainable communities	<ul style="list-style-type: none"> • Delivery of domestic waste collection services including recycling, garden and food waste • Provision of assisted collection and clinical waste services for vulnerable residents • Entry level employment opportunities with career development within the service
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Providing a recycling collection service to households and businesses. • Promoting waste reduction and reuse and retain position as a top recycler • Fleet replacement programme including cleaner fuel and electric fleet where feasible • Energy efficient/low carbon depot building and infrastructure

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Grounds Maintenance
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Provision of in-house well resourced grounds maintenance crews that can adapt to the changing demands of the district, its communities and its landscapes • Work in partnership with HCC, the EA and other landowners to support preventative and reactive flood management activities • Day to day monitoring and implementation of the Aquadrome Asbestos Management Plan • Removal of graffiti with 24hr response for offensive and hate related content
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Maintain key visitor attractions within the district including the Aquadrome, Leavesden Country Park and Chorleywood House Estate
Support and enable sustainable communities	<ul style="list-style-type: none"> • Implementation of the council's alternative grassland management programme annually • Reactive support in the event of flooding of council owned land • Management and maintenance of landscaping, grave digging and memorial provision at council cemeteries • Monitoring and maintenance of council owned playgrounds • Day to day landscape management, litter collection and improvements to council parks and open spaces • Work collaboratively with and provide professional advice and support to Friends groups • Maintain parks, open spaces and playgrounds to a high standard
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Assessment of alternatives to diesel powered hand tools • Re-use of collected green by mulching it and using it on flower and shrub beds • Work with Leisure and Natural Infrastructure to develop, implement and maintain Biodiversity Net Gain within the council's parks and open spaces

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Environmental Protection and Animal Welfare & Licensing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Work alongside Herts Waste Partnership and DCN/LGA on national waste matters. • Ensure all waste data is reported correctly at county and national levels • Ensure all business establishments have suitable waste disposal contracts in place • Undertake enforcement action in relation to fly-tipping and other environmental and animal welfare offenses • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Ensure all business establishments have suitable waste disposal contracts in place • Provision of advice and support to property management companies on matters relation to waste and environment • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare • Liaison with local funeral directors on burials and memorials at council cemeteries
Support and enable sustainable communities	<ul style="list-style-type: none"> • Community engagement and education on waste and recycling programmes and their impacts • Provision of and support for community outreach programmes including clothes swaps, “nappy natters” and period poverty campaigns • Liaison with BW Foundation on the provision of Muslim Burials
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Promotion of waste reduction, reuse and recycling and retain a top recycler position. • Electric fleet used by Environmental Enforcement and Animal Welfare officers

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Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Procurement of new Fleet Maintenance Contract	Waste and Environment Manager	The current vehicle maintenance contract expires in July 2026. This project will ensure that a new maintenance contract is in place by this time. Potential impacts of annual fleet replacement programme.	July 2026	External Consultants, Procurement, Human Resources, Legal, incumbent Contractor	TBC but is expected to require additional funding as will unlikely be like for like service provision.
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Introduction of Trade Food Waste Collection	Waste and Environment Manager	DEFRA have mandated all waste collection organisations to provide a consistent waste collection service to businesses that mirrors that received by domestic householders. This will include separate collections of dry mixed recyclables and a weekly collection of food waste. TRDC will be obliged to provide collection if asked to do so from April 2025 requiring additional fleet and crew resource.	Spring 2025	Local businesses, HCC (disposal) vehicle and equipment suppliers	Subject of an OBC application for increased budget (statutory service requirement)

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Procure and Implement new Cemetery Management System	Environmental Strategy Manager	Implement a purpose-built solution to integrate deathcare management software and georectified mapping providing a better customer service and back-office efficiencies.	April 2025	Procurement, Finance, Digital	Non cashable efficiency savings expected with the service
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	Implement new, digital, Garden waste administration system	Environmental Support Manager	Introduction of new digital administration systems to manage sign up and renewal of the garden waste service providing a better customer service and back-office efficiencies.	June 2025	Bartec, Granicus and colleagues in Digital Services	Savings anticipated also with service efficiencies
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	New Vehicle Maintenance Provision	Environment and Waste Manager	Source a new contractor to provided effective and efficient vehicle maintenance to the council's fleet of vehicles.	July 2026	Procurement, Finance, current contractor, Human Resources	Determined through completion of full tender process

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
EP01	Percentage household waste recycled	29%	28%	28%	28%	28%
EP10	Percentage of municipal waste diverted from landfill	61.9%	63%	65%	65%	65%
EP11	Percentage of collections made on the correct day	99.8%	99%	99%	99%	99%
EP12	Number of fly tips collected per quarter	N/A	95%	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
The kg of household waste collected per head per annum	380	370	As a result of Simpler Recycling and EPR Regs
Percentage of eligible properties signed up to the Garden Waste scheme	78	78	
Reduce fly tipping across the district	600	500	Ongoing awareness raising and active promotion of successful prosecutions
Residual household waste Kgs per household	314	314	
Tonnes of Household waste collected and sent to disposal	13000	13000	Based on last 2 years data.

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Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

**Full Council
Tuesday, 25 February 2025**

PART I

**Council Pay Policy Statement 2025
(CED)**

1 Summary

- 1.1 Council are asked to agree the Council's Pay Policy Statement 2025 prior to publication on the Council's Website.

2 Details

- 2.1 The Council's success relies on the talent and contribution of its workforce enabling and ensuring it meets its objectives. The Council's Pay Policy Statement seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 2.2 The Pay Policy Statement pulls together all the elements that make up the Council's financial reward practices. It provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 2.3 The Localism Act 2011 requires the Council to publish its position on 1 April each year in relation to specific areas of chief officers pay as follows: - remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, and retirement payments, and the Council's policy on the re-engagement of chief officers. This Pay Policy Statement sets out the Council's position in these areas. The report is the same as in previous years with updated staffing and pay rate information.
- 2.4 The recommendation of the Hutton Report into "Fair Pay in the Public Sector" as recognised by the Government in the Code of Recommended Practice for Local Authorities on Data Transparency, was that a pay ratio of the salary of the Chief Executive compared to the median average salary in the organisation should be published. This is set out in Section 18 of the Pay Policy Statement, which shows the ratio to be 1:4.4. The Council does not have a policy on maintaining or reaching a specific pay multiple but is conscious of the need to ensure that the salary of the highest paid employee is not excessive but is consistent with the needs of the Council as expressed in this policy statement.
- 2.5 The Hutton report raised concerns about multiples in the order of 1:20 or higher between the lowest and highest paid employees in local authorities. The Council's current lowest to highest ratio is 1:5.8, which, is considerably lower. The lowest pay band on the pay model is not in use at the Council. The lowest graded job in the council is £25,183 per annum or £12.07 per hour (based on a 40-hour working week). This is remunerated above Real Living Wage (RLW) threshold of £12.00 per hour for 2023/24. RLW for 2024/25 will increase to £12.60 per hour. This increase will be applied on 1 April 2025 and the lowest graded job will be aligned to it at that time.

3 Options and Reasons for Recommendations

3.1 That Council approve the Council Pay Policy Statement prior to its publication.

4 Policy/Budget Reference and Implications

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

4.2 The impact of the recommendations on this is non-compliance with requirements of the Localism Act 2011.

5 Financial Implications

5.1 There are no financial implications as a result of this report.

6 Legal Implications

6.1 It is a requirement of the Localism Act 2011 that this be reported annually to Council and published on 1 April each year.

7 Equal Opportunities Implications

7.1 Having had regard to the council's obligations under s149, it is considered that as this is not a new policy and the data does not indicate any equalities issues that no updated EIA is required.

8 Staffing, Environmental, Community Safety, Public Health, Customer Services Implications

8.1 None specific.

9 Communications and Website Implications

9.1 The Council Pay Policy Statement is required to be published on the Council's Website.

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.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Council does not fulfil requirements of Localism	The Localism Act is not complied with.	The Council Pay Policy Statement is published.	Treat.	2

Act 2011 in publishing the pay policy.				
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10.2 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

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

Impact Score

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

Likelihood Score

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

10.3 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 Council approves the Pay Policy Statement 2025

11.2 That public access to the report be immediate.

Report prepared by: Loraine Sibson, HR Operations Lead,
Loraine.sibson@watford.gov.uk

APPENDICES / ATTACHMENTS

Appendix A – Council Pay Policy Statement 2025

Three Rivers District Council

Council Pay Policy Statement 2025

Date: 01 April 2025

1.0 INTRODUCTION

- 1.1 The Council's success relies on the talent and contribution of its workforce, enabling and ensuring it meets its objectives. The Council Pay Policy Statement seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Council Pay Policy Statement pulls together all the elements that make up the Council's extrinsic reward practices. Thus, it provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers and all senior staff in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 1.3 The Localism Act 2011 requires the Council to publish its position in relation to specific areas of Chief Officer pay as follows: remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, retirement payments, and the council's policy on re-engagement of Chief Officers. This policy sets out the Council's position in these areas.
- 1.4 The Council currently employs 349 officers, representing a full time equivalent based on a 37-hour week of 332.05 employees.
- 1.5 The total gross expenditure for the Council for the financial year 2025/26 is projected to be £16,965,523
- 1.6 Best practice recommends the Council consult a remuneration committee on all proposals relating to pay and reward for senior managers, thus ensuring openness and accountability. The Council has a Policy and Resources Committee for this purpose.
- 1.7 All Chief Officer appointments are subject to approval by Appointments Committee. The Council's policy for the recruitment of all other officers is laid out in the Council Constitution.
- 1.8 The Council Pay Policy Statement is reviewed and approved annually by Full Council and may be accessed via the Council's external web site.

2.0 SCOPE OF THE POLICY

- 2.1 The policy applies to all Chief Officers and all other senior managers (statutory and non-statutory officers) who report directly to the Chief Executive or a Director, regardless of whether they are on Chief Executive or Chief Officer terms and conditions and to *their* direct reports.
- 2.2 The structure chart in Appendix 1 details all officers within the scope of this policy.

3.0 TERMS AND CONDITIONS OF SERVICE

- 3.1 The Council's Chief Officers are engaged on national terms and conditions of service as determined by the Joint National Committee (JNC).
- 3.2 All other senior managers in the scope of this policy are engaged on national terms and conditions of service as determined by the National Joint Council (NJC).
- 3.3 It should be noted that different national negotiating machinery applies across the senior management team.
- 3.4 Chief Executive and Director role profiles are shown in Appendix 2.

4.0 PRINCIPLES

- 4.1 The Council Pay Policy Statement reflects the aspirations of the Council's strategic objectives and defines the Council's approach to managing reward that is guided by the following

principles.

- 4.2 Chief Officer pay is determined upon direct comparison with the local and wider Southeast employment market. Pay rates published by JNC sourced from the LGE salaries and numbers survey for councils cover the whole country and do not reflect the 'London and Southeast' factor.
- 4.2 All other senior manager pay is determined as a result of job evaluation. All jobs are job evaluated using an analytical job evaluation scheme to allocate points to posts and establish their relativity in the organisation.
- 4.3 The Council reviews appropriate external pay market information to ensure remuneration levels are consistent with Local Government, provide value for money for the taxpayer, and support the Council to remain competitive as an employer in areas of skills shortage.
- 4.4 If appropriate, market factors are applied to 'difficult to fill' posts. Where applied, these supplements are reviewed annually in accordance with the Council's 'Market Factor Supplement' policy.
- 4.5 Senior manager posts are remunerated within a graded pay spine with incremental spinal column points. Progression within a grade is awarded annually on 1 April until the top increment of the grade is attained.
- 4.6 Senior managers are remunerated by one of the following salary schemes.

Chief Officer Salary Scheme	Appendix 3
Associate Directors	Appendix 4
Head of Service (Shared Services) Salary Scheme	Appendix 5
Officer (Shared Services) Salary Scheme	Appendix 5
Senior Manager (Non-Shared Services) Salary Scheme	Appendix 6
Officer (Non-Shared Services) Salary Scheme	Appendix 7

- 4.7 The Council is committed to the principle of fairness; is clear about what people are being paid for, and is consistent, systematic, and transparent when applying reward practices. Pay models have been developed based upon appropriate pay market information and ensure that the ratio of pay levels between the highest paid officer and the median/ mean average/ low paid earnings in the council remains consistent and is not distorted as a result of pay awards.

5.0 EQUALITIES

- 5.1 The Council is committed to equality of opportunity. All members of staff are treated fairly based on ability, performance, and contribution irrespective of their employment or contractual status and personal circumstances. The Council monitors equalities data and this policy shall be applied fairly, consistently, and equitably for all employees irrespective of race, gender, disability, age, offending past, caring or dependency status, religion or belief, sexual orientation, or gender reassignment, marriage or civil partnership, pregnancy, or maternity.

6.0 GRADING

6.1 CHIEF OFFICER POSTS - CHIEF EXECUTIVE AND DIRECTOR

- 6.1.1 **Job evaluation** - posts are remunerated in accordance with the JNC guidance for equivalent local authorities.
- 6.1.2 **Pay** - the Chief Officer Salary Scheme is detailed in Appendix 3.
- 6.1.3 **Labour market information** - the remuneration levels within the above salary scheme are based upon direct comparison with the local and wider southeast employment market. There are no separate Local Weighting payments, market supplements, unsocial hours or overtime payments, honoraria or bonus payments awarded to Chief Officers. Local weighting allowances were incorporated into the pay scales following the 1998/99 Chief Officers' Pay Award.

6.2 HEAD OF SERVICE (SHARED SERVICES) POSTS

- 6.2.1 **Job evaluation** - posts are evaluated using the LGE/ HAY Senior Manager Job Evaluation scheme.
- 6.2.2 **Pay** – the Heads of Service (Shared Services) Salary Scheme is detailed in Appendix 5. Levels of remuneration reflect the complexity for a Head of Service having to provide a service across multiple councils. Salaries reflect the full range of duties within the role including any requirement for out of hours working, unsocial hours.
- 6.2.3 **Labour market information** - the remuneration levels are based upon those defined in the LGE Salaries and Numbers survey for equivalent roles in similar local authorities. There are no market supplements awarded to Head of Service posts.

6.3 ASSOCIATE DIRECTORS AND HEAD OF SERVICE (NON-SHARED SERVICES) POSTS

- 6.3.1 **Job evaluation** – all posts are job evaluated using the GLEA manual scheme (Greater London equalities model). The Council's Job Evaluation policy provides further information on the process.
- 6.3.2 **Pay** - the Senior Manager Salary Scheme is detailed in Appendix 6. Salary levels are inclusive of Local Weighting, Market Factor payments, overtime payments and premium rates for unsocial hours working.

6.4 SHARED SERVICES POSTS

- 6.4.1 **Job Evaluation** - all manager (and officer) posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES) to ensure consistency across the shared services.
- 6.4.2 **Pay** - the applicable salary scheme applicable is shown in Appendix 5.
- 6.4.3 **Labour market information** – Comparative East of England Local Authority pay information, Croner Reward Job Evaluation system and the Croner Market Pay analysis for Public Services provides the source of comparative pay information when there is a requirement for a role to be reviewed for example when it is hard to fill or are in areas of skills shortages within the council.
- 6.4.4 Market factor supplements currently apply to the following shared services manager posts within the scope of this policy:
- Chief Accountant
 - Finance Business Partner (FP&A)
 - Finance Business Partner (Systems)
 - Finance Business Partner (Projects)
 - Finance Business Partner (Technical)

6.5 ALL OTHER POSTS IN THE COUNCIL

- 6.5.1 All other officer posts are job evaluated using the GLEA Job Evaluation Scheme (with the exception of Waste, Grounds and Environmental Maintenance staff whose terms and conditions are protected under TUPE). Posts are graded within the salary scheme outlined in Appendix 7 and where appropriate a market factor supplement will apply. The Council's Market Factor Supplement policy provides further information.
- 6.5.2 Market Factor supplements currently apply to the following other posts in the council.
- Principal Planner (Development Management)
 - Senior Planner (Development Management)
 - Surveyor/Project Manager (Property Services)
 - Assistant Waste Services Manager

- Waste and Street Services Supervisor
- HGV Driver
- Non HGV Driver/Loader
- Driver/Street Cleanser
- Loader

7.0 INCREMENTS

- 7.1 Posts will normally attract an annual increment effective on 1 April until remuneration reaches the top of the grade.
- 7.2 On appointment, all posts will normally be remunerated at the lowest incremental spinal column point within the grade.
- 7.4 The Council will apply the annual cost of living percentage increment as negotiated by the JNC/ NJC national agreement to the values of incremental spinal column points as appropriate.
- 7.5 The Council's Increments Policy provides further information.

8.0 ADDITIONAL PAYMENTS

- 8.1 Local Weighting (LW) is the inner fringe London Weighting Allowance and is negotiated as part of the national framework. Local Weighting is an additional payment that is made to all officers in the council except for Chief Officers and officers on the Senior Manager Salary Scheme. Furthermore, there are 3 Street Cleansing employees, who requested to remain on their TUPE terms and conditions as part of the harmonisation consultation in December 2024, that do not receive the local weighting allowance. The local weighting allowance for Chief Officers was incorporated into the pay scales following the 1998/99 Chief Officers' Pay Award. The local weighting allowance for staff employed on the Senior Managers Pay Scheme was also incorporated into the pay scales when the Senior Managers Pay Scheme was introduced in 2002. The Local Weighting rate is negotiated nationally by the NJC.
- 8.2 The Head of Paid Service receives additional fee payments for Returning Officer duties during elections (as and when appropriate) and for duties relating to West Hertfordshire Crematorium Joint Committee.

9.0 PERFORMANCE RELATED PAYMENTS AND BONUSES

- 9.1 All officers undergo Performance Development Review as part of the annual performance management cycle. Progress against objectives, attitude and behaviour is formally assessed.
- 9.2 Where an officer demonstrates outstanding performance an honorarium payment may be applied in accordance with the Council's 'Honoraria Payments' policy.

10.0 LOCAL GOVERNMENT PENSION SCHEME

- 10.1 All officers are eligible to join and contribute to the Local Government Pension Scheme. Officer contribution rates are a percentage of their earnings. Levels of contribution are stated by the scheme and are based on the whole-time equivalent value of all contractual pay excluding any travel allowance payments. The employer's contribution to the scheme is 19.3%. The table below shows the current member contribution rates for 2024/25.

Pay Bands	Contribution Rates
Up to £17,600	5.5%
£17,601 - £27,600	5.8%
£27,601 - £44,900	6.5%
£44,901 - £56,800	6.8%
£56,801 - £79,700	8.5%
£79,701 - £112,900	9.8%
£112,901 - £133.100	10.5%

£133,101 to £199,700	11.4%
Over £199,701	12.5%

- 10.2 The normal Local Government Pension scheme retirement age is the normal state pension age (SPA) or age 65 whichever is the higher.
- 10.3 With the exception of early retirement for the reason of permanent ill health (to which no age restrictions apply), the earliest age an officer can retire and receive pension benefits is 55.
- 10.4 Early retirement may be granted in some circumstances using specific criteria:
- Request to retire early.
 - Early termination of employment in the interests of efficiency to the service.
 - Early termination of employment for the reason of redundancy.
 - On ill health grounds.
 - On compassionate grounds.
 - By taking flexible retirement (part pension/ part employment).
- 10.5 The Council's 'Early Retirement and Early Termination Compensation' policy provides further details.
- 11.0 SEVERANCE PAYMENTS – EARLY TERMINATION OF EMPLOYMENT IN THE INTEREST OF EFFICIENCY TO THE SERVICE.**
- 11.1 There may be situations that are initiated by management to facilitate organisational change where a post to be vacated would be replaced. The 'Early Retirement and Early Termination Compensation' policy provides further information.
- 11.2 If the criteria are satisfied, the Council will make a compensation payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.
- 11.3 Officers aged 55 and above will be eligible to retire in this circumstance and will have access to their accrued pension benefit.
- 11.4 The Council does not augment additional pension membership.
- 12.0 REDUNDANCY PAYMENTS – EARLY TERMINATION OF EMPLOYMENT FOR THE REASON OF REDUNDANCY**
- 12.1 In the event of redundancy, i.e. where a post to be vacated would not be replaced, the Council pays a redundancy payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.
- 12.2 Officers aged 55 and above will be eligible to retire in this circumstance and will have access to their accrued pension benefit.
- 12.3 The Council does not augment additional pension membership.
- 12.4 The Council's Redundancy policy provides further information.
- 13.0 EARLY RETIREMENT FOR THE REASON OF ILL HEALTH**
- 13.1 To qualify, an officer must be confirmed by the Council's medical adviser as being permanently unable of discharging the duties of their employment because of ill health or infirmity and have a reduced likelihood of obtaining gainful employment before age 65.
- 14.0 EARLY RETIREMENT ON COMPASSIONATE GROUNDS**
- 14.1 To qualify, an officer must have compelling hardship or difficulty that would most usually be due to permanent caring responsibilities.

15.0 FLEXIBLE RETIREMENT

15.1 This is subject to agreement by the Council, providing an option for an officer to continue in employment post age 55 and to take some or all their Local Government pension that is due to them whilst continuing to work on reduced hours or reduced pay. The benefit for the Council is the ability to retain skills, knowledge, and experience.

16.0 RE-EMPLOYMENT POST SEVERANCE OR REDUNDANCY

16.1 The re-employment of officers who have been granted early retirement, are receiving their Local Government pension, or have received a compensation or redundancy payment is discouraged. The following criteria need to be considered. The Council's 'Early Retirement and Early Termination Compensation' policy provides further information.

- What is the nature of the work to be undertaken?
- How similar is the work to that formerly undertaken by the individual?
- Is it work that the individual could have been redeployed to?
- The work should be a specific project or task where the skills/ knowledge set required is unique to that individual.
- The work should be such that it could not be undertaken by anyone else currently employed in the Council.

17 OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION

17.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council, an abatement of their pension may apply if the salary for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. The pension scheme administrators (Local Pensions Partnership, LPP) can provide further advice.

18 PAY RELATIVITY AND LOWER PAID EMPLOYEES

18.1 The Council is committed to the principle of fairness when setting pay levels for all officers. All jobs are graded and linked to a defined pay model. All posts are job evaluated, meaning each has an analytical score providing the relative value of that role in the organisation.

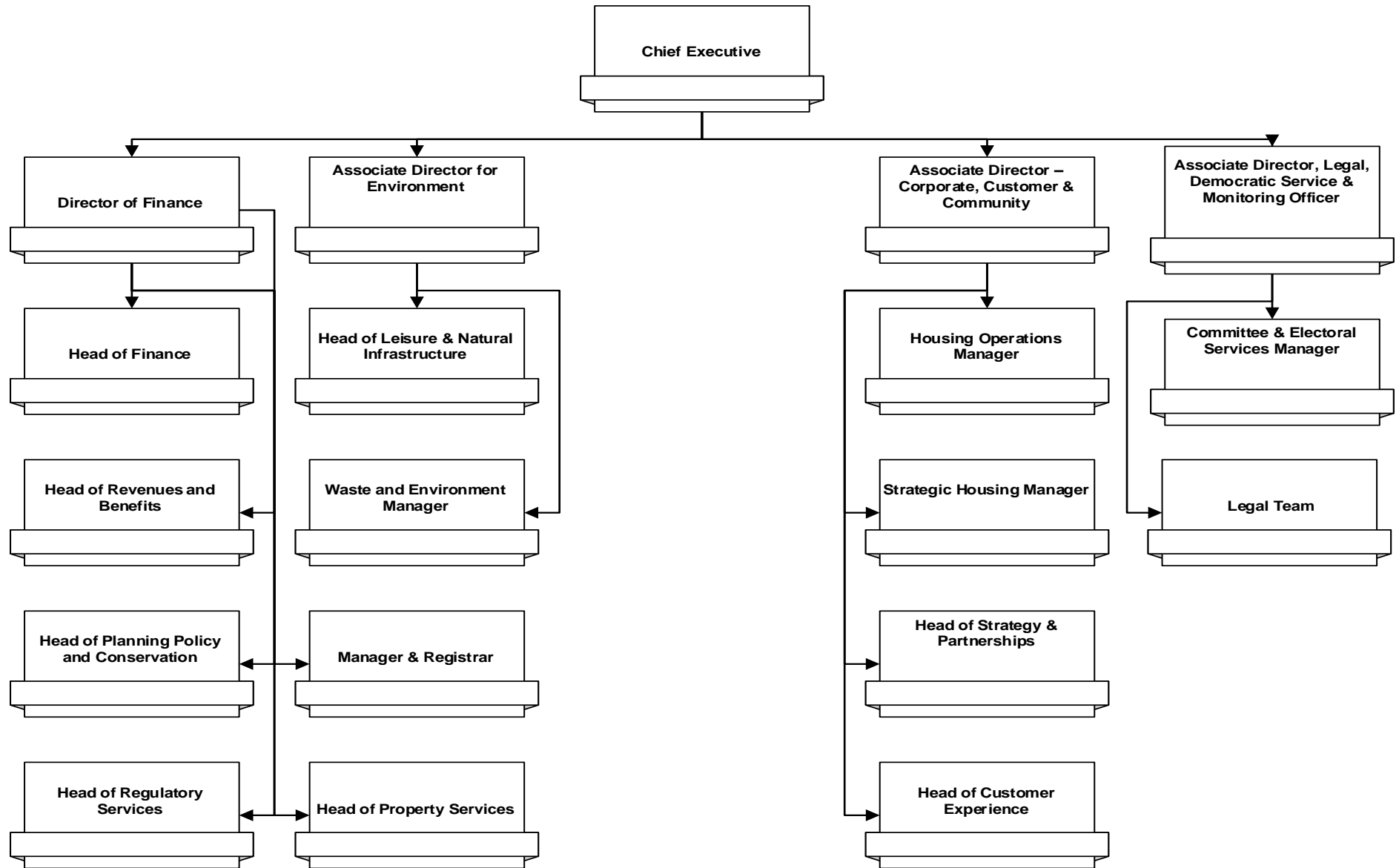
18.2 The Council defines its lowest paid as those employees whose posts are graded on the lowest grade in the pay model (see 18.4). Pay rates are based on whole time equivalent salaries.

18.3 The average salary in the Council is £37,338. The ratio against the highest paid officer is 1:3.91. The median earnings in the Council are £33,366 giving a ratio with the highest paid officer of 1:4.4. The lowest earnings in the council are £25,183 giving a ratio with the highest paid officer of 1:5.8.

18.4 The lowest pay band on the pay model is not in use at the Council. The lowest graded job in the council is £25,183 per annum or £12.07 per hour (based on a 40-hour working week). This is remunerated above Real Living Wage (RLW) threshold of £12.00 per hour for 2023/24. RLW for 2024/25 will increase to £12.60 per hour. This increase will be applied on 1 April 2025 and the lowest graded job will be aligned to it at that time.

18.5 Pay increases at the Council are awarded in conjunction with those negotiated nationally by JNC/ NJC. An analysis of pay awards for the previous 5 years is provided at Appendix 8.

Leadership



Appendix 2 - CHIEF OFFICER JOB DESCRIPTIONS

Chief Executive Officer Three Rivers District Council

Job Description / Person Specification

Job Title:	Chief Executive Officer
Service/ Department:	Chief Executive
Accountable to:	The Leader of the Council
Salary band:	Chief Executive Band - £140,343 to £145,875 plus Returning Officer fees
Date created:	September 2019
Purpose of Role:	
<ul style="list-style-type: none"> • Deliver strategic leadership, organizational vision, and transformation to meet the priorities of the council. • Advise the Council in the development of its policies in line with its vision for the District, legislation and available resources. • Lead the Council's staff and influence its partners in the public, private and voluntary sectors to secure the outcomes set out in its policies. • Ensure the delivery of excellent levels of service for residents, businesses and visitors securing innovation, efficiency, value for money and robust management of risk. • Carry out the statutory responsibilities of the Head of Paid Service as set out in relevant legislation (Section 4 of the Local Government and Housing Act (1989)). 	
Key Accountabilities:	
<ul style="list-style-type: none"> • Work collaboratively with the Leader and elected members to define, develop and implement the Council's vision, corporate plan, budget, constitution, and political processes. • Ensure elected members receive quality advice on strategy and policy issues. Manage the interface between elected members and officers to ensure the effective delivery of policies, plans and strategies. • Provide clear leadership to the council's Management Board to ensure a positive corporate culture and effective management of the Council; formulate corporate strategy, policy, plans and targets; communicate and deliver the Council's corporate vision and strategic objectives. • Lead, manage and develop all Directors and Head of Service direct reports to ensure they are fulfilling their required accountabilities and providing suitable leadership in accordance with the Council's values and objectives. • Provide clear direction for the Council on key corporate issues, including climate emergency, strategic planning, customer focus, equality, safeguarding, Health and Safety and performance compliance. • Effectively direct the Council's statutory functions (e.g. regulatory, community safety, emergency planning) to minimize the risk to the community. • Monitor and assess the organization's performance against a range of national and local targets, ensuring appropriate action is taken to address areas of shortfall and manage risk. • Promote and represent the Council, the district, and its communities at local, regional, and national level. 	
Key Relationships:	
<ul style="list-style-type: none"> • The Leader • Elected Members • Directors • Heads of Service • External partners, Parish Councils and stakeholders in the public, private and voluntary sectors 	

- Peers in other Local Authorities within Hertfordshire, including Hertfordshire County Council and Herts CEO group and other Local Authorities regionally and nationally

Important Notes Relating to Duties:

In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that s/he:-

- Is familiar with the relevant requirements of the Council's constitution, Contracts procedures, Rules and Financial Procedure Rules, Officer Code of Conduct and other management guidance that may be given from time to time.
- Complies with these formal requirements and related procedures; and
- Seeks advice from Statutory Officers or other officers with a specialism in the subject area if in any doubt about the proper course of action.

Shared Director of Finance

Job Title:	Director of Finance – shared with Watford		Post Reference No:
Post Number:	Borough Council		RG0101
Service/ Department:	Corporate Resources and Governance	Section:	Finance
Grade:	Chief Officer		
Location:	You will normally be based at Three Rivers House, Rickmansworth and Watford Town Hall, Watford or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's licence requirements:	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
Responsible to:	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
Responsible for:	Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
Purpose of Role:	<ul style="list-style-type: none"> To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> Financial Planning Financial Control Financial reporting To lead and manage the Shared Services Finance and Revenue and Benefits Service 		
Important Notes Relating to Duties:	<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time.</p> <p>Complies with these formal requirements and related procedures; and</p> <p>Seeks advice from a more Senior Officer if in any doubt about the proper course of action.</p>		
KEY ACCOUNTABILITIES	<ul style="list-style-type: none"> To act as the joint statutory section 151, Officer to both Councils, ensuring an even spread of time is available to each Authority. In this role you will provide key strategic and financial advice to both authorities whilst recognising that they are separate and independent bodies and may well have different aims and priorities. 		

- To play a key role in the successful achievement of major regeneration projects at both authorities.
- To provide accurate medium term financial strategies to both authorities to enable future service delivery to be planned in a controlled environment.
- To identify opportunities to realise efficiency savings over the short and medium term which could include in house re-structuring or potential outsourced, partnership arrangements.
- To play an active role in guiding and advising the Senior Management Teams and key elected Members in achieving the vision of best performing authorities.
- To chair and coordinate Management Team meetings.
- To oversee the operation of Revenues and Benefits and Financial Services to both authorities. This role will necessitate a continuous review of both services to ensure that they remain fit for purpose, provide value for money, and strive to be 'best in class's service providers. Every opportunity should be taken to harmonise processes within the overall constraint that the two authorities may wish to apply different policies.
- To be a lead client officer for the Internal Audit Service provided by Herts County Council and the provision of an ICT outsourced service (Capita).
- To provide impartial advice to elected members at all key decision taking and scrutiny committees.
- To represent both councils at countywide and national forums.
- To undertake any other duties, commensurate with the grade and seniority of the post, as may reasonably be required.

KEY PERFORMANCE INDICATORS:

- The budget process, including account closing, budget setting, Council tax levy and external audit is completed on time and within specified procedures.
- Accurate, timely and detailed budget information is provided for members and senior management.
- Achievement of sustainable budgets for both Councils
- Ongoing review of cost base for both Councils, achieving increased value for money

Appendix 3 - Chief Officer Salary Scheme as of 01 April 2024

Position Held	Salary Range	
Chief Executive	£140,343 - £145,875	
	Increments	£140,343 £142,279 £144,215 £145,875
Director of Finance	£91,404 to £107,450	
	Increments	£91,404 £94,563 £97,568 £100,651 £104,021 £107,450

The local weighting allowance for Chief Officers was incorporated into the pay scales following the 1998/99 Chief Officers' Pay Award.

An essential car user allowance applies to these in accordance with the rates negotiated nationally by NJC/ JNC.

Appendix 4 – Associate Directors Salary Scheme as of 01 April 2024

Position Held	Salary Range – MG5	
Associate Director	Increment	Salary
	1	£78,674
	2	£81,149
	3	£84,173
	4	£87,198

Associate Directors are paid on MG5 of the Senior Managers Pay Scheme. The local weighting allowance for all staff employed on the Senior Managers Pay Scheme was incorporated into the pay scales when the Senior Managers Pay Scheme was introduced in 2002. Pay is inclusive of Local weighting allowance (LW), overtime payments and premium rates for unsocial hours working.

Appendix 5**Heads of Service (Shared Services) Salary Scheme as of 01 April 2024**

Band	Spinal Column Point	Basic
Heads of Shared Services (Finance & Revs & Bens)	1	£77,660.00
	2	£79,306.00
	3	£80,960.00
	4	£82,603.00

Officer (Shared Services) Salary Scheme as of 01 April 2024

WBC Payscale as at 1 April 2024

Band	New SCP	Basic (inc. LWF at £1013 per annum)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)	Basic Salary (exc LWF)
Band 1	2	£24,669.00	£12.26	£453.68	£1,971.33	£ 23,656
Band 2	3	£25,040.00	£12.45	£460.79	£2,002.25	£ 24,027
	4	£25,417.00	£12.65	£468.02	£2,033.67	£ 24,404
Band 3	5	£25,803.00	£12.85	£475.43	£2,065.83	£24,790.00
	6	£26,196.00	£13.05	£482.96	£2,098.58	£25,183.00
	7	£26,597.00	£13.26	£490.65	£2,132.00	£25,584.00
	8	£27,005.00	£13.47	£498.48	£2,166.00	£25,992.00
Band 4	9	£27,422.00	£13.69	£506.47	£2,200.75	£26,409.00
	10	£27,848.00	£13.91	£514.64	£2,236.25	£26,835.00
	11	£28,282.00	£14.13	£522.97	£2,272.42	£27,269.00
	12	£28,724.00	£14.36	£531.44	£2,309.25	£27,711.00
	13	£29,176.00	£14.60	£540.11	£2,346.92	£28,163.00
Band 4+	14	£29,637.00	£14.84	£548.95	£2,385.33	£28,624.00
	15	£30,106.00	£15.08	£557.95	£2,424.42	£29,093.00
	16	£30,585.00	£15.33	£567.13	£2,464.33	£29,572.00
	17	£31,073.00	£15.58	£576.49	£2,505.00	£30,060.00
	18	£31,572.00	£15.84	£586.06	£2,546.58	£30,559.00
Band 5	19	£32,080.00	£16.10	£595.81	£2,588.92	£31,067.00
	20	£32,599.00	£16.37	£605.76	£2,632.17	£31,586.00
	21	£33,128.00	£16.65	£615.90	£2,676.25	£32,115.00
	22	£33,667.00	£16.93	£626.24	£2,721.17	£32,654.00
	23	£34,379.00	£17.29	£639.90	£2,780.50	£33,366.00
Band 6	24	£35,327.00	£17.79	£658.08	£2,859.50	£34,314.00
	25	£36,248.00	£18.26	£675.74	£2,936.25	£35,235.00
	26	£37,137.00	£18.72	£692.79	£3,010.33	£36,124.00
	27	£38,048.00	£19.20	£710.26	£3,086.25	£37,035.00
	28	£38,951.00	£19.66	£727.58	£3,161.50	£37,938.00
Band 7	29	£39,639.00	£20.02	£740.77	£3,218.83	£38,626.00
	30	£40,526.00	£20.48	£757.78	£3,292.75	£39,513.00
	31	£41,489.00	£20.98	£776.25	£3,373.00	£40,476.00
	32	£42,524.00	£21.52	£796.10	£3,459.25	£41,511.00
	33	£43,721.00	£22.14	£819.06	£3,559.00	£42,708.00
Band 8	34	£44,706.00	£22.65	£837.95	£3,641.08	£43,693.00
	35	£45,724.00	£23.17	£857.47	£3,725.92	£44,711.00
	36	£46,731.00	£23.70	£876.78	£3,809.83	£45,718.00
	37	£47,744.00	£24.22	£896.21	£3,894.25	£46,731.00
	38	£48,767.00	£24.75	£915.83	£3,979.50	£47,754.00
Band 9	39	£49,723.00	£25.25	£934.17	£4,059.17	£48,710.00
	40	£50,777.00	£25.79	£954.38	£4,147.00	£49,764.00
	41	£51,801.00	£26.32	£974.02	£4,232.33	£50,788.00
	42	£52,815.00	£26.85	£993.46	£4,316.83	£51,802.00
	43	£53,818.00	£27.37	£1,012.70	£4,400.42	£52,805.00
Band 10	44	£54,904.00	£27.93	£1,033.53	£4,490.92	£53,891.00
	45	£55,997.00	£28.50	£1,054.49	£4,582.00	£54,984.00
	46	£57,091.00	£29.07	£1,075.47	£4,673.17	£56,078.00
	47	£58,194.00	£29.64	£1,096.62	£4,765.08	£57,181.00
	48	£59,305.00	£30.21	£1,117.93	£4,857.67	£58,292.00
Band 11	49	£60,412.00	£30.79	£1,139.16	£4,949.92	£59,399.00
	50	£61,574.00	£31.39	£1,161.45	£5,046.75	£60,561.00
	51	£62,703.00	£31.98	£1,183.10	£5,140.83	£61,690.00
	52	£63,814.00	£32.55	£1,204.40	£5,233.42	£62,801.00
	53	£64,951.00	£33.14	£1,226.21	£5,328.17	£63,938.00
Band 11+	54	£67,341.00	£34.38	£1,272.05	£5,527.33	£66,328.00
	55	£69,078.00	£35.28	£1,305.36	£5,672.08	£68,065.00
	56	£70,816.00	£36.18	£1,338.69	£5,816.92	£69,803.00
	57	£72,553.00	£37.08	£1,372.00	£5,961.67	£71,540.00
Band 12	58	£77,597.00	£39.70	£1,468.74	£6,382.00	£76,584.00
	59	£80,258.00	£41.07	£1,519.77	£6,603.75	£79,245.00
	60	£82,921.00	£42.46	£1,570.84	£6,825.67	£81,908.00
	61	£85,583.00	£43.83	£1,621.89	£7,047.50	£84,570.00
	62	£88,245.00	£45.21	£1,672.94	£7,269.33	£87,232.00

Appendix 6 Senior Manager (Non-Shared Services) Salary Scheme 2024

Evaluated Grade	Assessed Performance Level	Pay as at 1/4/24 (inclusive of 2.5% pay award)
Mgmt Grade 1	1	£41,963
	2	£44,803
	3	£47,644
	4	£50,497
Mgmt Grade 2	1	£50,497
	2	£53,367
	3	£56,397
	4	£59,423
Mgmt Grade 3	1	£59,423
	2	£62,452
	3	£65,486
	4	£68,514
Mgmt Grade 4	1	£68,514
	2	£71,539
	3	£74,570
	4	£77,598
Mgmt Grade 5	1	£78,674
	2	£81,149
	3	£84,173
	4	£87,198

The local weighting allowance for staff employed on the Senior Managers Pay Scheme was incorporated into the pay scales when the Senior Managers Pay Scheme was introduced in 2002. Pay is inclusive of Local weighting allowance (LW), overtime payments and premium rates for unsocial hours working.

Appendix 7

TRDC SALARY SCALES AS AT 1 APRIL 2024

	New SCP	per hour (excluding LWF)	per week (excluding LWF)	per month (excluding LWF)	per annum (excluding LWF)	Basic (including LWF @ £1013)
Not Used	2	£ 12.26	£ 453.68	£ 1,971.33	£23,656.00	£ 24,669
Scale 1	3	£ 12.45	£ 460.79	£ 2,002.25	£24,027.00	£ 25,040
	4	£ 12.65	£ 468.02	£ 2,033.67	£24,404.00	£ 25,417
Scale 2	5	£ 12.85	£ 475.43	£ 2,065.83	£24,790.00	£ 25,803
	6	£ 13.05	£ 482.96	£ 2,098.58	£25,183.00	£ 26,196
New Scale 3	7	£ 13.26	£ 490.65	£ 2,132.00	£25,584.00	£ 26,597
	8	£ 13.47	£ 498.48	£ 2,166.00	£25,992.00	£ 27,005
	9	£ 13.69	£ 506.47	£ 2,200.75	£26,409.00	£ 27,422
	10	£ 13.91	£ 514.64	£ 2,236.25	£26,835.00	£ 27,848
New Scale 4	11	£ 14.13	£ 522.97	£ 2,272.42	£27,269.00	£ 28,282
	12	£ 14.36	£ 531.44	£ 2,309.25	£27,711.00	£ 28,724
	13	£ 14.60	£ 540.11	£ 2,346.92	£28,163.00	£ 29,176
	14	£ 14.84	£ 548.95	£ 2,385.33	£28,624.00	£ 29,637
New Scale 5	15	£ 15.08	£ 557.95	£ 2,424.42	£29,093.00	£ 30,106
	16	£ 15.33	£ 567.13	£ 2,464.33	£29,572.00	£ 30,585
	17	£ 15.58	£ 576.49	£ 2,505.00	£30,060.00	£ 31,073
	18	£ 15.84	£ 586.06	£ 2,546.58	£30,559.00	£ 31,572
New Scale 6	19	£ 16.10	£ 595.81	£ 2,588.92	£31,067.00	£ 32,080
	20	£ 16.37	£ 605.76	£ 2,632.17	£31,586.00	£ 32,599
	21	£ 16.65	£ 615.90	£ 2,676.25	£32,115.00	£ 33,128
	22	£ 16.93	£ 626.24	£ 2,721.17	£32,654.00	£ 33,667
SO.1	23	£ 17.29	£ 639.90	£ 2,780.50	£33,366.00	£ 34,379
	24	£ 17.79	£ 658.08	£ 2,859.50	£34,314.00	£ 35,327
	25	£ 18.26	£ 675.74	£ 2,936.25	£35,235.00	£ 36,248
SO.2	26	£ 18.72	£ 692.79	£ 3,010.33	£36,124.00	£ 37,137
	27	£ 19.20	£ 710.26	£ 3,086.25	£37,035.00	£ 38,048
	28	£ 19.66	£ 727.58	£ 3,161.50	£37,938.00	£ 38,951
PO 1-4	27	£ 19.20	£ 710.26	£ 3,086.25	£37,035.00	£ 38,048
	28	£ 19.66	£ 727.58	£ 3,161.50	£37,938.00	£ 38,951
	29	£ 20.02	£ 740.77	£ 3,218.83	£38,626.00	£ 39,639
PO 3-6	30	£ 20.48	£ 757.78	£ 3,292.75	£39,513.00	£ 40,526
	29	£ 20.02	£ 740.77	£ 3,218.83	£38,626.00	£ 39,639
	30	£ 20.48	£ 757.78	£ 3,292.75	£39,513.00	£ 40,526
	31	£ 20.98	£ 776.25	£ 3,373.00	£40,476.00	£ 41,489
PO 6-9	32	£ 21.52	£ 796.10	£ 3,459.25	£41,511.00	£ 42,524
	32	£ 21.52	£ 796.10	£ 3,459.25	£41,511.00	£ 42,524
	33	£ 22.14	£ 819.06	£ 3,559.00	£42,708.00	£ 43,721
	34	£ 22.65	£ 837.95	£ 3,641.08	£43,693.00	£ 44,706
PO 9-12	35	£ 23.17	£ 857.47	£ 3,725.92	£44,711.00	£ 45,724
	35	£ 23.17	£ 857.47	£ 3,725.92	£44,711.00	£ 45,724
	36	£ 23.70	£ 876.78	£ 3,809.83	£45,718.00	£ 46,731
	37	£ 24.22	£ 896.21	£ 3,894.25	£46,731.00	£ 47,744
Not Used	38	£ 24.75	£ 915.83	£ 3,979.50	£47,754.00	£ 48,767
	39	£ 25.25	£ 934.17	£ 4,059.17	£48,710.00	£ 49,723
	40	£ 25.79	£ 954.38	£ 4,147.00	£49,764.00	£ 50,777
	41	£ 26.32	£ 974.02	£ 4,232.33	£50,788.00	£ 51,801
Not Used	42	£ 26.85	£ 993.46	£ 4,316.83	£51,802.00	£ 52,815
	43	£ 27.37	£ 1,012.70	£ 4,400.42	£52,805.00	£ 53,818

Appendix 8

Summary of JNC/ NJC national pay awards previous 6 years

2019	2.0% pay award.
2020	2.75% pay award.
2021	1.75% pay award.
2022	£1,925 per annum across all pay points
2023	£1,925 per annum across points 2 to 43. 3.88% increase for salaries above point 43. 3.5% pay award to Chief Officers and Chief Executive Officer.
2024	£1,290 per annum across points 2 to 43. 2.5% increase for salaries above point 43. 2.5% pay award to Chief Officers and Chief Executive Officer.

- * note that there are no posts within the Council's establishment that are remunerated below the Real Living Wage threshold of £12.00 per hour for 2023/24. The Real Living Wage increases to £12.60 per hour for 2024/25 and will be paid from 01 April 2025.

Current Real Living wage

The Real Living wage is £12.00 for 2023/24 increasing to £12.60 with effect from 1 April 2025 for 2024/25.

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LEAD MEMBER REPORTS

25/02/2025

Report from the Leader of the Council, Councillor Stephen Giles-Medhurst

It's that time of year when council tax bills start arriving. I know it's never a welcome sight – another bill! I am acutely aware of the ongoing challenges of the cost of living, and this is something we must consider. Although your bill comes from Three Rivers Council about 90% of what we pay goes to other organisations, Hertfordshire County Council (HCC), the Police and Crime Commissioner and in most cases a Parish Council. Over 77% goes to HCC which provides adult social care, highways maintenance, children's services

At Three Rivers the 10% we collect helps cover your local services such as collecting bins (around 6 million of them every year!), street cleaning, maintaining parks, play areas, car parks and open spaces, dealing with planning and licensing applications, housing applications, providing support for community groups – and so much more.

We always strive to keep any rise of the council tax as low as we possibly can, whilst providing you with those first-class services you expect. However, each year our costs increase, including an extra £63k for National Insurance increased costs this year - equivalent to a 1% of the Council tax we collect. Our sound policies and investments mean however no cuts in services or staff and instead continued new investments into our communities.

As leader, I am immensely proud of what this council has achieved, and the employees that make it all possible. The council tax we all pay helps to make all this possible, keeping Three Rivers a great district in which to live, work and visit.

Since the December Council meeting government has annexed a the most radical reform of local government since 1973 that is it comes to past will see the end of Three Rivers Council as we know it and a larger unitary Council. Along its badged as removing a two – tier set up with the creation of a combined Mayoral Authority above the new unitary we will still have that, and indeed with our parish council councils we will still have three tiers!

Reorganization will cost money, lots of it and can be hugely disruptive to the services we provide. Its certainty taking up a lot of mine and the Chief Executive time in meetings with the other 10 Council leaders and officers.

I am working with other leaders across all four political colours. All Borough and District level are united – No single mega unitary council of 1,2M growing to 1.3m or more in he few years. A lot of research and background evidence is now being put together to come up with what the leaders think might be the best solution given the government requirements and the almost strict requirements to keep to existing council boundaries. At this stage I cannot say what will be the proposal, which the government might reject but there is a clear view that that must be at least 2 or 3 smaller unitary councils to cover the whole of Herts. A lot of discussions are ongoing. Once I have something to share I will.

Thus is a summary of some of things I have done as Leader:

- Attended the Holocaust Memorial Day event and flag raising on 27th January along with representatives of our communities.
- Attended Herts Growth Board and numerous Herts Leaders meetings to discuss the future economic growth of Herts and local government organisation.
- Hosted the meeting with the Parish Councils to discuss issues of mutual concern and updating on key issues including the Local Plan.
- Officially reopened the refurbished and upgraded William Penn Leisure Centre - you may have seen the gym video of me trying it all out!
- Met with the MOD to hear of their development plans for Northwood HQ.
- Toured the district looking at key improvements, speaking with residents, from South Oxhey, Chorleywood & Abbots Langley
- Secured a site meeting with Herts County Council, parents, the Head and others at Breakspeare School, Abbots Langley to discuss safety and road crossing concerns.
- Met with the Police & Crime Commissioner for Herts to discuss Policing issues and crime in Three Rivers.
- Attended the Herts Growth Board Parliamentary Reception and this the opposite to plug our great employment prospects in Three Rivers
- Ensured the Council formally objected to the proposed changes to the opening hours at the Waterdale Household waste site and the move to on-line booking only.

Report from the lead member for General Public Services, Councillor Sarah Nelmes

Parking:

Rickmansworth West (Moneyhill Parade) – Scheme complete

Refreshing of lining works are awaiting confirmed date from contractor. Additional out of hours enforcement is currently in place, to be reviewed end of this month.

Harefield Road – Scheme complete

New parking restrictions will come into effect from 28 February 2025. Lines and signs work to be implemented throughout February.

Primrose Hill – In progress

Current public consultation, ends on the 7 February 2025, at which point Officers will analyse the responses to determine next steps.

High Elms Lane – In progress

Officers have further engaged with the schools and crematorium. Officers are expecting to launch a scheme with public consultation shortly in time for any approved scheme to be implemented before the new school year.

Chorleywood – In progress

The Common Gate Road consultation finished on the 27 January. Results are being reviewed prior to the wider scheme progressing to statutory public consultation.

Gosforth Lane – In progress

Plans are being redrafted following feedback from Ward Councillors. Following agreement of the draft plans the scheme will go to statutory public consultation.

Skidmore Way – In progress

Following a public consultation, which received a low level of response, Officers are determining next steps. Officers are consulting with Thrive to understand their concerns about parking in the area.

School Mead – In progress

Traffic Regulation Orders are being prepared for the existing and new parking spaces. This will be the subject of public consultation shortly.

Langleybury Lane – On hold

On hold - pending outcome of new development

Parsonage Close – On hold

On hold - pending outcome of new development

New Schemes (2025-27 Parking Management Programme, due to commence 1 April 2025):

Ferry Carpark Changes – In progress

Officers have begun initial assessment of the carpark usage and have had discussions with the Parish Council. Ward Councillors have been invited to a meeting to discuss any proposals on 7 February. Changes to Ferry Carpark will require amendments to the Traffic Regulation Order which requires a statutory public consultation period.

Community Way Carpark Changes – In progress

Officers have begun initial assessment of the carpark usage and consultation with the Parish Council. Changes to Community Way Carpark will require amendments to the Traffic Regulation Order which requires a statutory public consultation period.

Review of restrictions on Garden Road and Breakspere Road, Abbots Langley – In progress

Officers have started initial discussions with traffic consultants about a review of these restrictions.

Various schemes including Silk Mill Road

Not yet started

Review of the Controlled Parking Zones and council car parks in Rickmansworth

Not yet started

Waste:

- 2 x 12 tonne RCV's due to be delivered this week. This is the last of a batch of 7 RCV's.
- Orders to be placed for 4 x 26 tonne RCV's, 1 x 7.5 tonne and 1 x new body to be mounted on free issue chassis this week. This will complete vehicle capital programme until 2027-2028.
- Work commencing on Commercial food waste service
- Continuing to assess options on new vehicle maintenance contract commencing July 2026

Report from the Lead member for Housing and Public Health, Councillor Steve Drury

Housing report

At my latest briefing on 4th February, I was given the following housing figures, We have 147 households who have a homeless application with the council, of which, 44 of these are owed a full housing duty.

We have 65 households in temporary accommodation

5 placements are "out of district" in nightly accommodation, 1 of which is deemed unsafe within

3 Rivers District.

1410 households are on the Council's housing needs register.

Housing Service is beginning to prepare for the three- yearly review of the council's Housing Allocation policy. It sets out how the council will allocate social housing across the district and sets out who is eligible and the priorities they will be given for the council's Housing Register.

Any proposed changes to the policy will be presented to CC,L and Housing committee to seek approval for a public consultation on any changes to the existing policy, eventually ending up with the P&R committee for approval.

Health report

Most recent briefing was 28th January, and was due another earlier today 25/2 which I may have had to cancel due to travelling. On a Monday evening at William Penn LC there is a regular indoor football game and then a chat with everyone on Mental health issues, it's called "ManOn" and is run in conjunction with WFC's community trust, it's very well attended and I have put myself in the firing line by going down there to take part shortly.

Have visited the Healthy Hub in Mill End which is held on a Tuesday at Berry Lane Methodist Church, a good day to visit as the lunch club was taking place so was busy.

Healthy Hub in S/Oxhey had to be moved for 10 days as there was works going on in the library, but it's back up and running now.

66 people have completed our health survey 40 referrals have been made and 182 incidents of signposting have taken place.

Capital Grants have been agreed, between Group Leaders and Director of Corporate, Customer and Community whereby, £7000 was allocated to Leisure and Natural Infrastructure and £13000 to Strategy and Partnerships.

The S/Oxhey food bank has moved to Carpenders Park Methodist Church but only has limited storage space, so any ideas would be welcomed. In its first week 15 people were provided with food parcels. TRDC are now distributing 'Warm in Winter' bags, and up to the end of January have given away over 40 bags.

Report the Lead Member for Infrastructure and Economic Development, Councillor Louise Price.

I would like to thank Officers for their help in preparing this report.

Local Cycling and Walking Infrastructure Plan (LCWIP)

Following ongoing discussions, the LCWIP is being revised to be presented to committee for adoption later this year and is expected to commence the committee process in late spring 2025. It will then be required to be adopted by Hertfordshire County Council. Once the plan is adopted it will assist in securing funding for cycling and walking routes. Routes will undergo further evaluation on specific interventions.

Electric Vehicle Charging Points

The carpark Electric Vehicle project, funded by ORCS and CIL, is being delivered currently. Work has begun in several carparks with the project expected to be delivered within the agreed timelines with the Office for Zero Emission Vehicles (OZEV).

The LEVI fund, which is managed by Hertfordshire County Council, is expected to release their tender for Charging Point Operators to apply in the first half of 2025 with installations expected in 2026.

Beryl Bikes (Bike share scheme)

Officers are entering initial discussions on what an expansion of the bike share scheme trial could look like into other areas of Three Rivers district. Officers are also seeking to secure funding for additions to a bike share scheme as part of major planning applications to support the rollout into new neighbourhoods.

Economic Development

At Planning Committee on Thursday 30th January 2025, Members resolved to approve the planning application at Land to the East of Langleybury Lane And Including Langleybury House Estate, Langleybury Lane, Langleybury for the creation of a film hub and associated works (planning ref. 22/1945/FUL) subject to conditions and a section 106 agreement (and subject to referral to the Secretary of State as a departure from the Local Plan).

In resolving to approve the application members considered there were substantial economic benefits. These include the proposal delivering:

- Approximately 845 direct jobs and 695 indirect jobs during operation of the development, and an estimated £93.3 million increase in Gross Value Added (GVA) when fully built out and operational. These figures do not include employment and GVA associated with the construction works.
- The Propellor Stages are estimated to deliver an anticipated 882 paid placements (feature films) and 92 paid placements (short films etc). Placements are students or people seeking a career change sourced through an educational provider or other such provider.

Report from the portfolio holder for Leisure, Councillor Chris Lloyd

Watersmeet Report for February Council 2025

Panto:

- Jack and the Beanstalk played to 15,325 customers. A number came back to see it again. Up 1,830 tickets on previous year.
- Beauty and the Beast panto 2025 is on sale.
-

Box office/Marketing:

- The membership scheme has 59 members.
-

Capital works:

- The electrical tender has been extended by another 2 weeks, following low interest. Following guidance and contacts from a specialist company we have now been able to create extra leads and are hoping to have at least 4 other companies attend site in the next week to undertake quotes. There is a possibility that this project will extend into April. Revised anticipated project timeline:
 - Tender Close: Friday 14th February
 - Appoint: Friday 21st February (Subject to bids)
 - Works commence: Monday 10th March for 1 week As planned.

Artistmeet:

- The new year exhibition is up and is running to the 27th March. The exhibition after this will be for the Watersmeet 50 years.
- 50 Year exhibition launch date likely to be the evening directly before May full council.

Shows and Events:

- Preparation for the Watersmeet 50 years is well underway, and the venue's first event will have taken place on Monday 17th February with a film also celebrating 50 years - Saturday night Fever!
- There will be a Watersmeet 50 Year celebrations presentation on the Wednesday 12th March at CCLH committee

Leisure Report – Feb 2025

Leisure Assets

Open Spaces - Management Plans Croxley Common Moor and the Withey Beds management plans due to go to July committee.

The majority of comments were in relation to the removal of the boardwalk at the Withey. Officers had a meeting with CMS to look at alternatives. The suggestion was posed that we replace the viewing platform and 80m of the boardwalk which would take people to the dipping platform which is fairly central in the fen. This would cost approx. £60k and would be sourced from external funding only. Officers propose to update the management plan to reflect this suggestion but there would not be further consultation on the proposal. The positive of keeping this length of boardwalk would allow for continuation of relevant surveys. Without any boardwalk it would be difficult for access to the site to undertake surveys etc.

Management Plans for 2025/2026

Prestwick Road Meadows – new management plan to be drafted
Stone's Orchard and The Green Management Plan –The writing of the management plan is in process.

Grazing – 2025

4 year grazing contract has been tendered and in the process of being awarded. We will have multiple graziers across the District as we have currently had. Grazing costs have increased in Three Rivers and we hope to be able to increase the countryside stewardship grant that we apply for to support this, when we are invited to do so. There are no current timescales on when this could be.

Draft Play Space Strategy 2025-2030

Consultation has taken place via the Have Your Say platform for adults as well as in 10 primary schools. 697 children took part and fed back information on their favourite play spaces, equipment they love and what they like doing in play areas. The vast majority of respondents support the strategy, a final version of which will come to the CCLH Committee in March

Green flag – Applications for 2025 have been submitted for Leavesden Country Park and Rickmansworth Aquadrome.

Leisure Management Contract

Closure to the teaching pool at WPLC from the 24/02 to the 28/02, due to pool filters being upgraded.

Leisure Development

Artistsmeet

- Jan- March (6 January – 31 March 2025) Exhibition by local artist Artist Hilary Allwright in progress. Hilary's paintings are in Acrylic and stem most recently from seascapes and how waves form creating an enormous array of tones. She uses sharp colour when creating large studies of flowers. As well as acrylic, her work includes a variety of mediums such as, watercolour, oil, pastel and charcoal. Worth visiting which I did with my wife.
- April – June exhibition: Celebrating 50 years of Watersmeet – Probably date for exhibition is before full council meeting on 20 May.
- July – September exhibition: Herts Open Studios

Play Rangers

Play Rangers will return from their winter break on Monday 24 February (after half term).

Term time sessions run every weekday between 4-6pm in parks and open spaces across the district.

A social media campaign and flyers to all primary schools will aid promotion of this.

The Easter timetable will include sessions at Baldwins Lane, King George V and Manor House Grounds.

Sports Development

We are awaiting the response from our application to Hertfordshire Crime Reduction through Sport for funding a 12-month community sports project in Abbots Langley.

Playscheme

Officers are beginning the planning and preparation for Easter 2025 playscheme including staffing, training and updating policies and procedures.

We have applied to the HAPpy grant for £4,000 to support delivery of places for those receiving Free School Meals. The funding is subject to continued central government support.

Natural Infrastructure and Projects

Aquadrome Programme

Pedestrian Bridge

- o FRAP has been approved by the EA and work is underway on site, with the contractors making good progress.

- o The old bridge was removed this weekend (15/16th February) and work commenced on the groundworks ready for the new bridge to be installed in March.

- o The whole Riverside Drive site will remain closed due to landscaping works, tied in with the enhanced work to the play area. Anticipated completion remains before Easter.

- o Staff member visited St Joan of Arc alongside Beaver Bridges to talk to the children about the new bridge. Positive feedback and comments from the school on social media.

- o

NLHF main application- WWW bid

New bid currently being developed. This is a huge piece of work and officers plan to submit this month. The bid has a focus on nature Recovery and Visitor Experience. The total development phase bid is currently being worked on and awaiting quotations before confirming the final cost. Development phase is currently estimated at £5.5 million, which includes 25% contingency and inflation set at 3.5%.

Fishing Swims

- o Works, developed in partnership with the fishing club commenced on site on the 10 February

Communications

- o Three Storyboards are now on site. These explain what is happening at the Aquadrome and directs people to the newly developed website.

- o MyNews – February edition details the Natural Heritage Networks project outcomes along with the importance of understanding the hydrology of the site. This will now be a rolling monthly feature.

- o

The Bury Grounds Biodiversity Project -

- o On site temporary signage is due to be installed upon arrival, this will be accompanied by additional information on the council's website
- o 50 trees were planted by volunteers to complete the first stage of the project, funded by Grundon through the Landfill Communities Fund. A press release is being prepared for this, and officers are compiling a completion report.
- o Officers are investigating the potential of suspending car parking within Bury Lane carpark to facilitate a works compound (including welfare) and parking for the contractors. With aim to reduce the impact on the carpark an alternative is also being considered with the compound being placed within the site. This will be for a period of approximately 7 weeks.
- o While the works are taking place the path on the southern side of the river channel will need to close to allow the team to safely work. This is a minor detour, and signage/online communications will notify the public.

Chorleywood House Estate – Chorleywood Chilterns Chalk Stream Project
Chilterns Chalk Streams project is liaising with all landowners on concept plan including TRDC before progressing the plan.

River Chess at Scotsbridge Playing Fields

- o The Council has been awarded a total of £58,417.00 from the Chess Smarter Water Catchments project to complete habitat and bank improvements upstream of the channel realignment project. The FRAP has now been approved by the EA, due to the timescales in relation to salmonids and the presence of water voles this now requires the project delivery to take place in a short window Winter/Spring window.
- o River Realignment Project – TRDC is seeking guidance from hydrologists to advise on the initial design and to assist in approximating a commuted sum figure. This guidance will also be sought at detailed design stage.

Capital Programme

Leavesden Country Park – Entrance Widening – Awaiting additional permit approval from HCC Highways with a view for pedestrian island, kerb dropping and tarmac works to take place. Feedback received from HCC on 7 Feb with request for updated technical drawing which is due to be submitted this week for final technical approval. Now aiming for work in March 2025.

Play Area Capital Programme - Eastbury and Ebury Play Areas:

Works to Ebury Play Area will take place as part of the Rickmansworth Aquadrome Bridge project, with the play area becoming the compound for the works.

Eastbury play area – toddler swing seat and basket swing seat to be installed when contractor on site at Ebury play area.

Report from the Lead Member for Sustainability and Climate Change, Councillor John Tankard

The Hertfordshire State of Nature report reveals that between 1970 and 2022, at least 76 species are known to have become extinct in Hertfordshire, this equates to more than three species every two years. Many more species populations are declining and becoming threatened within the county. This is often due to habitat loss or deterioration and makes the work being done throughout the district invaluable.

Opportunities for habitat creation and enhancement within council owned land gives us the opportunity to not only boost biodiversity but also engage with our local communities. The diversification of species and habitat structures also benefits the district in its resilience to the changing climate, for example planting trees that can withstand wetter conditions or periods of drought. Similarly, all three of our rivers are chalk rivers, globally rare habitats that are in sub-optimal condition, multiple opportunities for river restoration (aiming to return chalk river characteristics to these artificially modified channels) are being planned and delivered.

It has now been a full year since the initial implementation of mandatory Biodiversity Net Gain (BNG). A major step in the right direction, legislation that is being recognised worldwide in the opportunity it presents to bolster biodiversity. However, delivery is difficult. There is a nationwide deficit of skilled ecologists able to complete the surveys and complex statutory metric. The process is incredibly time consuming with complicated legal agreements required to secure the net gain and then monitor it for 30 years. For when the BNG is to be completed off-site, there is a lack of receptor habitat sites available with only 43 on the national register (as of 14.02.2025). Paired with convoluted guidance, it is unfortunate that this legislation that holds so much potential, seems to have been rushed (despite delays) resulting in its implementation taking place before it had been sufficiently thought through. Since 1 April 2024 planning permission has been granted for 482 applications. Of those, 11 are subject to mandatory net gain. The remainder are subject of the exemptions set out in the BNG Regulations

As part of evidence work on the emerging Local Plan the amount of BNG required from new developments will be tested through the Whole Plan Viability Assessment. This study will test the impact on viability of requiring a BNG of more than 10%. This will be considered against the viability impacts of other policy areas such as energy efficiency, the need for specialist accommodation for the elderly and affordable housing. The findings of the study, along with other evidence base studies, will inform the policy decisions in the Local Plan.

TRDC Officers are currently finalising an SLA for ecology (including BNG) services with the county council to ensure access to qualified ecologists (with resilience in service provision) beyond 2024/25 and ensuring high quality, expert advice on planning applications subject to BNG. Other parts of the country and indeed developers may not yet have access to such advice impacting on the quality and time taken to make or agree applications

It is hugely important that, in line with the biodiversity gain hierarchy we try where possible to maintain and provide biodiverse habitats in-situ. This

promotes more green space within local developments with all the benefits that brings with it, such as:

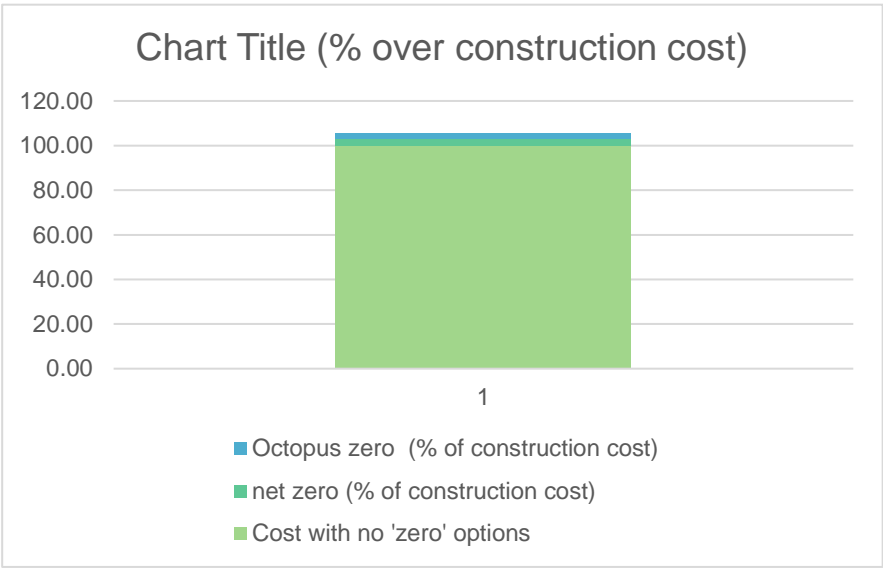
Mental Health	Walkable green and blue space allows areas of reflection, birdsong is a known mood manager, insects entertain young and old minds alike and the rotation of seasons noting the passage of time, and the insect and reptile mutations, such as tadpoles to frogs. The ability to walk out of one's home, sit down and reflect provides significant wellbeing.
Physical Health	Physical Health – Getting out and walking / running / cycling, reduces stress, reduces cardiovascular disease, promotes mobility for older age, a goal we all strive should for.
Summer Cooling	Vegetation cools the air, if the vegetation on the site can be set within the prevailing wind of proposed development, this will induce summer cooling. Tree lined streets provide shading over hard landscape reducing the heat build-up during the day and subsequent nocturnal heat release at night. Furthermore, tree canopies crossing roads, provide nature bridging, providing transfer from one side of the street to the gardens of the other for small birds and mammals. Hedging to front garden boundaries, adds a further depth and cooling to the residential landscape.
Flood Prevention	Ground absorbs water, the roots drink the water, and the tree canopy holds the water following rain, there is a surprising amount of water withheld from ground contact by the droplets held in the branches. The more vegetation on the ground (the longer the grass) then the more water is prevented being in the immediate run off which causes storm surge (walking through thigh high grass following rain).
Carbon sequestration	local carbon is absorbed and held within the green spaces and whilst each reduction is minor, over a country wide program, the communal effect is huge.
Pollution	Certain trees, such as Hawthorn, are described as sticky, whilst they do not physically feel sticky, they do hold onto pollutants, which are later washed into the ground by rain, thus reducing the amount of air borne pollutants accessing lungs providing an established effect on mortality within the urban context.
Outdoor Play Areas	localised wild places feed young minds and assist in the mindfulness for the young developing minds.
Noise Reduction	vegetation on the residential boundaries, once again will assist noise reduction from busy roads and aid mindfulness

So given the immediate and secondary benefit of Bio Diversity Net Gain to the

residential population, the positive financial benefit to insurance costs through better control of climate change and the damage we are already witnessing, the reduction of dependency on the NHS through poor physical health, the benefits to mental health and well-being, there is a clear argument for BNG, being local and on site, in order to improve the lives of residents, The real question is, is 10% enough? This is something that will be tested through our whole plan viability work whereby we will consider the impacts of increasing the BNG requirements on the viability of the local plan when considered against competing areas such as affordable housing. One potential emerging trend however, was highlighted by a discussion Councillor Mitchell and I had with a Carbon Neutral housing developer, was that can be cheaper and easier to reduce of the number of properties on a development plot, than to pay for off-site BNG

What am I doing as Lead Member?

- Councillor Mitchell and I attended the innovation centre at Octopus Energy with HCCSP, and despite being highly sceptical to the sales pitch, we were amazed (practically fainted and had to be revived with smelling salts!) at the simplicity of achieving a Net Zero heating strategy, and one which reduces loads to the GRID.
- Next weekend I am attending a meeting with Surfers Against Sewage investigating a methodology to get the River Chess certified as Bathing Quality, to ensure government monitoring of water quality.
- I am working with Abbots Langley Parish to define a strategy to end the use of Single Use Plastic within the community, by positive education of residents, and local business participation.
- Abbots Langley Parish Council has begun its Nature Recovery Strategy by requesting residents feedback what 'flora and fauna' they experience when walking around the Parish to allow a build-up of 'on the ground' baseline. This is a progressive exercise, and we will be looking to citizen science type projects as we progress and methodology to help assist us.
- GUCE community heating system using heat from boreholes for a Gade Valley Community Heating Strategy, is ongoing and has progressed passed the first feasibility study, which is great news, watch this space.
- Attended Pollinator meetings organised by the local Friends of the Earth groups at both Croxley and Watford, fantastic to see a great volume of local volunteers with an active passion to prevent the decline of local biodiversity and promote sustainability.
- Following this meeting myself and councillor Mitchell are attending a site in Suffolk, visiting a developer who claims to be able to demonstrate that not only are Zero Carbon, Zero Bill and above BNG requirements standards possible, they are also financially viable. The graph below demonstrates the extra over costs of implementing the two standards. What is not clear is the impact this will have on affordable housing requirements. I look forward to finding out more about it when I visit (For example at an average cost of £3,000 per m², 130m² house = £390,000 standard construction costs, zero carbon an additional £11,000 and zero bill an additional £10,000.) The graph below demonstrates the load on the overall cost.



Sustainability, climate change and energy efficiency

SHDF (Social Housing Decarbonisation Fund) Wave 2: As of 14th January: 99 properties physically complete and remaining 18 properties due to complete in next month or so, depending on weather. Project on track to complete fully by end of March 2025.

GBIS scheme with E.ON (fully funded cavity wall insulation): Exploring personalised offers to blocks of flats with unfilled cavities in Rickmansworth, though mixed tenures in apartment blocks makes these difficult to treat.

This scheme is likely to be superseded by the [Warm Homes Local Grant](#) which is more generously funded and multi-measure and will open for delivery from April 2025.

Community Energy Fund (CEF): The Solar Canopy Feasibility study on 7 council-owned car parks has completed. The report is being progressed to the CCHL Committee on March 12th

Fast Followers project(s):

Transition Streets: 2 new streets started in October (Russel Road in Moor Park, and Dove Park in Chorleywood). Officers are also exploring potential to run a TRDC staff Transition Streets group before the Fast Followers project ends in June.

Community Energy: Maple Cross School potentially viable for community-funded solar; GUCE are finalising modelling and calculations for this. TRDC will present any proposal for the school to HCC as a test case for community-funded solar panels for schools..

The Retrofit One Stop Shop: Remainder of project focus on overcoming barriers to retrofit for “able to pay” demographic and planning to scale the service beyond Fast Followers and to align with the broader Retrofit Strategy for Hertfordshire which the MCS Foundation are developing.

Involve "Community Conversations" initiative has launched. Councillors were informed of this in December Members Bulletin and by direct email in January. Currently promoting the opportunities to residents and community groups via direct emails, newsletter features, posters, social media posts, and more. Participants will come together over four days in February and March to take part in training, have conversations in their communities, and share back what they hear. The results will influence the council's Climate Emergency and Sustainability Strategy and Action Plan, and future community-oriented sustainability projects.

Involve are leading the delivery of this initiative from start to finish, with marketing support from TRDC, and 1-2 climate change officers allowed to observe the in-person sessions (but not participate). This is funded by Innovate UK via the Fast Followers programme.

Local Area Retrofit Accelerator (LARA)

The climate change team are actively contributing the development of a retrofit strategy for Hertfordshire funded by the South East Energy and Hub and co-ordinated by MCS Foundation. .

Climate Action Fund – National Lottery Bid

Officers have submitted an Expression of Interest bid for £1.5m funds from the Lottery's Climate Action Fund. The National Lottery Climate Action Fund aims to help communities tackle climate change and to be environmentally sustainable. It is anticipated it will take six to eight months from application to final decision notification.

Our proposal featured two distinct (but connected) projects called Community Action Project and Community Gardens Project which align three themes: empowering people, changing places and building communities.

Decarbonisation of Core Council Buildings

William Penn Solar Panel funded by the Swimming Pool Support Fund

The solar panels were commissioned on 28th November. To date £826 has been saved, and yesterday (13.1.25) 12% of the daily consumption was provided by PV.

Business Energy Efficiency Grants

Contracts have been issued to 10 of the 12 SMEs to install low carbon measures. Installations will complete by March 31st.

Woodlands and Tree Protection

TRDC Tree management

- Ash Die Back – Inspection of high-risk areas of Ash Die Back have been completed. Many areas appear reasonably healthy, however priority locations for works include Chorleywood House estate, The Aquadrome and Pheasants and Soloman's Wood.
- Oak Processionary Moth – A small number of reports of OPM have been received this year. Officers are targeting removal works to areas where OPM is present at low level in tree canopy. HCC have developed a brief to produce OPM guidance for Councils in Hertfordshire and aim to appoint a consultant to produce the guidance later this year,

Biodiversity

Local Nature Recovery Strategy –My thanks to the small number of councillors who engaged with the recent workshop on the LNRS. There will be further opportunities to engage with the LNRS.

The Bury Grounds Biodiversity Project –

- The first phase of the project has been completed with two periods of tree works (aiming to diversify the woodland, protect heritage features and promote public access) and the planting of 50 trees, some in the woodland some in the garden.
- The next phase is due to commence soon as improvements are made to Taylors Cut (river channel) aiming introduce some chalk river characteristics to this artificial channel.
- Temporary on-site signs, social media and the council website will provide information.

Hydrological Survey - no update

- Officers still await the EA flood modelling to complete this work, once available the project will resume using AMP funding, expected completion by Autumn 2025.

NLHF main application for Aquadrome

- The new Expression of Interest (EOI) was accepted, and officers are working on the bid with planned submission in February 2025

Water Restoration Fund -

- Still awaiting the decision from DEFRA on the funding application for approximately £600,000 to improve the lake water by de-shading the lakes and introducing a new algae system including a high technology nanobubbles aeration system. .

Hedgerow Restoration Romily Drive

- A 100m section of hedgerow is due to be restored as part of the UKSPF work and identified in the Biodiversity Opportunities Audit.
- This work has been postponed allowing the ground to dry out and the standing water to recede. Work is still expected to complete this financial year.

Cemeteries and crematorium

Ground Conditions Woodcock Hill

- We have an issue with subsidence in Section P section and as such it is only being used it for single depth burials and ashes interments from the middle of the section to the tree line. Double or treble depth burials are going into Section R.

Provision of graves

- For 2024 we averaged 9 burials a month. The size of coffins is increasing, and this will be something we have to look at in the future as our plots will need to get bigger reducing the number of graves that can fit into the Cemetery.

Memorial testing

- Contractors have been appointed to undertake repair works to 27 memorials at Chorleywood Road Cemetery and 9 memorials at Woodcock Hill later in the Spring (April)

Future Reports	Committee	Date of Meeting
Feasibility Study on Community Energy funded car park canopies Climate Action Plan Update	CCHL CCHL	12 th March 2025 12 th March 2025

Report from the Lead Member for Community Safety, Councillor Andrew Scarth

It remains, as ever, a busy time in the community safety portfolio and I'm pleased to be able to provide some of the highlights since the previous Council meeting:

- There is a new on-line platform for customers with regards to Anti-social Behaviour (ASB), very customer focused using self-help tools
- An ASB App is being developed to enable customers to report and record ASB.
- The Anti-social behaviour satisfaction survey now includes a QR to give residents a choice of ways to respond to the service
- Cuckooing, Personal Safety and White Ribbon campaigns have taken place
- The Strategy and Partnerships team have secured funding and the purchase of 9 CCTV cameras
- New Community Safety Clinics to include the ASB Service run at the Healthy Hubs and our temporary accommodation
- A host of Community Safety engagements with police and partner agencies
- Delivery of Prevent and Domestic Abuse training for staff
- Charity walk to raise money for Herts Domestic Abuse Helpline took place in December at Leavesden Country Park.
- Secured funding for MIND to deliver the Community Support Service
- Community Safety Conference for partners 13 February 2025
- Working on the Community Safety Partnerships Strategic Priorities for 2025-2026
- The South Oxhey Foodbank relocated in January to the Carpenders Park and South Oxhey Methodist Church. This foodbank is run by Watford Foodbank.
- The council received £50,000 of Household Support Fund (HSF) from Hertfordshire County Council. This is being distributed to partner organisations within the district providing direct support to residents. The Foodbox Project is a HSF funded project, and has so far provided support to 78 households for up to 6 months.
- The annual Equality Duty Information Report has been published on the councils website, providing information on the range of initiatives undertaken by the council to achieve it's equality objectives.
- A closed event to mark the 80th anniversary of the liberation of Auschwitz was held at Three Rivers House followed by the raising of the Holocaust Memorial Day Flag. Representatives from Ark Synagogue (in Northwood), GATE Herts, political Party Leaders and the Chair and Hertfordshire Constabulary were invited to attend.

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QUESTIONS FROM COUNCILLORS

25/02/2025

Questions to lead members and chairs,
including responses

The Questions received have been numbered and ordered as follows. The responses to the questions follows in order after the table of questions.

Number	From	Topic
Questions to the Leader		
1	Sarah Nelmes	Local Government Reform
2	Sarah Nelmes	Local Plan update
3	Sarah Nelmes	Community group position on local plan
4	Sarah Nelmes	CIL refusal in Abbots Langley
5	Sarah Nelmes	CIL allocations in Abbots Langley
6	Elinor Gazzard	Shannon House, Kings Langley
7	Elinor Gazzard	Use of Three Rivers Image
8	Louise Price	County Council additional costs
9	Keith Martin	County Council position on elections
10	Keith Martin	Cost of Council meeting on 7 January
11	Oliver Cooper	Correspondence on Rickmansworth Library
12	Oliver Cooper	Rejecting Three Rivers House for Rickmansworth Library
13	Oliver Cooper	Potential rent for Rickmansworth Library
14	Oliver Cooper	Potential profit from Rickmansworth Library
15	Oliver Cooper	G&T site assessment
16	Oliver Cooper	Open Space, Sport and Recreation Study
17	Oliver Cooper	Infrastructure Delivery Plan
18	Oliver Cooper	Provision of SANG
19	Oliver Cooper	SHLAA evidence base
20	Oliver Cooper	Urban Capacity study
21	Oliver Cooper	Low Growth option
22	Oliver Cooper	Preparedness of Evidence base
23	Oliver Cooper	Local Plan update
24	Oliver Cooper	Local Housing Need
25	Oliver Cooper	Joint residents association opposition
26	Oliver Cooper	Public consultation responses
27	Oliver Cooper	Constitution review
28	Vicky Edwards	Abbots Langley neighbourhood plan
29	Vicky Edwards	Submission of local plan
30	Vicky Edwards	Potential for speculative development
31	Vicky Edwards	Bedmond site CFS54
32	Vicky Edwards	Site of new secondary school
33	Vicky Edwards	Need for new primary school
34	Vicky Edwards	Flooding at Causeway car park
35	Vicky Edwards	Flooding at Causeway car park
36	Vicky Edwards	Flooding at Causeway car park
37	Vicky Edwards	Flooding at Causeway car park
38	Vicky Edwards	Flooding at Causeway car park
39	Ciaran Reed	Responsibility for local plan
40	Philip Hearn	Future housing growth in Maple Cross
41	Chris Mitchell	Red Cross Site in Croxley Green

42	Stephen Cox	Disability Discrimination
Community Safety		
43	Chris Alley	Crime and Disorder Act Committee
44	Chris Alley	Crime and Disorder Act Committee
45	Mike Sims	High-risk businesses
46	Mike Sims	Action in respect proceeds of crime
General Public Services		
47	Reena Ranger	Sorting of bins
48	Abbas Merali	Garden Waste Fees
49	Vicky Edwards	Fly tipping outcomes
50	Oliver Cooper	Parking Management Plan
51	Philip Hearn	Commuter Parking Scheme
52	Philip Hearn	Common gate road parking
53	Chris Mitchell	Community Way Croxley Green parking
54	Narinder Sian	PSPO enforcement
55	Cheryl Stungo	Poor parking
Housing and Public Health		
56	Joan King	Homelessness and rough sleeper figures
Infrastructure and Economic Development		
58	Reena Ranger	Savethehighstreet recommendations
59	Andrea Fraser	Savethehighstreet recommendations
60	Oliver Cooper	Electric vehicle charger grant
57	Stephen King	Henbury Way car park charger
Leisure		
61	Mike Sims	EA information for Aquadrome
62	Chris Alley	Cricket pitch in South Oxhey
63	Debbie Morris	Eastbury Park toddler swing
64	Debbie Morris	Eastbury Park toddler swing
65	Debbie Morris	Eastbury Park basket swing
66	Debbie Morris	Eastbury Park play tunnel
67	Debbie Morris	Eastbury Park planters
68	Narinder Sian	Whitney Beds nature reserve boardwalk
69	Cheryl Stungo	Signs at croxley green play grounds
Resources		
70	Chris Mitchell	Air source heat pump
Planning Chair		
71	Vicky Edwards	78 Gallows Hill
72	Andrea Fraser	97 Rickmansworth High Street
73	Abbas Merali	Automated planning notifications
74	Philip Hearn	Fire at the Court, Rickmansworth – urgent question

Questions to the Leader of the Council

From Sarah Nelmes	
1	<p>Could the Leader of the Council please update us all on the issue of Local Government reform in Hertfordshire and what has gone on since the last Council meeting?</p>
	<p>Since the last Council meeting the English Devolution White Paper 2024 was published by the Ministry of Housing, Communities and Local Government (MHCLG) on 16 December and sets out the government's plans around devolution, funding and local government reorganisation.</p> <p>There are two key areas:</p> <ol style="list-style-type: none"> 1. Devolution which is the transfer of powers and funding from national to local government. 2. Reorganisation is the process in which the structure and responsibilities of local authorities are reconfigured. The Government have set out plans to move away from the current two-tier system of district and county councils. <p>The aims and proposals for reorganisation include establishing Unitary councils which should serve populations of at least 500,000 within existing boundaries. And establishing Strategic Authorities sitting above, with eventually an elected Mayor, which should serve populations of 1.5 million or more.</p> <p>A White Paper Working Group has been established by Hertfordshire Leaders Group and the Chief Executives Coordinating Group to formulate the proposals for local government reorganisation and devolution. Hertfordshire has confirmed that the May 2025 elections will go ahead (in some areas these have been postponed). Interim plans should be submitted by 21 March 2025 and full proposals by 28 November 2025.</p> <p>As you are aware the Leader of the County Council made public statements that he wanted a single mega Herts wide unitarity Council. That view was opposed by all 10 District and Borough Councils. Although not such early bid was made its clear from statements made by the Leader of the County Council at various events I have been present that remains his view, and is one I am opposed to.</p>
2	<p>Could the Leader of the Council update us on the timeline, progress and commissioning work on the Local Plan and the agreed Councils commitment made on 7th January to NOT PUT IN plan that meets the government's housing target of 13.303 homes over 16 years?</p>

	<p>At the 7 January extraordinary meeting of Full Council it was agreed that officers would work to publishing the Regulation 19 draft Local Plan by the 7 November. A key piece of evidence being undertaken is an additional Green Belt Review, that the NPPF allows us to undertake if we have not submitted a Regulation 19, which will consider the impact of development that would fundamentally undermine the purpose of the Green Belt in Three Rivers. This work is expected to demonstrate that it will not be possible to deliver the housing numbers in full without undermining this function of the Green Belt Officers and I are of the clear view that should allow us to present, with other evidence we are required to collect, that the government's housing target is not achievable in Three Rivers without so doing, I thus expect a plan with a lower figure at the end of this process as I have made clear many times despite the misinformation being circulated by others including our MP.</p>
3	<p>What is the position of the Three Rivers Joint Residents' Association and the Can't Replace Green Space action group on our Local plan?</p>
	<p>Both the Three Rivers Joint Residents' Association and Can't Replace Green Space action group understand the Council's reasoning for amending the Local Plan timetable and support, a bet reluctantly, the Council's approach going forwards.</p> <p>Indeed, this is the TRJRA statement:</p> <p><u>Housing Plans for Three Rivers – Update from the Three Rivers Joint Residents' Association</u></p> <p>The Government has recently revised its National Planning Policy Framework, significantly increasing housing targets for many councils. For Three Rivers, this results in a new mandatory target of 15,000 new homes over 18 years—a 30% increase on the previous advisory number.</p> <p>The deadline for councils to submit a draft Local Plan under the old framework is 12th March 2025. After discussions with council leaders, officers and local political parties, it has become clear that the previous proposal of 4,800 homes over the plan period would now be considered unacceptable, even under the old framework. To adjust to a higher level (around 8,000 homes) that might be acceptable would require substantial updates to supporting evidence, which cannot be completed in the available time.</p> <p>Under the new framework, councils are now required to allocate space for housing on Green Belt land if they cannot meet their targets through other means.</p> <p>What happens next?</p> <p>Three Rivers District Council will commission a new Green Belt review to assess whether and where boundaries could be adjusted without excessively damaging the overall Green Belt, which could provide evidence to reduce the overall housing target.</p>

Residents will have the opportunity to give their views on the revised plan during a public consultation later this year.

Whilst the JRA is extremely disappointed by this turn of events and its potential impact on our area, we accept that the Council has no choice other than to work within the Government's framework.

We will continue working to ensure that any plans balance housing needs with protecting our local environment and community character. We will issue further updates as matters progress.

(Three Rivers Joint Residents' Association [TRJRA] is an umbrella organisation covering Residents' Associations across the district.)

And the **Can't Replace Our Green Space** action group said:

Housing Plans for Three Rivers – What You Need to Know

The Government has recently updated its National Planning Policy Framework, introducing higher and mandatory housing targets for councils. For Three Rivers, this means planning for 13,312 new homes over 16 years (832 a year)—roughly a 12% increase on previous, non-mandatory targets.

Although councils have until 12th March 2025 to submit a draft Local Plan under the old framework, it has become clear that a “low growth” option of up to 5,000 homes is not feasible under the new rules and would be rejected meaning the council would be told to deliver a new plan for 13,000 homes within 18 months. A “medium growth” plan of around 8,000 to 9,000 homes would require significant updates to key evidence, which cannot realistically be completed within the available timeframe. In addition a draft report shows the need for an additional 47 gypsy and traveller pitches following further changes by the government. The Council will need see how this can be accommodated.

A key change is that councils may now allocate housing in the Green Belt if they cannot meet targets through other means. Three Rivers District Council (TRDC) has said that wants to protect as much Green Belt as possible so is commissioning a Green Belt review to determine whether and where boundaries might be adjusted as well as assessing sites developers have proposed that cause high harm. This review will identify areas where changes would undermine the Green Belt's fundamental purpose and , along with other new reports on Open Space and Sports, Urban Capacity, sustainability and infrastructure delivery, could enable the council to argue it cannot meet the housing figure and help retain the Green Belt and reduce the allocated numbers.

What happens next?

TRDC will proceed with the Green Belt review and reassess potential housing sites. This process will provide a clearer picture of how many homes can realistically be included in the draft Local Plan. A public consultation is expected by the end of the year, giving residents the opportunity to share their views before the plan is finalised.

This is a complex and challenging issue, but we support TRDC in this approach and its commitment to balancing the need for housing with

	protecting the character of our local area. We will continue to provide updates as this process moves forward.
4	Have any CIL (Community Infrastructure Levy) applications ever been refused for projects in the Abbots Langley Parish area and how many applications have been received ?
	No CIL spending applications have been received or refused for Abbots Langley Parish area.
5	Can the leader please detail what CIL (Community Infrastructure Levy) monies have been allocated to projects fully or partly in the Abbots Langley Parish area and what CIL money have been provided to the Parish Council that it may use ?
	<p>The Council have allocated strategic CIL monies to projects in and potentially affecting the Abbots Langley Parish area:</p> <p>Permanent Enlargement of Breakspeare School £901,574. This is the relocation from Abbots Langley to Croxley Green but affects the area of Abbots Langley Parish</p> <p>Electric Vehicle Charging Points throughout the district including Abbots Langley parished area. Total funding £460,000</p> <p>Mobile CCTV Cameras to be placed throughout the district as necessary. This could include Abbots Langley Parish £76,716</p> <p>Grand Union Canal Towpath Upgrade – Phase 6: £109,824.00</p> <p>The 15% Parish Council funds allocated to date is £426,970</p>
From Elinor Gazzard	
6	Does the Leader of the Council agree with me that deliberately misleading residents repeatedly over the legal position of planning permission and actions that this Council can take over Shannon House, Kings Langley is not only dishonest but tantamount to peddling fake news for their own ends, but also offensive to officers involved and brings into question the integrity of the said councillors?
	Yes I do. And I find it personally offensive that some councillors, who really should know better repeatedly questioned the professionalism of our officers and their knowledge of the law from their own layperson position. I do believe this amounts to peddling fake news and even worse is an attentat to stir up hatred of those who might be in a less fortunate position than many and are being housed at Shannon House by their home councils. Whilst I would urge such councillors to stop

	spreading fake news and information as if it is true I no doubt from the since a change of the Conservative leadership locally this, and I expect fake new will continue.
7	Do you think the Council should investigate and seek to protect the image of the Council from the misuse of its name by a certain party who publishes links to a web page saying 'threerivers.team', so it implies it's from Three Rivers Council?
	Yes I do. I understand a number of residents , including ones from your own ward have contacted you and said they thought such unsolicited emails were from the Council. I would advise such residents to block such emails and if unsolicited report them to the Data Commissioner. I am concerned that there is clear attempt to misused the Three Rivers named and that it undermines the official council emails. I will rase with the Monitoring Officer to investigate.
From Louise Price	
8	At a time when family and council finances have been hammered after fourteen years of Conservative Party rule, both nationally and at county level, is it true that Conservative-run Herts County Council has imposed extra costs on Three Rivers District Council? If so, what are these costs and how can they possibly be justified?
	Yes there are a number of additional costs such as £45,500 Land charges fees over 3 years. . It's the same way as HCC some years back refused to pay the going rate for highway verges maintenance that we undertook as an agency agreement so we had to have it back to them.
From Keith Martin	
9	Following the government's announcement that district councils are to be abolished, is it true that the Conservative administration running Herts County Council has tried to deny our residents the democratic right to vote in the May 2025 County Council election? If that is true. do you agree that any party deliberately trying to stop everyone who is eligible, from voting, has stooped to a new and unprecedented low? Lastly, do you agree that the people who, if true, should feel most appalled are Conservative Party voters?
	Yes, and Yes On December 17 th the Conservative Leader of HCC made his view clear that there should be a single Herts Unitary Council for Herts was in favour of cancelling elections in May and they would be a waste of money. This was also reported in the LGC and that Herts was one of three councils considering requesting postponing these elections.
10	Councillor Oliver Cooper (COC) called an extraordinary council meeting in January 2025. It was clear from the reaction of the three other political parties that they thought COC was wasting everyone's time by calling the meeting. Of more concern is the potential waste of the hard-earned money of our residents resulting from COC's action. Can the Leader please tell me how much the meeting cost, taking into account the time spent by Officers in preparing for the meeting holding it and post-meeting time spent by Officers?

	<p>As you highlight, officer time is taken when an extraordinary meeting is called including preparation and issue of the agenda, dealing with queries from members, the press and public, preparing the room, briefings for members, attending the meeting and preparing the minutes. This can be significant and mean other work has to be deferred or deprioritised. As the officers involved are primarily salaried employees, the additional costs involved is not great but I am grateful for the time they spent and giving up their evenings for this meeting, as I am grateful for all members who took the time to attend and contribute to the debate that evening.</p>
	<p>From Oliver Cooper</p>
11	<p>The Leader of the Council told me on 10th December that he had emailed the Leader of Hertfordshire County Council on 9th September “chasing” the county council to ask why use of Three Rivers House as a temporary home for Rickmansworth Library had not been agreed and no progress had been made since 24th July.</p> <p>In fact, Hertfordshire County Council had been chasing Three Rivers District Council, including an email on 6th September asking Three Rivers for an update, two weeks after Hertfordshire submitted an offer to Three Rivers.</p> <p>Why did the Leader of the Council mislead the council by pretending that he was chasing Hertfordshire County Council, when he knew it was the other way around?</p>
	<p>Officers are responsible for any direct negotiations between the District & County Council's. I do not understand the suggestion of any misleading statements. From the exchange of emails I am aware of, Officers were in regular contact between the 12 August 2024 and the 11 October 2024 when negotiations concluded.</p>
12	<p>The Leader of the Council told me on 10th December that “an offer to occupy the vacant ground floor at Three Rivers House [to temporarily house Rickmansworth Library] was rejected by Hertfordshire County Council.”</p> <p>However, correspondence between the two councils shows that, on the contrary, Three Rivers District Council’s Property Board rejected an offer by Hertfordshire County Council. Three Rivers told Hertfordshire on 22nd August that they “find it difficult to even consider [Hertfordshire’s] offer”, and then told the county council on 9th September that this offer had indeed been refused.</p> <p>Why did the Leader of the Council mislead the council by pretending that the delay was due to Hertfordshire refusing an offer from Three Rivers, when he knew it was the other way around?</p>
	<p>The facts are clear. The initial offer made by Hertfordshire County Council was so derisory that it could not have been recommended. In addition, it was requested that the rent was also inclusive of all utility</p>

	<p>costs, service charges, parking permits, insurance costs and additional opening hours of Three Rivers House. The County Council were asked to provide an offer that reflected market value and the costs of the additional services. Such an offer was not forthcoming, and the County Council decided to make arrangements to occupy premises elsewhere.</p>
13	<p>The Leader of the Council told me on 10th December that he had emailed Hertfordshire County Council at 6:16am on 9th September asking why “no progress had been made” on housing Rickmansworth Library temporarily in Three Rivers House.</p> <p>The answer was clear in an email sent by Three Rivers to Hertfordshire County Council at 10:55am, when Three Rivers said Hertfordshire needed to pay more rent for the space than it had offered, because “[Three Rivers] are not a registered charity.”</p> <p>This came three weeks after Three Rivers asked Hertfordshire County Council on 20th August for full market rent for the premises, claiming the need to receive the highest rent possible (“best consideration”).</p> <p>On 16th September, Hertfordshire committed to paying all of Three Rivers marginal cost as well as offset some of Three Rivers’ fixed costs. Given the space was and has remained unused, that would have meant that Three Rivers actually made a profit. However, even this was refused by Three Rivers, which replied on 19th September with a higher rent demand than Hertfordshire could accept.</p> <p>Why did the Leader of the Council mislead the council by claiming that Three Rivers was not seeking to make a profit from the library, when the correspondence expressly shows that the council did try to make a profit?</p>
	<p>I did not mislead anyone, the misleading is being down by the Leader of the opposition on this and other subjects as is evidenced by facts. The Council has an obligation to the taxpayers of the District to ensure that it manages its assets in accordance with best value principles. The proposal received from Hertfordshire County Council would actually have cost the District Council money. It is not the Council’s responsibility to subsidise the operation of the Library in Rickmansworth.</p>
14	<p>Does the Leader of the Council recognise that it is morally unacceptable for Three Rivers to try to profit from a fire at Rickmansworth Library, as happened last year and as he tried to cover up in the last full council meeting</p>
	<p>The operation of Libraries is a County Council function, with which they have dedicated service budgets. It is not the District Council’s responsibility to subsidise other elements of the public sector or give away the use of its assets for free.</p>

15	When did the Leader first realise that the Gypsy and Traveller site allocation would not be complete for submission in February/March, when he said in July that it would be?
	The question is factually incorrect. The draft report for the Gypsy and Traveller Accommodation Assessment was scheduled for September 2024 with initial data expected to be provided in August. The study is reliant on fieldwork engaging with the Gypsy and Traveller community which is reliant on successful communication with the community. This fieldwork took longer than expected with initial findings provided to the Council in October 2024. It was reported to the October Local Plan Sub-Committee, that you were present at, that additional work would be required to consider how to accommodate the identified need. As such, as soon as officers were aware that additional work would be required it was communicated to Members.
16	When did the Leader first realise that the Open Space, Sport, and Recreation Study update would not be complete for submission in February/March, when he said in July that it would be?
	The Question is factually incorrect. The Open Space, Sport and Recreation Study was complete for February/March submission. Sport England had asked for an update to the study to be commenced as soon after submission as possible. As the submission date has changed the study is now being prepared prior to submission.
17	When did the Leader first realise that the Infrastructure Delivery Plan would not be complete for submission in February/March, when he said in July that it would be?
	The question is factually incorrect. The Infrastructure Delivery Plan was completed on time and ready for February/March submission, however it will now need to be updated to take account of changes to sites and overall level of growth in the updated Local Plan.
18	When did the Leader first realise that the provision of a SANG for sites falling in the zone of influence of the Chiltern Beechwoods SAC would not be complete for submission in February/March, when he said in July that it would be?
	<p>The question is factually incorrect. Following comments received on the Regulation 18 Part 4 consultation Officers met with Natural England to discuss SANG requirements on sites that fell into the Zone of Influence for the Chiltern Beechwoods Special Area of Conservation in July. A site visit to Leavesden Country Park was then undertaken with Officers and representatives from Natural England. The Horses Field was considered the most appropriate location to meet SANG standards, however following further investigation a route has not been identified that meets the criteria in full.</p> <p>Ultimately, the SANG work would have been ready for February/March submission. Initial findings are that there is no suitable SANG site which would have meant that we would have had to remove two sites</p>

	from the low growth option resulting in further reducing total number of new homes being planned for to an even more unrealistic level.
19	When did the Leader first realise that the updates to the Strategic Housing and Employment Land Availability Assessment evidence base would not be complete for submission in February/March, when he said in July that it would be?
	The question is factually incorrect. The SHELAA was complete and ready for February/March submission, however this will need to be updated with any new sites coming in and to factor in changes to national policy and updated evidence.
20	When did the Leader first realise that the Urban Capacity Study Update would not be complete for submission in February/March, when he said in July that it would be?
	The question is factually incorrect .The Urban Capacity Study was already complete and was not being updated for February/March submission. As such, I never stated an update would be undertaken for February/March submission.
21	When was the Leader first persuaded that the Low Growth Option would have been unsound, when he said in July that it would be sound?
	The question is factually incorrect . Officer advice was AFTER the publication of the draft NPPF on 30 July 2024 . The July Local Plan Sub-Committee meeting was on 16 th July before the draft NPPF was published , so I assume the members memory is failing him if he has forgotten that as he was present...
22	How many times and on what dates did the Leader check on the level of preparedness of the Gypsy and Traveller site allocation; the Open Space, Sport, and Recreation Study update; Infrastructure Delivery Plan; the provision of a replacement SANG site for development in the zone of influence of the Chiltern Beechwoods SAC; the Strategic Housing and Employment Land Availability Assessment evidence base; and the Urban Capacity Study Update?
	Officers both in private meetings, conversations and at Local Plan sub Committee meetings have kept me fully abreast of the of the sterling work they have been doing on the Local Plan and it's a pity of the Leader of the opposition is always seeking to undermine and belittle that work.

	<p>The Open Space, Sport and Recreation Study, Infrastructure Delivery Plan, Strategic Housing and Employment Land Availability Assessment, and Urban Capacity study were all complete and ready for February/March submission.</p> <p>Initial SANG work was complete and we could have removed two sites on the basis of not having a suitable SANG site available. This therefore would not have affected the date of submission.</p> <p>As soon as the findings on the Gypsy and Traveller Accommodation Assessment were provided to the Council the need to consider sites was reported to Members.</p>
23	<p>From 2017 to date, £3 million has been recorded as spent by Three Rivers on Development Plans. How much of that was spent on the Local Plan?</p>
	<p>£925,000 was spent specifically on the Local Plan budget during this period. This figure does not include Officer salaries which are split across Local Plan work and other policy matters such as neighbourhood planning, monitoring, and conservation. I am aware that yet again the Leader of the Opposition has misled the public on the costs in publications with his and other Conservative Councillors names on it. I have no problem with the true figures showing how this council is working to ensure it has a robust plan being published not invented ones.</p>
24	<p>The Leader of the Council told the Policy & Resources Committee on 27th January that he ticked the box on the application form for the Green Belt Review Fund that committed the council to “increase their Local Housing Need”. The council’s currently identified Local Housing Need is 11,232 over the next 18 years – over twice the level that the previous draft Local Plan proposed – and it has committed to increase it beyond that. How much higher does the Leader intend to go?</p>
	<p>No I did Not – that is untrue I never said I ticked anything, Councillors, as the Leader of the Opposition should know, being an experienced councillor from another place will know councillors do not sign or “tick forms” bidding for government support.</p> <p>The Green Belt Review itself will help the Council decide what level of growth can be accommodated in order to ensure there is enough housing for future generations whilst balancing this against other constraints such as green belt.</p> <p>Is the Leader of the Opposition saying we should not undertake such a Green Belt review that will help protect our area and not bid for available government funds for to assist it as his question implies?</p>
25	<p>At the Local Plan Sub-Committee meeting on 17th October, the Joint Residents’ Association said that it opposed withdrawing the Local Plan, saying, “We do support this lower option.” It said, “There is a</p>

	<p>chance we can get this Low Growth plan to Examination – and it does, under the current rules, stand a decent chance of getting approved.”</p> <p>The JRA correctly predicted – as Conservative councillors did – that the implementation of the new rules could be delayed into early 2025, recommending, “If the NPPF is delayed for long enough, about the end of February, we would say go ahead with the Low [Growth Option] and submit to Exam.” The deadline was indeed after the end of February (12th March).</p> <p>Does the Leader of the Council accept that the Joint Residents’ Association opposed withdrawing the Low Growth Option from submission before February/March at the October Local Plan Sub-Committee, in line with Conservative councillors’ proposal at that meeting and contrary to this Council leadership’s?</p>
	<p>No. The Joint Residents’ Association position is clear it supports the Council’s approach. I refer to the answer to Question 3 which I know the Leader of the opposition does not like.</p>
26	<p>Can the Leader please provide a full list of responses that Three Rivers has submitted to public consultations in the last five years, excluding consultations on planning and licensing applications?</p>
	<p>It is not reasonable to review and take up potentially 1,000 of staff hours in satisfying the whim of the Leader of the opposition and divert staff from vital work to undertake a 5 year review, across the wide range of Council services, on the the wide range of consultations undertaken by government bodies, other public sector bodies and other parties who may undertake consultations which we responded to and to provide the full response. If members have a query relating to a specific consultation and whether the council responded to it, then a response can be provided.</p>
27	<p>How much did the council’s constitutional review cost? Does the Leader of the Council consider that good value for money when the Constitution Sub-Committee hasn’t met since September 2023?</p>
	<p>The review work undertaken by Hoey Ainscough has cost £16,500 to date over the course of several years beginning in 2022. Their work remains very useful and as highlighted at the recent meeting of the Policy and Resources Committee. I have tried, via officers, to convene several informal meetings of the Leaders and /or Deputies over several months since July last year onwards (we had one meeting that failed to attend) . Unlike the Labour and Green Leaders, you have failed to respond to requests and suggested dates for such meetings as an informal way of aggregating mutual changes. This had worked very successfully with your predecessor who was open minded and willing to engage and was always the best way forward to ensure that we could agree on changes. It is disappointing that you failed respond to repeated requests to agree dates. If you’re not willing to discuss in this informal way so we might all agree then there</p>

	will be just formal Constitution Sub-Committee's or indeed reports direct to Policy & Resources. to enhance our constitution.
	From Vicky Edwards
28	When does the Leader of the Council expect the Abbots Langley Neighbourhood Plan to be submitted under Regulation 15?
	The Parish Council have recently completed their Regulation 14 consultation and Three Rivers are providing comments on the Regulation 14 version of the Neighbourhood Plan in their capacity as the Local Planning Authority. Once the Parish Council has considered all comments from the consultation and from the Local Planning Authority, they will update their Neighbourhood Plan accordingly. It is for the Parish Council to decide when they will formally submit the plan under Regulation 15 to the Local Planning Authority. In the meantime, Three Rivers Officers are available to assist the Parish Council with any queries and are happy to provide comments on the draft Neighbourhood Plan if the Parish Council wishes prior to submission.
29	Prior to the publication of the new National Planning Policy Framework on 12 th December 2024, the Leader of the Council referred to the draft version of Paragraph 146 as the "get out of jail clause" which would enable the council to avoid allocating green belt land to meet Labour's housing targets in full. Now that Paragraph 146 has been enacted but places an even <i>higher</i> bar than originally proposed to avoid allocating green belt land to meet housing targets in full, does the Leader wish he had progressed the Low Growth Local Plan back in October 2024, as was requested by the Conservative Group and the Joint Residents' Association?
	No, the low growth Local Plan would, as advised by professional legal and planning experts, be most likely have been rejected at examination for being unsound as it failed to even come close to meeting the housing need and the new stricter rules on the government target for the area. Taking a plan to examination that would only be thrown out would result in the Council being in the exactly the same position in terms of housing numbers but having spent significantly more money to get to that position. We would have had a plan rejected several, if not many months down the line and at the end would have left the Council being required, as outlined in answers, to earlier questions to come up with a plan that would have been required to meet the new NPPF but WITHOUT the ability to use para 146 to defend our Green Belt. On top of that this longer period would have increased the risk of speculative planning applications being successful at appeal due to further delays to the Local Plan. The proposal from yourself and others would have been a false dawn and hope which you and others were clearly advised was unsound, impracticable and indeed unacceptable and lead to residents being misled.
30	Has the failure of Three Rivers District Council to submit a draft Local Plan for Examination by 12 th March 2025 made it more likely that

	<p>speculative planning applications coming forward in respect of sites which had not been included in the Low Growth Local Plan – such as those in Bedmond, Carpenders Park, and near Croxley last month – will be granted planning permission?</p>
	<p>No, as had the Council submitted the low growth local plan it is extremely likely it would be rejected at examination for being found unsound as it was so far from meeting the development needs of the area. This would leave the Council at risk of speculative development for a longer period of time as going to examination and then having the plan rejected would leave the Council in the same position as it is in now, only a year or 18 months in the future.</p>
31	<p>A housing development of 64 homes has been proposed to the south of Bedmond on site CFS54. This site was designated in the council's Local Plan process in 2020 as a "Potential Contingency Residential Site". The developer suggests that this assessment and designation by the council adds weight in favour of delivering a housing development on this site. Does the council agree?</p>
	<p>This site was not included in the Regulation 18 consultation and in any event the weight attributed to sites at any Regulation 18 stage of the local plan is minimal, especially if they are not proposed for allocation. It is only when a Local Plan reaches Regulation 19 that sites are given more weight, and then only when the Planning Inspector considers the plan to have a realistic chance of success at examination. Like yourself I was present at the recent exhibition and raised a number of concerns about this site not least its lack of a direct footway link into Bedmond, the inability to cross the Bedmond Road to the Hemel bound bus stops and the accessibility general</p>
32	<p>The Leader of the Council is campaigning for a new secondary school to be built in Abbots Langley. As the Lead Member for the Local Plan, the Leader is himself responsible for identifying and allocating sites as part of its Local Plan making process. Accordingly, please can the Leader confirm where he is proposing that a new secondary school for Abbots Langley be built?</p>
	<p>I have merely pointed out that Hertfordshire County Council have themselves identified a need for a new secondary School in the Abbots Langley area but so far, as they are required to do, identify a site for such. It is the legal responsibility of the education authority as confirmed by the County Council officers, for themselves to propose a site maybe alongside a proposed development.</p> <p>I would have thought that being an Abbots Langley parish resident, that you would support this need and indeed you yourself could suggest a possible site to your County Council colleagues from the same party.</p>

	<p>Three Rivers and the County Council remain in close contact in pressing the County Council to find an appropriate site for a secondary school in the Abbots Langley area. This site can come forward either by the County Council putting forward a site of their own or through a site being provided by a developer as part of a larger strategic development site. Final decisions on sites have not yet been made, Members will consider site options in preparation for Regulation 19 Publication of the Local Plan</p> <p>You may recall that I have offered to meet with you at least three times to discuss issues in Abbots Langley of mutual concern, like this, so that we can work together for our community but each time you have declined to so. My door, or rather a coffee offer, remains open , as it is with other councillors. Perhaps you would like to take that up?</p> <p>.</p>
33	<p>Hertfordshire County Council has secured land at Woodside Road so that it has an option to build a primary school if required. The Leader of Three Rivers District Council has stated that it is ‘wrong’ that HCC have no immediate plans to build one. However, five of the nearest primary schools are struggling with viability due to being under-subscribed.</p> <p>Bedmond Academy allocated just 12 out of 30 of its reception places in 2024, Mount Pleasant Lane 19 of 30, St Catherine of Siena 23 of 30, Leavesden Green 47 of 60, and Coates Way 25 of 30. Accordingly, why does the Leader of Three Rivers District Council want a new primary school to be built in the area when it is obvious it will negatively impact local primary schools, likely causing one or more of them to close?</p>
	<p>You refer to a recent publication where I have been reminding residents that Herts County Council not only opposed the 2014 Local Plan site allocation but supported a development on Woodside Road saying that a primary school was required here to meet needs. As a result, the now Fraser cress development site was allocated and the access built to meet the requirements of new school and the land then “sold” to HCC for £1 fur a the said primary school in 2016. Residents here thus thought that the school would be built when purchasing properties- how mistaken were they almost 10 years later.</p> <p>Does the member not consider it wrong that the HCC having persuaded the inspector to allocate a site for housing and a school that its failure of HCC to deliver on its promise that is the issue?</p> <p>Future growth will increase the need for school places across the District. New primary schools will ensure any increased pupil yield is accommodated and having schools in the community rather than ones that parents are having to drive their children too so both better for a climate change and sustainability position.</p>

34	<p>The surface water from Causeway car park has been flooding into the homes and gardens of residents in Standfield and flooding the Causeway car park to Standfield footpath for many years because the drain which takes the water from the car park to a soakaway in Dellmeadow is blocked.</p> <p>Three Rivers claim that it is responsible for the drains, gullies and interceptors within the confines of Causeway car park, but that other landowners through whose land the drain passes are responsible for the sections of the drain on their land. However, the council has not provided any evidence of a positive covenant or contract to support this assertion.</p> <p>As such, aside from any statutory power granted to the council by the Public Health Act 1961 to resolve drainage issues, could the Leader of the Council please explain why it considers that the owners of 13 and 15 Standfield – and possibly other homeowners on the road through whose land the drain passes – are responsible and/or have an obligation to repair a drain which appears to carry water only from Causeway car park?</p>
	<p>Considering the legal sensitivities involved, including references to local property owners and the potential for legal proceedings, it is not appropriate for the Council to comment on this matter.</p> <p>However, I am aware that you have been provided with detailed and extensive information for senior council officers regarding the legal position on this. This is contrary to your most recent statements.</p> <p>In addition, I understand the Council has carried out over many months extensive investigation on this and it's section of the drain is not blocked.</p>
35	<p>Three Rivers claims that it is not responsible for the drain outside the confines of Causeway car park. If that is correct, could the Leader please explain what right Three Rivers is relying on to discharge the surface water from the car park into the drain and outside the perimeter of the car park towards Standfield?</p>
	<p>I refer to the answer to question 34.</p>
36	<p>It is likely that the drain between Causeway car park and the soakaway was built around the same time as Standfield which suggests that Three Rivers has or had been using the drain to discharge its water for at least 20 years. Any such easement granted to Three Rivers (as dominant owner) to use the drain pursuant to such use would provide Three Rivers with a right ancillary to the easement to enter the land of homeowners of Standfield (as the subservient owners in relation to the easement) to carry out such repairs as are reasonably necessary [see the case of <i>Jones v Pritchard</i> [1908] 1 Ch 630]. The residents of Standfield in respect of the sections of the drain</p>

	<p>on their land are not obliged to make any repairs to a drain which carries water only from Causeway car park subject to contrary agreement.</p> <p>An easement will not usually include an ancillary right which obliges the dominant owner to keep the subject of the easement in repair, i.e. the drain. However, the flooding from Causeway car park constitutes a private nuisance to residents pursuant to the rule in <i>Rylands v Fletcher</i> [1861–1873] All ER 1. In such circumstances Three Rivers is liable for the damage due to the want of repair caused by flooding to residents' properties.</p> <p>Accordingly, why has Three Rivers chosen not to rely on its ancillary right of repair to resolve the flooding issues despite having been aware of the flooding for at least five years?</p>
	<p>I refer to the answer to question 34.</p>
<p>37</p>	<p>Three Rivers has a statutory power to repair drains and to remedy stopped up drains pursuant to Section 17 of the Public Health Act 1961. The purpose of this section is to enable local authorities to act quickly to resolve blockages which may cause a detriment to public health.</p> <p>Where it appears to a local authority that a drain, private sewer, water-closet, waste pipe or soil pipe on any premises is stopped up the authority may give notice in writing to an owner or occupier of the premises to remedy the defect within 48 hours from service of the notice (s17 (3)). If the notice is not complied with, then the local authority has the power to carry out the work necessary to remedy the defect (s17 (4)).</p> <p>Where expenses are incurred under subsection 4 then the court may inquire whether any requirement in the notice was reasonable and whether the expenses ought to be borne wholly or in part by some person other than the defendant (s17 (6) (b)). The court considering the issue may make such order concerning the expenses or their apportionment as appears to the court to be just.</p> <p>It is obvious upon a plain reading of the section and the Court of Appeal decision in <i>Rotherham Borough Council v John Anthony Dodds</i> [1986] 1 W.L.R. 1367 which considered the operation of Section 17 (4), that section 17 does not assign ownership or other responsibilities for a drain. In particular, <i>Rotherham</i> makes clear that the service of a Section 17 notice does not necessarily mean being adjudged liable to pay for any repairs. The starting point for the recovery of expenses “<i>was to be the person on whom the section 17 notice had been served, leaving him to relieve himself of any financial burden by way of the provisions of subsection (3) [which is now subsection 4].</i>”</p>

	<p>Three Rivers has sent initial notification letters to the owners of numbers 13 and 15 Standfield explaining their alleged obligation to address any blockages or defects causing the drainage issue.</p> <p>However, for the reasons set out above, section 17 notices are inappropriate in circumstances in which Three Rivers has a right of repair in respect of the drain and is also obliged to fix the drain as the flooding is causing a nuisance (see previous question). It is extremely unlikely that any court would find Standfield homeowners liable in such circumstances and would consider that Three Rivers should be responsible for the cost of the repairs.</p> <p>Accordingly, why is Three Rivers pursuing residents on Standfield to fix the drain rather than repairing the drain itself which it has a right and is obliged to do?</p>
	I refer to the answer to question 34.
38	Does Three Rivers consider that using its statutory powers under the Public Health Act 1961 against homeowners of Standfield in circumstances in which it is obliged to repair the drain constitutes an abuse of power?
	I refer to the answer to question 34.
From Ciaran Reed	
39	Who is responsible for this council having failed to produce a Local Plan by the end of February, as had previously been promised by the Leader throughout 2024 and as the Council committed to on 9 th July?
	Following changes to national planning policy it was agreed by Members, following Officer advice, that publication of the Regulation 19 plan should be delayed. This was to avoid the plan being rejected at examination for being unsound, delaying further a plan that meet residents needs and costing the council probably 100,000 of pounds expenditure on a such a move. I refer to the many earlier questions and answers on this such as No 3,29, 30.
From Philip Hearn	
40	What is the Leader's thoughts on the number of houses and flats that Maple Cross will be taking in the Local Plan. Will it be closer to 1,000 or 2,000?
	Decisions on sites are yet to be made for the Regulation 19 Local Plan through the Local Plan process so no one can guess this at this stage, although I doubt that will stop you inventing a fake figure.
From Chris Mitchell	
41	Former Red Cross site in Barton Way, Croxley Green
	Following our discussions and agreement I am delighted that the District and Parish Councils are collaborating on the future of the former Red Cross site on Barton Way in Croxley Green. I now

	<p>understand that more detailed discussions are in progress to agree a heads of terms.</p> <p>Can you please commit to ensuring that the funding package for the new development will ensure best value for the council tax payers in Croxley Green and Three Rivers. This may be achieved by the use of different funds including CIL funds. This would aim are ensure that the lease terms for the community space is as reasonable as possible and aim at peppercorn rents along the lines of the lease for Tanners Wood hall in Abbots Langley. What is the plan and timetable going forward? Which committees will consider the proposals and make any decisions?</p>
	<p>The current situation is that a set of draft heads of terms has been prepared and is being discussed between the District & Parish Council. It is too early to confirm the final agreement, but whatever happens, both parties will need to satisfy their 'best value' duties.</p> <p>The next steps will be for the parties to agree to the heads of terms. Following that stage, draft designs will be updated to reflect some minor changes to the ground floor layout, which will shortly be followed by a Pre-App submission and then a public engagement exercise will be held to showcase the proposals.</p> <p>From a Council decision-making process, it is likely that this matter will be considered at a Policy & Resources Committee meeting, with reference to Full Council, if it is considered necessary.</p>
<p>From Stephen Cox</p>	
42	<p>Is the Leader aware that I wrote to the Chief Executive on 8 January with a formal complaint regarding disability discrimination, but whilst I have had an acknowledgement of said complaint on 15 January, that now almost a month later at the time of writing, I have not received an answer to my complaint and that is disappointing. Further, does he believe all forms of discrimination to be wrong wherever it occurs?</p>
	<p>I firmly agree that ALL discrimination is wrong. That is why I have supported the Council in adopting an equalities, diversion and inclusion policy, and I would encourage all members to review our recently published information report which is available on the website at Equality and diversity Three Rivers District Council, showing the progress we are achieving against our policy.</p> <p>Regarding your specific issue, I understand you are having on- going correspondence with the Chief Executive.</p>

Questions to the Lead Member for Community Safety

From Chris Alley	
43	<p>The General Public Services, Community Safety, and Infrastructure Committee is defined as the council's Crime & Disorder Committee under the Police and Justice Act 2006. Despite this, the Lead Member claimed on 10th December that the council scrutinised crime and disorder through the Three Rivers Community Safety Partnership. Will the Lead Member confirm that this does not include any councillors other than Lead Members and its meetings are not open to the public, and so does not constitute scrutiny of their decisions, as is required by the Police and Justice Act?</p>
	<p>The Community Safety Partnership (now merged with the Local Strategic Partnership and known as Connecting Three Rivers) nominated representatives are Cllr Andrew Scarth and Cllr Sarah Nelmes. The nominations were agreed at Annual Council on 21 May 2024.</p> <p>Connecting Three Rivers is open to the public however where there is sensitive information related to crime and disorder this will be discussed in a closed meeting for responsible authorities only.</p> <p>The General Public Services, Community Safety and Infrastructure Committee may examine the activities of partners but only in so far as these relate to the partnership. This is defined in the Terms of Reference. The Committee can invite members of the Responsible Authorities, Connecting Three Rivers, to review certain projects or decisions if it chooses to. The Annual Community Safety Partnership Report forms part of our duty under the Crime and Disorder Act 1998, Regulations 2006 to scrutinise crime and disorder.</p>
44	<p>Will the Lead Member confirm all dates that committees have discharged duties as Three Rivers' Crime and Disorder Committee under the Police and Justice Act 2006 in the last five years?</p>
	<p>Prior to 2023, this responsibility fell under the Leisure, Environment and Community Committee. They would undertake periodic work such as reviewing anti-social behaviour policies, PSPO's (public space protection orders) and service / work programmes related to community safety.</p> <p>When this role was transferred to the Climate Change, Leisure and Community Committee in 2023, it was agreed to formalise this into an annual report on the work of the Community Safety Partnership (as is practice at many Councils)</p> <p>The Community Safety Annual report has been taken to Committee on: 23rd July 2024 General Public Services, Community Safety and</p>

	<p>infrastructure Committee 5th July 2023 Climate Change Leisure and Community Committee (prior to structure changes Community Safety and Partnerships was under this committee)</p> <p>Some additional examples include: Anti-Social Behaviour: 15th October 2024 General Public Services Community Safety and infrastructure Committee 13 October 2021 Leisure, Environment Community Committee</p> <p>CCTV 13th March 2024 – Climate Change Leisure and Community Committee 15th October 2024 General Public Services and Community Safety and infrastructure Committee</p> <p>Hate Crime 20th October 2020 – Leisure, Environment Community Committee</p>
	From Mike Sims
45	<p>What steps is TRDC taking to ensure high-risk businesses, such as nail bars and barbers, are not used by organised crime groups to facilitate criminality in the district?</p> <p>The council including the Community Safety and Licensing teams work with Trading Standards and the Police ensuring businesses trade according to legislation. We support our partners in delivering interventions and initiatives such as test purchase operations, enforcement actions and raising awareness about Modern Slavery and the duty to notify. Tackling organised crime is led by the Police.</p>
46	<p>Can the Lead Member explain why, unlike dozens of other district councils – especially near London – no reports by Three Rivers District Council have led to cash forfeitures or asset confiscations in the last decade? What is he doing to ensure Three Rivers assists in combatting the misuse of the proceeds of crime?</p> <p>The Proceeds of Crime Act may be used in any criminal offence where financial gain has occurred. For planning enforcement investigations this will be where a defendant is generating an income from their offending, or will end up with a valuable asset as a result. Officers identify whether a particular case involving non-compliance with an enforcement notice involves financial gain or benefit and this is discussed with the legal department. Only a limited number of cases involving non-compliance end up at the prosecution stage and not all involve financial gain.</p>

Questions to the Lead Member for General Public Services

From Reena Ranger	
47	We were told in 2020 that the council still sorts waste from street bins by hand. Is this still the case, and surely there's a better way to increase recycling from street bins – such as dedicated recycling bins in our main centres?
	This is no longer the case; street waste is not hand sorted due to the health and safety risks this presents to our staff. When segregated public waste / recycling bins have been in use in the past much of the waste in the recycling bins has been deemed unacceptable for recycling due to contamination.
From Abbas Merali	
48	Since December 2022, the fee charged by the council for a garden waste service has gone up by 4.5 times as fast as the rate of inflation. What estimate has the council had made of the impact of yet another increase in the charge for garden waste?
	Information on budgets, receipts and subscriptions to the garden waste collection service is reported to members through the budget monitoring reports that are taken to committees and this council. The service continues to be very popular with residents.
From Vicky Edwards	
49	Three Rivers issues a Fixed Penalty Notice or secures a conviction in connection to just 2% of reported fly-tipping incidents. This is considerably below the 6% average across the East of England and 12% in Broxbourne. Does the Lead Member think this is acceptable and what is she doing to increase this rate
	<p>Education is the Council's primary focus. By educating the public around correct waste disposal this reduces the waste that is available to would-be fly tippers. Three Rivers is a member of the Hertfordshire Fly Tipping Group and their #SCRAPflytipping campaign continues to be used locally, and nationally in the fight against fly tipping. The Council is working with and through the Herts Waste Partnership in their annual push of this campaign during March and issues regular reminders on this topic across multiple communication channels.</p> <p>The figures quoted in the question do not provide the context of the available resource and number of enforcement officers within each Council. The Council has two Environmental Enforcement Officers (EEOs) for whom the investigation of fly-tipping is just one aspect of a much wider role remit. EEOs provide education and issue Fixed Penalty Notices when appropriate and take cases forward for prosecution only when, with legal advice, it is the most appropriate enforcement option. Preparing a legal case is a lengthy process and a number are in process at the current time.</p>
From Oliver Cooper	

50	How much is the Parking Management Plan that was approved on 14 th January 2025 expected or budgeted to cost to deliver?
	<p>The 2025-2027 Parking Management Programme, agreed at the General Public Services, Community Safety and Infrastructure Committee on 14 January 2025, commits to the parking schemes the Council will investigate over the period of the Programme. There is no commitment to any schemes being implemented at this stage, with a number of schemes having to be the subject of public consultation.</p> <p>The annual capital budget for the Parking Management Programme is £25,000. Other revenue budgets may also need to be utilised but no schemes have been costed at present. Any schemes identified to be progressed that are not within the identified annual budgets will be reported in the usual manner.</p>
5	From Philip Hearn
51	<p>Cllr Cooper and I tabled a proposal in December for a commuter parking scheme in the Ferry Car Park in Chorleywood. As we proposed, this would have saved 35 residents up to £1,000 a year, while making Three Rivers almost £2,000 a month: which can be reinvested in other parking schemes. We withdrew this amendment in good faith when the Lead Member promised to introduce a scheme “early in the New Year”. Yet as of 4th February, proposals haven’t even been discussed. When will the Council introduce a commuter parking scheme in Ferry Car Park?</p>
	<p>Due to changes required to a Traffic Regulation Order and consultation requirements no scheme could have been introduced early in the New Year, however, it was agreed to investigate.</p> <p>Officers have begun initial assessment of the car park usage and have already consulted with the Parish Council. Ward Councillors have been invited to a meeting to discuss proposals on 7 February. Any changes to Ferry car park will require amendments to the Traffic Regulation Order which requires a statutory public consultation period.</p>
52	<p>I am pleased that following my requests, the new parking scheme covering Chorleywood Bottom, Common Gate Road, and Clements Road was updated to tackle the dangerous parking that has emerged on Common Gate Road. Whilst I appreciate this required an extra public consultation, which ended on 27th January, local residents have been waiting many years for this scheme to be implemented. When can residents expect these new changes to take effect?</p>
	<p>The wider Chorleywood scheme is being progressed and it is expected to be implemented this summer, but this timescale could be affected by public consultation responses.</p>
	From Chris Mitchell
53	<p>We are pleased to see that a review is being carried out on the car parking in a number of our public car parks, including Community Way in Croxley Green. There are a number of different types of users who use the car park, and we do not want to see genuine local users being financially hit by any changes. We are aware that some people may travel for outside Croxley Green and use the car park for commuting. This does need to be dealt</p>

	<p>with. Please can we carry out a full consultation, including people who work in the local businesses who park all day for free there. Also, the 2 free hours for parking is essential and these slots have worked well. Can we please keep these available</p>
	<p>Changes to Community Way car park will require amendments to the Traffic Regulation Order which requires statutory public consultation. There are a number of different users of this car park which will have to be considered as any scheme develops. At this stage it is not known what type of restrictions or charges will be proposed, this will form part of the investigations. Regard will be had to other parking fees and charges in the District.</p>
<p>From Narinder Sian</p>	
54	<p>Effectiveness of Public Spaces Protection Order (PSPO) in Tackling Anti-Social Behaviour and Nuisance from Dogs</p> <p>Given the ongoing concerns from residents about irresponsible dog ownership, including dog fouling on pavements and wildlife being attacked in our nature reserves, can the Council explain what steps are being taken to ensure the Public Spaces Protection Order (PSPO) is effectively enforced?</p> <p>Data obtained via FOI reveals that only six Fixed Penalty Notices (FPNs) have been issued for breaches of the PSPO since 2017, with no further enforcement actions or prosecutions recorded. Does the Council believe this level of enforcement is adequate, and what measures will be introduced to strengthen the protection of our public spaces, particularly in light of new grazing initiatives in our nature reserves?</p> <p>The Council has recently consulted on an extension of and variations to the current PSPO relating to dog control in public. A report will come to March Committees for approval to extend the Order. For the majority of dog owners the existence of the PSPO, supplemented by education is sufficient to achieve compliance and education over enforcement is our focus where possible. At present enforcement action is largely reactive rather than proactive as the council has limited resources in this area which just one Animal Welfare and Licensing Inspector, whose role covers a wide range of tasks, including statutory functions. The proposed amendments to the PSPO would introduce new controls to protect grazing stock.</p>
<p>From Cheryl Stungo</p>	
55	<p>Residents have raised concerns about a number of local issues, including persistent problems with parking across dropped kerbs, which obstructs access for wheelchair users, pushchairs, and those with mobility challenges.</p> <p>Could the council provide an update on what steps are being taken to address these specific local concerns, particularly in terms of enforcement, public awareness, and any potential measures to prevent parking across dropped kerbs?</p>

	<p>The Council can issue Penalty Charge Notices (PCNs) to drivers who obstruct dropped kerbs when this is reported. Full details of dropped kerb enforcement are on the website with contact details for our parking enforcement provider.</p> <p>Obstruction of a pavement, such as a car parked so that a wheelchair user cannot pass, cannot be enforced by Three Rivers District Council. This is a police matter and should be reported to them accordingly.</p>

Questions to the Lead member for Housing and Public Health

From Joan King	
	<p>Can the Lead Member advise how many homeless people are there in this local authority's area and of those, how many are sleeping rough?</p>
	<p>As of 6 February 2025, the Council has 147 live homeless applications, broken down as follows -</p> <p>14 households have new applications that are currently being assessed.</p> <p>62 households (42% of applications) are owed a prevention duty by the Council. This means the Council has a duty to take reasonable steps to prevent the household from becoming homeless. The Council encourages households to contact us at their earliest opportunity, if they are threatened with homelessness, to allow us to maximise their options, and prevent the household from becoming homeless.</p> <p>18 households (12% of applications) are owed a relief duty by the Council. Therefore, the Council has a duty to take reasonable steps to relieve the household from homelessness.</p> <p>9 households are due a decision on their application and 44 households (30% of applications) are owed a main housing duty by the Council, therefore the Council has a duty to take reasonable steps to find them alternative accommodation.</p> <p>All 147 Households are allocated to Housing Options Officers, who work alongside the households throughout the process and provide them with support, help and guidance.</p> <p>The Council currently has 1 verified rough sleeper in the district. The Council's Housing Navigator has been working alongside outreach workers from New Hope Homeless Charity to try and engage with this individual, however, they have refused any help or support. The Council has been back to the location where the rough sleeper was sited, however the individual had moved on.</p> <p>The Council's Housing Service will continue to encourage residents to report any sightings via streetlink and we will aim to visit the location of the sighting within 24 hours in the working week.</p>

Questions to the Lead Member for Infrastructure and Economic Development

From Reena Ranger	
58	<p>Cllr Price replied to me on 8th October refusing to release the recommendations made by SaveTheHighStreet.org, saying it was only a “wish list from local businesses and High Street traders”. Her predecessor, Cllr Giles-Medhurst, claimed in July 2023 that they were not even “suggestions”, let alone recommendations. However, this is not true.</p> <p>A Freedom of Information request shows that both SaveTheHighStreet.org and Three Rivers described the list of 29 recommendations that the Lead Member refused to release as “recommendations”. Why did two successive Lead Members for this field, including the Leader, feel entitled to mislead this council by pretending these weren’t recommendations and then not acting on them?</p>
	<p>As part of a project undertaken by the SavetheHighStreet organisation in 2022, they hosted a conference with local businesses and stakeholders, in which they shared a series of findings and recommendations from a Local Champions survey they had undertaken. These findings and recommendations reflected the concerns of local traders. They were never formally adopted by Three Rivers DC and no resource has been committed apart from acknowledging they will form part of the Economic Strategy work.</p>
From Andrea Fraser	
59	<p>Of the 29 recommended actions made by SaveTheHighStreet.org ahead of the 2022 SaveTheHighStreet conference, how many and which have been completed?</p>
	<p>With reference to the answer provided above, these recommendations have never formed part of a Three Rivers Work Programme. They will be considered as part of the Economic Strategy work.</p>
From Oliver Cooper	
60	<p>On 14th January, the Lead Member claimed that it was only “with hindsight” that the On-Street Residential Chargepoint Scheme could be used to fund EV chargers in car parks. But the guidance was updated in April 2021 and expressly said that bids would be accepted for car parks. On what basis did the Lead Member conclude that the grant was not available for that purpose, when the guidance expressly said it could be and other councils concluded it could be?</p>
	<p>As advised at previous Committee meetings, the specialist Officer advice received previously on the availability of grant funding for</p>

	<p>electric vehicle charging was that public car parks were not eligible. Further external advice updated this position and the process to implement off street electric vehicle chargepoints in our car parks with external funding (ORCS) was initiated in late 2023.</p>
	<p>From Stephen King</p>
57	<p>Can the Lead Member advise the date of physical work to install electronic charging points at the Henbury Way car park and the likely date of completion of the works and note that ward councillors have requested additional yellow lines at the junctions of the car park and Henbury Way to improve visibility for users.</p>
	<p>Work began in early February 2025 on the installation of Electric Vehicle Charging Points in Henbury Way Carpark. The work is expected to be completed in March 2025.</p> <p>Officers are investigating the request for parking restrictions at the entrance and exit of the carpark as part of the Gosforth Lane parking scheme.</p>

Questions to the Lead Member for Leisure

From Mike Sims	
61	<p>Please can the Lead Member provide a list of dates on which Three Rivers has asked the Environment Agency for an update on its production of a hydrological survey regarding the Aquadrome?</p>
	<p>As has been explained to Cllr Sims on a number of occasions and in great detail, the Environment Agency are not producing a hydrological study regarding the Aquadrome; this council has commissioned that work itself. The Environment Agency are developing a new <i>flood model</i> for the Upper River Colne. Officers have asked the EA for an update on the release of their flood modelling of the Upper River Colne on the following dates:</p> <ul style="list-style-type: none"> • 2 April 2024 • 10 April 2024 • 22 May 2024 • 1 July 2024 • 29 July 2024 • 2 August 2024 • 5 September 2024 • 18 September 2024 • 17 October 2024 • 22 October 2024 • 5 November • 20 November 2024 • 2 December 2024 • 19 December 2024 • 14 January 2025 • 3 February 2025
From Chris Alley	
62	<p>Will the Council commit to opening a cricket pitch in South Oxhey Playing Fields?</p>
	<p>There is currently no budget allocated and therefore no plans to introduce a formal cricket pitch in South Oxhey Playing Fields. As has been previously discussed in this chamber the playing fields are available for residents and visitors to enjoy for informal cricket and this has been supported with the introduction of cricket markings on the new multi-use games area. More formal cricket provision is located at Bushey Cricket Club, 800m away from the playing fields and I would encourage those interested in more formal cricket to support their local club.</p>
From Debbie Morris	
63	<p>The partial refurbishment of Eastbury Recreation Ground Play Area, Moor Park & Eastbury ward's only public play area, was scheduled for completion by mid-December 2024. When contractors left the site then, a flat swing had been fitted instead of a toddler swing. Why? If the responsibility for the mistake lies with the contractor, why have the council not pursued the contractor to return promptly to install the correct swing?</p>
	<p>The flat swing has been installed as a temporary provision whilst waiting the delivery and installation of the toddler swing.</p>

64	When will the toddler swing at the Eastbury Recreation Ground Play Area finally be fitted?
	The toddler swing will be replaced at the same time as the contractor returns when working on another site in the district. It is anticipated that this will be in April. A single visit by the contractor will avoid unnecessary costs and provide Best Value.
65	The basket swing at the Eastbury Recreation Ground Play Area has been removed and not replaced (as of 29 January). I have been advised that the delay in replacing it is for cost-savings reasons. How much are the costs savings projected to be and when will the basket swing be reinstated?
	The swing, which was removed for safety reasons, will be replaced at the same time as the contractor returns to install the toddler swing. A single visit by the contractor, at a time when they will already be in the district working on another site, will avoid unnecessary costs and provide Best Value. The costs avoided are estimated to be £1579.85.
66	Why is there no replacement play equipment for the play tunnel and mound surreptitiously removed from the Eastbury Recreation Ground Play Area, thereby depriving our youngest residents of some valued play equipment in a small playground with not much equipment anyway?
	Changes to the playground were made following comprehensive consultation and engagement with the local community, including extensive involvement and input from the local children, including Eastbury Farm school, who use the park. There was nothing surreptitious about the changes.
67	Why have additional plant beds been created within and around the Eastbury Recreation Ground Play Area without additional council resources being allocated to maintain them to an acceptable level? Attending twice a year will be insufficient.
	<p>A bi-annual (summer and winter) cut and weed of shrub beds is part of the standard Grounds Maintenance programme for all council parks and open spaces. This does not mean that it is not possible to undertake additional work that may be needed at specific locations at other times, but additional work above and beyond the annual programme will be undertaken on a need basis. The need is assessed in line with other service priorities and adopting a risk-based approach given the limited staff and budget resources available.</p> <p>Formal plant beds have not been created within Eastbury Play Area. Instead, informal planting has been included to enhance the play experience for children and provide additional opportunities for increasing biodiversity. Through the consultation process, the children shared the importance of bringing nature into their play and this is reflected in the final design.</p>
From Narinder Sian	
68	Whithey Beds Nature Reserve
	Whithey Beds Nature Reserve is a valuable local green space, providing important biodiversity and recreational benefits to our community. However, the boardwalk at

	<p>the reserve is in need of replacement to ensure continued safe access for visitors and to protect the sensitive wetland habitat.</p> <p>Given that Community Infrastructure Levy (CIL) funds are intended to support local infrastructure improvements, could the council explore the possibility of allocating CIL funding towards replacing the boardwalk at Whitney Beds Nature Reserve?</p>
	<p>The boardwalk could not legitimately be considered “strategic infrastructure” due to the low number of visitors and lack of safe access to the site. As such is it not eligible for CIL funding.</p> <p>The new management plan for the Withey Beds is on the work programme for the Climate Change, Leisure and Housing Committee in July 2025. Within the management plan it has been recommended that the boardwalk not be repaired until such time as external grant funding can be identified and secured. The cost of replacement is estimated to be in excess of £160,000.</p>
<p>From Cheryl Stungo</p>	
	<p>Signage At Entrance To Recreational Grounds</p> <p>Many entrance signs to Croxley Green’s recreation grounds are unclear, damaged, or covered in graffiti, making it difficult for residents and visitors to locate and use these spaces.</p> <p>Clear signage would make these areas more welcoming, improve safety, encourage community use, and enhance their overall appearance. Well-maintained signs reflect community pride and support public health by promoting outdoor recreation.</p> <p>Could the council review and replace signage where needed at Stone’s Orchard, Weston Wood, Baldwins Lane Playing Fields, Dickinson Square Open Space, and Barton Way recreation ground?</p>
	<p>Officers regularly clean, maintain and review signage across the district in line with Management Plans, reports of damage and wider improvement projects for council parks and open spaces. Replacement signage is, however, subject to available budgets and staff capacity to undertake the work.</p>

Questions to the Lead member for Resources

From Chris Mitchell	
70	<p>Three Rivers property team changed the heating system from gas to a air source heat pump system in 2023. The initial energy costs appeared to show almost a doubling. I did request this was looked into and was told it would be reviewed after a year's operation and the installer were to carry out an review of the overall system.</p> <p>Please can you update on us on the energy use and costs compared with the old system. Also to supply the report that should have been carried out on the system installed and if there is a problem that needs to be rectified.</p>
	<p>Councillor Mitchell, thank you for your question. To ensure we fully respond to your question, I have asked that Officers make contact with you in order to provide you with necessary information and data that you seek. The Head of Property Services & Major Projects will contact you within the next 5 working days, so that you can discuss this matter in more detail.</p>

Questions to the Chair of the Planning Committee

From Vicky Edwards	
71	<p>What assessment did the council make before 25th November 2024 to include 78 Gallows Hill Lane on its List of Locally Important Buildings?</p>
	<p>The Council has not previously considered 78 Gallows Hill Lane for inclusion on its List of Locally Important Buildings. The Council is now considering including the site on the List.</p> <p>For previous planning applications in 2021 and 2022 comments were provided by the conservation officer who advised that 78 Gallows Hill Lane had some local history but not significant and should be treated as a non-designated heritage asset for the purposes of planning applications. As such, it would be afforded the same protections as buildings on the List of Locally Important Buildings as these are classed as non-designated heritage assets in terms of planning policy. Inclusion on the List will therefore not make any material difference in terms of planning applications, however it is best practice to include non-designated heritage assets on the List.</p>
From Andrea Fraser	
72	<p>The tattered and unsightly scaffolding sheeting at 97 Rickmansworth High Street has dominated views in the town centre for over a year. I complained about it in May last year, and Cllr Cooper asked in July for Three Rivers to use its powers to issue a section 215 Improvement Notice. The Chair of the Planning Committee replied to Cllr Cooper that wasn't necessary as the improvements were being made. In December, in answer to a further, exasperated question, the Chair of the Planning Committee claimed it would be removed in the "early to mid part of December".</p> <p>However, it's February, those improvements haven't happened, and it is worse than ever. If the notice had been issued in December – let alone May or July – it would be fixed now. Why has Three Rivers chosen to run down our High Street by not issuing an Improvement Notice under section 215, and will it now issue one to compel the land-owner to remove this eyesore?</p>
	<p>As with the majority of planning enforcement investigations, officers have sought to negotiate with the owner in an attempt to avoid formal enforcement action. This is in line with the 'Section 215: Best Practice Guidance' document. In this instance, the owner provided officers with reassurances that the scaffolding sheeting would initially be repaired and later removed by Christmas. In January, the owner denied the scaffolding company entry to replace the damaged sheeting, following discussions with officers. Consequently, despite efforts to improve the condition of the sheeting with the owner, officers served a Section 215 notice (10 February 2025) which requires the owner to replace the damaged sheeting with new sheeting by 14 March 2025.</p>

From Abbas Merali	
73	<p>Will the Council commit to sending automated notifications concerning enforcement of planning breaches to subscribers to email notifications and to councillors alongside planning applications, to improve awareness of actions taken?</p>
	<p>It is not considered that automated notifications are currently required. When formal enforcement action is undertaken in the district, all complainants, relevant ward councillors and parish (if required) are notified by officers. Most enforcement notices are also required to be displayed on the planning register. This is available to view via the Planning Online facility, whereby anyone can search for notices issued between two specific dates. Additionally, by utilising the Planning Online facility, members of the public and councillors can view all enforcement cases, as well as filtering searches by ward, parish, date and notice type.</p>
From Philip Hearn	
74	<p>On the night of 8-9th February, a fire destroyed most of the grade II-listed local landmark, The Court, Rickmansworth Road, WD3 5SG.</p> <p>Will the Chairman of the Planning Committee confirm that Three Rivers will resist the delisting of the Court or any part of it?</p> <p>In other notable cases, councils have required the brick-by-brick restoration of a demolished heritage asset, such as the Carlton Tavern in London, the Crooked House in Staffordshire, and the Punch Bowl Inn in Lancashire. Will the Chairman of the Planning Committee confirm that Three Rivers will issue an Enforcement Notice requiring the Court to be rebuilt to its pre-fire state, brick-by-brick?</p>
	<p>In accordance with Council Procedure Rule 14(3), this question was submitted and accepted as an urgent question after the deadline for ordinary questions was passed. A written response will be provided within 5 working days and circulated to members.</p>

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MOTIONS

25/02/2025

Submitted under procedure rule 11

Motion 1: First Homes and Local Connection Test

Proposed by Cllr Oliver Cooper seconded by Cllr Christopher Alley

Three Rivers District Council notes the unaffordability of people buying their first home in the area.

While the cost of renting in the district is 47% higher than the national average, the cost of buying in the district is 99% higher than the national average.

This makes it particularly vital to ensure that affordable housing to buy that is secured as part of planning permissions is prioritised for local residents.

As the primary form of affordable housing tenure for ownership, and without involving shared ownership, First Homes is the best way to deliver affordable housing for people to get on the housing ladder.

However, Three Rivers' First Homes policy does not prioritise local residents with a Local Connection Test so that those homes benefit local people.

As a result, these discounted homes can be snapped up by people from outside the area. This entirely defeats the point of the policy and leaves local people priced out of buying their first home and kept renting or living with their parents.

Three Rivers District Council therefore commits to prioritise local homes for local people by amending its First Homes statement to include a Local Connection Test.

2. Oxhey Jets Football Club

Proposed by Cllr Stephen Giles-Medhurst, seconded by Cllr Chris Lloyd

Council recognises the importance and significance of Oxhey Jets Football Club (OJFC) not only for South Oxhey but the wider Three Rivers community. Council reaffirms its commitment to retain OJEC on its current site and the continued support from Three Rivers Council in that endeavour and thanks TRDC officers for their hard work in supporting OJFC.

Council agrees that TRDC will continue to press HCC for clarity on their future intentions for the now closed 3G pitch, grassed areas and woodland area which falls outside of the lease negotiations with Oxhey Jets.

Council is of the view strategic planning of this site should be for the benefit of South Oxhey residents by enhancing its leisure provision and notes that the emerging local plan protects that area for such use.

3. Vaping

Proposed by Cllr Chris Lloyd, seconded by Cllr Anne Winter

Council notes with concern:

1. The increased use of vaping products by children in the UK. Recent data from the ASH Smokefree GB Youth Survey 2022 found that the prevalence of vaping amongst 11–18-year-olds is increasing – from 4% in 2021 to 8.6% in 2022 – and a significant number of children buy these vaping products directly from newsagents or supermarkets.
2. The increased number of local authorities who have recently had to take enforcement activity against shops illegally selling vaping products to youngsters.
3. The marketing of certain vaping products – with bright coloured packaging and flavours such as bubble gum – that might appeal to children.
4. The significant increase in availability of disposable and single-use vaping products which are cheaper and easier for children to access.
5. The high volume of single use vapes being disposed of in general waste.
6. An increase in fires at UK waste plants due to damaged and highly flammable batteries and the increased costs this causes.
7. The delay in the Government bringing forward legislation to act on the outcomes of last year's consultation on smoking and vaping.

Council acknowledges the role vaping products may play in aiding adults to stop smoking, and that vaping products carry a small fraction of the risk, and exposure to toxins, that are associated with cigarettes. However, vaping is not risk-free; particularly for those who have never smoked.

Vaping products contain nicotine, and research shows that most children who use them have never smoked. Council recognises the Local Government Association has raised concerns about the sale of vaping products to children.

Council calls for vaping products to be regulated in a similar way as tobacco products, with plain packaging and a requirement for products to be kept out of sight behind shop counters. Council calls for legislation to be brought forward in the current parliamentary session to:

1. Ensure vaping products are in plain packaging and kept out of sight behind the counter.
2. Make age-of-sale signage on vaping products mandatory.
3. Ban free samples of vaping products being given out to people of any age.
4. Ban the sale of single-use vaping products in the UK.

Council commits to not allowing the sale of vaping products in any Three Rivers District Council run premises.

Council therefore instructs the Chief Executive to write to both the Secretary of State for Health and Social Care and Secretary of State for Environment, to express the Council's demand for the greater regulation of vaping products detailed in this motion and ban on the sale of single use vapes.

4. Roadbuilding

Proposed by Cllr Giles-Medhurst, seconded by Cllr Louise Price

Council notes the issues faced by residents on new housing developments, where unadopted roads leave residents at the mercy of residual landowners, especially as regards street lighting, signage and general maintenance, as well as additional service fees on top of Council Tax payments.

Council therefore calls upon Hertfordshire County Council alleviate this burden on local residents and ensure more roads built to adoptable standards are adopted across the District and instructs the Chief Executive to write to both the Chief Executive and Leader of Hert County Council. Council notes the issues faced by residents on new housing developments, where unadopted roads leave residents at the mercy of residual landowners, especially as regards street lighting, signage and general maintenance, as well as additional service fees on top of Council Tax payments.

Council therefore calls upon Hertfordshire County Council alleviate this extra "tax" burden on local residents and roads built to adoptable standards across the District and instructs the Chief Executive to write to both the Chief Executive and Leader of Hert County Council requesting that Herts County Council reviews its current policy that leaves some residents at a disadvantage and subject to the whims of residual landowners.

5. Sewage and Waterways

Proposed by Cllr Jon Tankard, seconded by Cllr Chris Lloyd

Council notes the twin threats to our rivers from the Conservative government's failure to act on sewage discharges by privatised water companies, together with the recent pronouncement by the previous Secretary of State for Levelling Up, Housing and Communities of the then-government's intention to remove regulations regarding nutrient neutrality. Council believes that both Conservative policies will add to the pollution of our precious waterways, seas and oceans and the habitats that depend on them.

Council further believes that extensive building in our Green Belt is also a threat to local habitats, and that whilst the then-Secretary of State for Levelling Up, Housing and Communities had brought forward this plan to amend the Levelling Up and Regeneration Bill, he had not sought to introduce an amendment to change the Standard Methodology or enable Local Planning Authorities to safeguard Green Belt land.

Council therefore calls for:

1. The immediate end to the threats to our waterways by a commitment to keep rules on nutrient neutrality and the retention of the entire Habitats' Directive.
2. A speeding up of the Environment Agency's largest ever criminal investigation into potential widespread breaches of environmental permit conditions at wastewater treatment works by all water and sewerage companies.
3. A reduction in the amount of sewage which can legally be discharged into waterways and the sea.
4. Changes to the National Planning Policy Framework, backed by primary legislation to enable the safeguarding of valuable Green Belt land. Council therefore calls for the Chief Executive to write to the Secretary of State for Housing, Communities and Local Government, and the Secretary of State for the Environment, Food and Rural Affairs stating the council's views on these matters.

6. Aquadrome Path

Proposed by Cllr Mike Sims, seconded by Cllr Oliver Cooper

Three Rivers District Council notes the great benefit that local residents across the district derive from the Aquadrome.

The Aquadrome's Woodland Path along the River Colne has been closed since February, causing significant harm to residents.

While other councils have repaired similar damage within weeks – and Three Rivers has in other places – it has not done so in the Woodland Path.

Furthermore, the council's administration didn't even inform councillors of its plans for seven months and only did so after direct demands from Rickmansworth Town councillors that its reopening be debated and voted on by councillors.

The absolute minimum cost estimate now presented of £198,000 for the council's repair work is a material amount and should be included in accounts and budget monitoring reports, presented to councillors, and subject to scrutiny.

Three Rivers District Council notes that residents of Rickmansworth and Moor Park & Eastbury pay significant additional Council Tax to Three Rivers to maintain the Aquadrome due to the Council's decision to declare it a 'special expense', yet their representatives have not been consulted or updated.

Three Rivers District Council therefore commits to opening the Woodland Path as soon as practicable.

Three Rivers District Council furthermore commits to publishing its full plans for the Aquadrome no later than 3 days after this motion is passed, to be debated at the next meeting of the Climate Change, Leisure, and Housing Committee.

7. Armed Forces Community

Proposed by Cllr Oliver Cooper, seconded by Cllr Reena Ranger

Three Rivers District Council recognises the paramount importance of national security and is grateful to all who serve or have served to keep the United Kingdom and the world safe and free.

Three Rivers District Council is proud that the district is home to Northwood Headquarters, the principal headquarters of the British armed forces. Northwood is also home to five operational commands, including NATO Allied Maritime Command: NATO's principal establishment in the UK.

Northwood HQ is the residence of 850 service personnel and staff and is the workplace of over 2,500, making it one of the biggest single employment sites for the armed forces in the country.

Northwood HQ contributes significantly not just to the residential and working populations, but to the identity of Three Rivers.

While Three Rivers District Council is a signatory of the Armed Forces Covenant, every council in the country has and the content of the Covenant is now a legal requirement, so this does not represent the significance of Northwood HQ or our commitment to the armed forces.

Northwood HQ is not mentioned in the council's new strategic vision and is mentioned only cursorily on Three Rivers District Council's website, whereas it should be front of mind for the council.

Other authorities with large military establishments – such as Colchester, Plymouth, Portsmouth, and Rushmoor (Aldershot) – have made declarations officially designating their councils as garrison or naval towns or cities as badges of pride in their important contributions to our national defence.

Three Rivers District Council therefore follows their lead in declaring that it is an Armed Forces Community. Three Rivers District Council further commits to ensure recognition of Northwood HQ – and its pride that Three Rivers is home of the UK's military command – is woven into our strategy and public identity as a council.

In accordance with Council Procedure rule 11(5), the following motion has been referred directly to the Policy and Resources Committee for consideration:

8. Reviewing the boundary of Croxley Green

Proposed by Cllr Chris Mitchell, seconded by Cllr Steve Drury

This Council notes that:

1. Croxley Green has historically maintained a distinct and cohesive parish identity. However, demographic, infrastructural, and administrative changes may necessitate a reassessment of the existing parish boundaries.
2. At its meeting on 30th January 2025, Croxley Green Parish Council formally resolved to:
 - Request a boundary review with Sarratt.
 - Ask District Ward Councillors to present a motion to Three Rivers District Council (TRDC) to initiate this process.
 - Engage in consultation with Sarratt Parish Council on this matter.

This Council believes that:

1. Parish boundary reviews should reflect local identity, community needs, and efficient governance.
2. According to Local Government Boundary Commission guidance, a review can be initiated in two ways:
 - A petition from Croxley Green and Sarratt Parish Councils (signed by at least 7.5% of voters).
 - A motion proposed at a TRDC meeting by a District Councillor.
3. The most effective approach is for TRDC to proactively commence the review process, ensuring an inclusive consultation with residents and both Parish Councils.

This Council therefore resolves to:

1. Formally initiate a Community Governance Review of the parish boundary between Croxley Green and Sarratt.
2. Refer this decision to the Policy and Resources Committee on 10th March 2025 to establish a clear consultation process, timeline, and criteria for the review.
3. Engage with both Parish Councils and local residents to ensure an open and transparent process.

