

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Monday, 11 November 2024 at 7.30 pm in Penn Chamber, Three Rivers House, Northway, Rickmansworth, WD3 1RL.

Members of the Policy and Resources Committee:-

Councillors:

Stephen Giles-Medhurst (Chair)
Steve Drury
Chris Lloyd
Louise Price
Andrew Scarth
Jonathon Solomons
Tom Smith
Jon Tankard
Oliver Cooper
Vicky Edwards

Sarah Nelmes (Vice-Chair)
Andrea Fraser
Philip Hearn
Abbas Merali
Reena Ranger
Chris Mitchell
Narinder Sian
Stephen Cox
Stephen King

*Joanne Wagstaffe, Chief Executive
Friday, 1 November 2024*

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 7 - 8)

To confirm, as being a correct record, the minutes of the Policy & Resources Committee, held on 9 September 2024, and for them to be signed by the Chair.

3. NOTICE OF URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

To receive any declarations of interest.

5. BUDGET MONITORING REPORT TO 30 SEPTEMBER 2024

(Pages 9 - 66)

This report shows the expected financial position over the three year medium term based on the Council's actual financial performance at the end of period 6 (30 September 2024) set against the latest budget.

Recommendation

- i. 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.
- ii. 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.
- iii. That the revenue variances to be managed as set out in appendices 1 to 3 be noted.
- iv. That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.

6. LOCAL DEVELOPMENT SCHEME

(Pages 67 - 94)

This report seeks Members' approval of a revised Local Development Scheme (LDS) following the delay of the Regulation 19 consultation which was agreed by Members at the 17th October Local Plan Sub-Committee. The delay to the Regulation 19 consultation is as a result of the Government's proposed reforms to the NPPF and proposed transitional arrangements and the subsequent need to undertake further evidence work. The committee report for the 17th October Local Plan Sub-Committee titled "Implications of NPPF Consultation and Transitional Arrangements on Local Plan Progress" can be seen at Appendix 1.

Recommendation

That the Policy & Resources Committee recommend to Full Council the Local Development Scheme as set out in Appendix 3.

7. THREE RIVERS DISTRICT COUNCIL CCTV POLICY 2024

(Pages 95 - 116)

The New CCTV Policy replaces the Three Rivers District Council CCTV Codes of Practice 2021 and forms part of a wider CCTV review currently taking place at Three Rivers District Council. The review includes the purchase of new Community Safety Partnership CCTV cameras, this new policy and an agreement with Hertfordshire County Council to attach CCTV cameras to their street furniture.

The policy depicts Three Rivers District Council's approach to both CCTV systems owned and operating in the district. The two systems, Three Rivers District Council CCTV system (TRDC CCTV) and Three Rivers Community Safety

Partnership CCTV system (TRCSP CCTV), are monitored, maintained and operate separate from one another. The policy outlines the cameras positions, who is responsible for them and the legislation that they operate under.

Recommendation

- i. That Policy and Resources to agree the adoption of the new CCTV policy 2024 – 2028 and recommend to Council.

And

- ii. The Committee agrees to give delegated 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.

8. ANTI-SOCIAL BEHAVIOUR POLICY

(Pages 117 - 142)

The Anti-Social Behaviour (ASB) Policy expired in August 2024 and has therefore been updated and reviewed. The new draft policy is attached at Appendix A.

Recommendation

That Policy and Resources agree the revised Anti-social Behaviour Policy and recommend to Full Council.

9. DRAFT SERVICE PLANS 2025-28

(Pages 143 - 226)

This report provides an overview of the draft 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.

Recommendation

For Policy and Resources Committee to comment on the attached service plans for 2025 – 2028. Final Service Plans will be agreed by Council alongside the budget.

10. RISK MANAGEMENT STRATEGY

(Pages 227 - 246)

The Risk Management Strategy was last reviewed in March 2022 and is reviewed every two years. Policy & Resources Committee is asked to consider the latest revision of the Councils Risk Management Strategy before it is presented to the Council's Policy and Resources Committee.

Recommendation

That Policy & Resources Committee recommend the adoption of the updated Risk Management Strategy to Full Council.

11. CIL SPENDING REQUESTS JULY 2024

(Pages 247 - 326)

This report details a request for £1,503,532. CIL funding but seeks to allocate a total of £1,245,332 for four infrastructure projects from the second application process (June to December) in 2024 to support growth in Three Rivers.

Recommendation

- i. That Members 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
Sarratt Parish Council KGV pavilion (Appendix 2)	The project is to improve the exist sport and recreation facilities by u pavilion to conform with safeguar environmental, energy efficiency & requirements.
Three Rivers Community Safety Partnership (Appendix 3)	Provision of CCTV cameras
HCC Croxley Green Library (Appendix 4)	Reconfiguration of the Young Adu Studies Area at Croxley Green Lit
Oxhey Jets Football Club (Appendix 5)	Replacement of existing grass foc sustainable full-size 3G Football T with LED floodlighting, fencing, tel and equipment. Improvements to pitch access incl entrances. Renovation of the OJFC B7clubhc changing facilities.

- ii. The 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.

12. WORK PROGRAMME

(Pages 327 - 328)

To review the Policy & Resources Committee's work programme.

This work programme contains items submitted by officers via the ModGov report management system for future submission to Policy & Resources Committee.

13. OTHER BUSINESS - if approved under item 3 above

14. EXCLUSION OF PRESS AND PUBLIC

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

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

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

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

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

For those wishing to speak:

Members of the public are entitled to register and identify which item(s) they wish to speak on from the published agenda for the meeting. Those who wish to register to speak are asked to register on the night of the meeting from 7pm. Please note that contributions will be limited to one person speaking for and one against each item for not more than three minutes.

In the event of registering your interest to speak on an agenda item but not taking up that right because the item is deferred, you will be given the right to speak on that item at the next meeting of the Committee.

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

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

THREE RIVERS DISTRICT COUNCIL

At a meeting of the Policy and Resources Committee held in the Penn Chamber, Three Rivers House, Rickmansworth, on Monday, 9 September 2024 from 8.00 pm - 8.26 pm.

Present: Councillors Councillor Stephen Giles-Medhurst (Chair), Sarah Nelmes, Chris Lloyd, Louise Price, Andrew Scarth, Tom Smith, Jonathon Solomons, Jon Tankard, Oliver Cooper, Andrea Fraser, Philip Hearn, Reena Ranger, Chris Mitchell, Christopher Alley and Kevin Raeburn

Apologies:

Councillors Steve Drury, Vicky Edwards, Stephen Cox and Stephen King

Officers in Attendance:

Stephen Rix, Associate Director of Legal and Democratic Services (Monitoring Officer)
Alison Scott, Director of Finance
Emma Sheridan, Associate Director of Environment
Matthew Stickley, Interim Group Manager – Democratic and Electoral Services
Joanne Wagstaffe, Chief Executive

PR124 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Stephen Cox and Stephen King, from Councillor Vicky Edwards for whom Councillor Christopher Alley attended as a substitute, and from Councillor Steve Drury for whom Councillor Kevin Raeburn attended as a substitute.

PR224 MINUTES

RESOLVED: To confirm as being a correct record the minutes of the meeting of the Policy and Resources Committee held on 15 July 2024.

PR324 NOTICE OF URGENT BUSINESS

There was no urgent business.

PR424 DECLARATIONS OF INTEREST

There were no declarations of interest.

PR524 BUDGET MONITORING REPORT TO 30 JUNE 2024

The Director of Finance introduced the report. The recommendation(s) were moved by Councillor Stephen Giles-Medhurst and seconded by Councillor Andrew Scarth.

In response to questions, officers advised that all figures contained within the projections were 'worst case' figures to allow for prudent financial planning.

In response to questions, officers confirmed that positive variances were created from earned interest, that the council was cash positive, and that a tender had been undertaken for a new parking contract. Officers confirmed that forecasts were expected to be reasonably accurate come the year-end. The committee discussed assumptions around interest rates and previous decisions to invest council finances for long-term returns.

RESOLVED: to recommend to Council that:

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

PR624 RIVER CHESS BED TRANSFER AT SCOTSBRIDGE

The Associate Director of Environment introduced the report. The recommendation(s) were moved by Councillor Stephen Giles-Medhurst and seconded by Councillor Chris Lloyd.

The committee noted that the request for support for the transfer was requested as the timeline for the proposed works required an agreement in principle, and that Hertfordshire County Council had commissioned the feasibility study which could be provided to members following the meeting, but which may not be in the public domain. The committee noted that the risks associated with agreeing a letter of support were low-to-none, and that broader questions about land ownership should be directed to the lead authority.

RESOLVED:

1. To support progression of the project and agrees to accept the land transfer as outlined within Appendix B.
2. To note the implications of doing so as outlined at point 2.11 and that further detailed heads of terms will be developed as the project progresses.
3. To agree for a letter to be written to support the project and that the transfer of land ownership takes place only once the project is due to commence on the ground and not before and that the commuted sum is calculated once detailed designs have been agreed in order to calculate the required additional, ongoing maintenance.

PR724 LOW CARBON SKILLS FUNDS PERMISSION TO PROCURE

The Chair noted that the item had been withdrawn.

PR824 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

There was no urgent business.

PR924 EXCLUSION OF PRESS AND PUBLIC

The motion to exclude the press and public was not moved.

CHAIRMAN

POLICY AND RESOURCES COMMITTEE

11 NOVEMBER 2024

PART I

BUDGET MONITORING REPORT TO 30 SEPTEMBER 2024 (DIRECTOR OF FINANCE)

Budget Monitoring Summary

- 1.1 Budget monitoring report is a key tool in scrutinising the Council’s financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders’ financial responsibilities and their management responsibilities.
- 1.2 This report shows the expected financial position over the three year medium term based on the Council’s actual financial performance at the end of period 6 (30 September 2024) set against the latest budget.
- 1.3 **Revenue Summary**
- 1.3.1 The Forecast reported as at Period 3 was £14.406m. This was a variation to budget of (£0.030m). The forecast year end position for 2024/25 at Period 6 is estimated to be £14.307m giving a favourable variance of (£0.099m).
- 1.3.2 The table below shows how the forecast year end position has been constructed:

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	(30)
Previous Forecast	14,406
Supplementary Estimates to budget reported at Period 6 (<i>to be approved</i>)	254
Variances to budget reported at Period 6 (<i>to be noted</i>)	(353)
Forecast Total Net Expenditure 2024/25	14.307

1.3.3 The main variances are shown in the table below:

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	4,563	4,881	1,889	4,995	114	432
Climate Change, Leisure & Housing	1,952	2,033	2,030	2,030	(957)	2,080	50	50
Policy & Resources	5,270	5,411	5,533	5,538	6,528	5,866	328	333
Total Service Budgets	11,703	11,980	12,126	12,449	7,459	12,940	491	814
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,456	2,456	2,456	1,956	1,798	1,366	(590)	(1,090)
Net General Fund	14,159	14,436	14,582	14,406	9,257	14,307	(99)	(276)

1.3.4 The significant supplementary estimates and variances above include inflationary increases in contracts, increases in NNDR, professional fees for planning appeals and applications and Interest on Investments due to continued high interest rates.

1.4 Capital Summary

1.4.1 The latest approved budget for 2024/25 is £18.588m. The forecast Year end position for 2024/25 is now estimated to be £18.773m, which results in a service variation of £0.185m

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

Capital Investment Programme 2024/25	£000
Original Budget	5,377
Rephasing from 2023/24	7,527
Variances Previously Approved	5,684
Latest Approved Budget (Council October 2024)	18,588
Variances to budget reported at Period 6 (<i>to be approved</i>)	185
Forecast Capital Expenditure 2024/25	18,773

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

Description	£000
Fearney Mead Play Area Project Complete, remaining budget to be transferred to Improve Play Area – Future Schemes	(33)
Lincoln Drive Play Area Project Complete, remaining budget to be transferred to Improve Play Area – Future Schemes	(32)
Improve Play Areas – Future Schemes Remaining budgets transferred from Fearney Mead and Lincoln Drive Play Areas as projects are complete	65
CIL Community Grants CIL contribution for Chorleywood Common FC agreed at Full Council 9 th July 2024	186
Transport & Infrastructure CIL contribution for Beryl Bikes approved at Full Council 9/7/24	45
Transport & Infrastructure Budget replaced by CIL contribution for Beryl Bikes approved at Full Council 9/7/24	(45)
Basing House – Whole Life Coting Budget transferred to Temporary Accommodation – All Sites to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms in	(65)

Lincoln Drive	
Temporary Accomodation – All Sites	
Budget transferred from Basing House – Whole Life Costing to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms in Lincoln Drive	65
Others	(1)
Total Capital Variance	185

1.5 Reserves Summary

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

Description	Balance at 1 April 2024	Movement	Balance at 31 March 2025
	£000	£000	£000
Capital Reserves	(15,249)	(1,581)	(16,830)
Earmarked Reserves	(20,417)	(602)	(21,019)
Economic Impact Reserve	(1,068)	147	(920)
General Fund	(4,964)	250	(4,714)
Total	(41,698)	(1,786)	(43,484)

Details

2.1 Revenue Budget

2.1.1 The Council's latest approved services budget (excluding corporate budgets) is £12.450m, the forecast year end position is now estimated to be £12.940m which results in an unfavourable service variance of £0.491m. After taking account of Corporate Costs, the total favourable variation is (£0.099m).

2.1.2 The table below shows the supplementary estimates and variances to be managed against each Committee. The position of each cost centre and an explanation of the main variances for each committee are set out in the detailed committee monitoring reports at Appendices 1 to 3 and within the Corporate Costs Medium Term Revenue Budget at appendix 4.

Committee	Supplementary Estimates	Variations to be managed/Virements	Total
	£000	£000	£000
General Public Services, Community Safety and Infrastructure	42	77	119
Climate Change, Leisure and Housing	2	43	45
Policy and Resources	210	117	327

Total	254	237	491
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	(590)	(590)
Net General Fund	254	(353)	(99)

- 2.1.3 Within appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.
- 2.1.4 The budget virements requested enable effective budget management by ensuring that budgets are aligned to service activity, management responsibilities, and reflect grant income and planned use of reserves. Budget virements must always net to zero across the Council's budget. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.1.
- 2.1.5 Supplementary estimates totalling £0.254m are requested at the end of Period 6. Supplementary estimates are requested when there is certainty that a budget pressure will arise, and the pressure cannot be managed within the service area. Supplementary estimates are funded by an increase in the contribution from General Balances and if agreed, result in the latest budget being updated to reflect the agreed expenditure. The impact of agreeing the additional budget is taken into account in the General Fund reserves forecast at paragraph 2.2.1. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.2.
- 2.1.6 At the end of Period 6, variances to be managed total £0.187m. The Policy and Resources Committee is recommended to note these variances at paragraph 10.3.

2.2 Revenue Reserve Position

- 2.2.1 The effect of all Period 6 variances on the Council's General Fund Reserve over the medium term is shown in the table below:

Movement on General Fund Balance	2024/25				2025/26	2026/27
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest
	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(4,964)	(4,964)	(4,964)	(4,964)	(4,714)	(4,145)
(Surplus)/Deficit for Year	201	623	447	250	568	530
Closing Balance at 31 March	(4,763)	(4,341)	(4,517)	(4,714)	(4,145)	(3,615)

- 2.2.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to remain above this minimum level over the medium term.
- 2.2.3 The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve will be used in 2024/25 to fund the shortfall on the SLM management contract income as a result of the impact of COVID-19 on the leisure contract and the reprofiling of the management fee in the following table:

Movement on Economic Impact Reserve	2024/25				2025/26	2026/27
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest

	£000	£000	£000	£000	£000	£
Balance at 1 April	(1,068)	(1,068)	(1,068)	(1,068)	(920)	(773)
COVID-19 Impact for Year	0	0	0	148	148	0
Closing Balance at 31 March	(1,068)	(1,068)	(1,068)	(920)	(773)	(773)

2.2.4 After taking account of the Economic Impact Reserve, the Council's unrestricted reserves position is forecast to remain above the £2.0m risk assessed level across the MTFP at £4.388m as at 31 March 2027 see Appendix 6.

2.3 Investment Portfolio

2.3.1 The Council's Property Investment Board was allocated up to a total of £20.000m in 2017 to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2024/25 receivable rent, and the resulting yield.

2.3.2 The total rent due is forecast to be £1.044m which will achieve an average yield of 5.80%, above the 5% target.

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

Investment Property	2024/25 rent	Total cost of property	Yield	Comments
	£000	£000	%	
Nottingham	(205)	4,469	4.59%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. With effect from the Feb 2023, Barclays Bank Plc rent has been negotiated and agreed at £145,000 pa. This will be to lease end Feb 2028. Due to financial difficulties which a number of high street brands have encountered, one tenant company was under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as opposed to the contracted rent of £60,000 pa. Property Services have, with effect from the end of the CVA, reverted the rent back to £60,000 pa. A rent challenge has been lodged by the Tenant with TRDC, querying the reversion of rent to the original contracted rent of £60k after the CVA. The tenant is continuing to pay the concessionary rate until a market review is carried out. The projection will be reviewed after the market rent review and backdated to 8 April 2023.
Norwich	(523)	7,169	7.30%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20 year lease from December 2007. The rent due wef 21-12-21 was £468,670. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively. However the lease requires that every 5th year a market rent review is undertaken. Rent review undertaken and it has been decided to uplift rent wef 21-12-22 by cap rate of 5%. This will result in an annual rental figure of £492,103.58. A rent uplift by the cap of 5% has been assumed to be effective from 21-12-23, thus resulting in an annual rent of £516,709.

Lincoln Drive (South Oxhey)	(151)	2,740	5.51%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
The Grapevine	(165)	0	0.00%	A joint venture development with Watford Community Housing on the ex-public house site 'The Grapevine'. Loan facilities provided by TRDC to Three Rivers Homes Ltd comprises of £5.182M with an interest payment at 4.8% for the market rate loan and 2.5% for the Social Loan. Principal repayments amounts will have now come into effect from 31-3-24 for both loans. These figures are according to the revised Principal Loan repayment schedules. The projected interest figures will be revised accordingly. Interest earned for both loans amount to £165k for the year 2024-25
Total	(1,044)	14,378	5.80%	Average Yield

2.4 Capital Programme

- 2.4.1 The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at Annex C in Appendices 1 to 3 and includes variances and commentary from officers.
- 2.4.2 The latest approved Capital budget is £18.588m. The forecast year end position for capital expenditure by Services at Period 6 is £18.773m. This provides a variance to latest budget of £0.185m. The Policy and Resources Committee is recommended to approve a revised capital programme budget taking account of the budget variations as set out in appendices 1 to 3 at paragraph 10.4.
- 2.4.3 The table below shows the 2024/25 original budget, latest budget, forecast year end position, spend to date and variance for Period 3.

Committee	Original Budget £000	Original Budget Plus 2023/24 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
General Public Services, Community Safety & Infrastructure	2,036	3,012	3,728	749	3,913	185
Climate Change, Leisure & Housing	2,092	2,624	3,678	945	3,678	0
Policy & Resources	1,249	1,422	1,422	247	1,357	(65)

Total Service	5,377	7,059	8,830	1,941	8,950	120
Major Projects:						
Property Investment Board	0	0	0	1	0	0
Local Authority Housing Fund	0	5,845	9,758	4,035	9,823	65
Total Capital	5,377	12,904	18,588	5,977	18,773	185

2.4.4 As at the end of Period 6, the spend totalled £5.977m and represents 32.15% of the latest budget.

2.4.5 The capital programme is mainly supported by three income streams; capital receipts (derived from the sales of assets), grants and contributions, and the use of reserves. In addition, the Council may prudentially borrow to fund its capital programme. Decisions on borrowing (amount and duration) will be taken when the need arises. Funding of the capital investment programme over the medium term is shown at Appendix 5.

2.5 Key Risk Areas

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

- **Inflation**

The 12 month Consumer Price Index (CPI) was 1.7% for September 2024 and the Retail Price Index (RPI) was 2.7%. Inflation drives costs across the Council's budgets with the most significant impact on pay, fuel and energy costs. The impact on the Council's budget is set out section 2.6 below.

- **Pay Award**

The pay award for 2024/25 was agreed 22 October 2024. The central contingency is sufficient to meet the award. This will be reflected in the P8 (November) Budget Monitoring Report.

- **Business Rates & Council Tax**

The cost of living crisis, low economic growth and risk of recession will continue to place pressure on households and businesses throughout 2024/25 and may impact on the collection rates for Council Tax and Business Rates (NNDR - National Non Domestic Rates). The table below shows the impact on collection rates in the first three months of this year:

Fund	P6 2024/25 Target	P6 2024/25 Actual	Difference
Council Tax	49.02%	58.0%	8.98%
Business Rates (NNDR)	49.5%	53.62%	4.12%

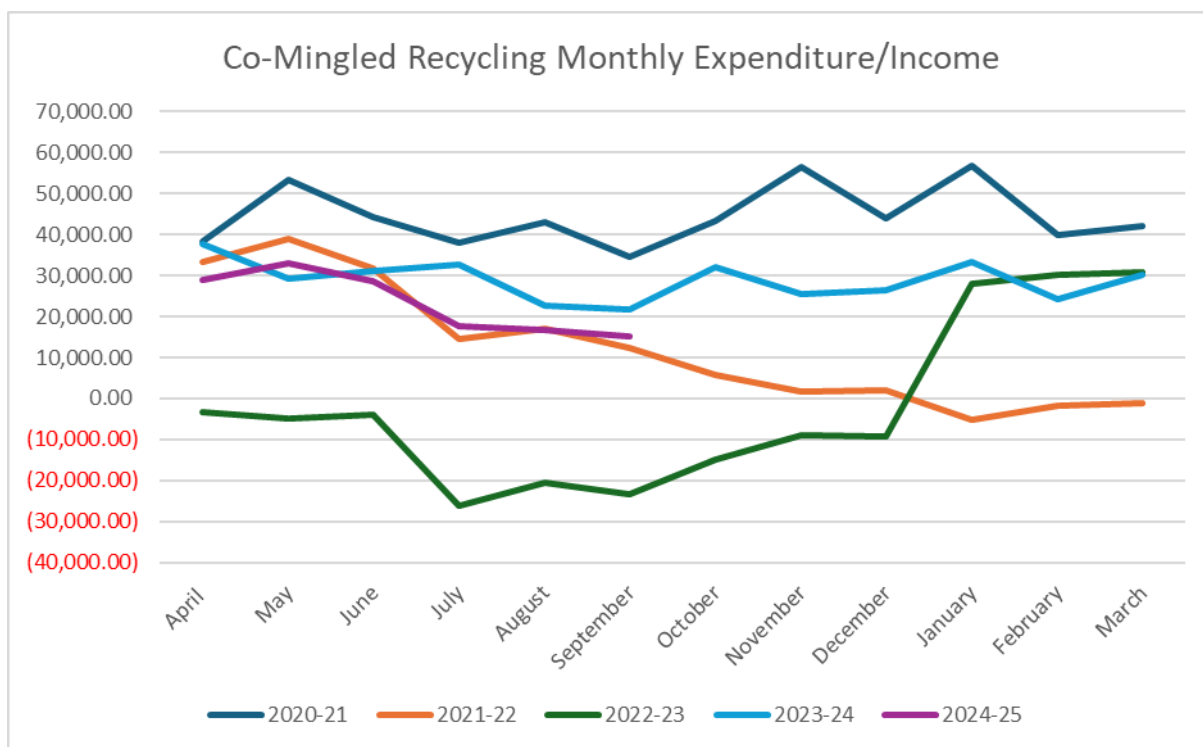
As at 30 September, collection rates for Council Tax a NNDR are ahead of target , this reflects the profile of payment plan options such as the payment of Council Tax over 10 months of the year rather than 12. Year on year, the collection of Council Tax is marginally behind the position reported at 30 September 2023 when 58.1% (-0.1%) of Council Tax due had been collected and Business Rate is behind when 58.15% (-4.53%) of Business Rates due had been collected.

Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2025/26 through the Collection Fund surplus or deficit.

• **Recycling Costs**

The Council has a contract for the disposal of recycling. The cost of the contract is variable and is linked to the global commodities market. The price can fluctuate significantly and when demand for recyclable materials is high the Council receives income for the recycling. Currently, the Council faces a cost to dispose of recycling as demand for materials has reduced. Recent economic performance data released from China, where the economy appears to have entered a recession, suggests that demand for recyclable materials could remain low for longer, increasing the cost to the Council.

At present the Council is being prudent in its forecasting and assuming that recyclable income will not recover. The graph below shows the cost of, or the income received for the last 4 years to/from our recycling contractor and illustrates how this position can change in year.



• **Interest Rates**

The Bank of England’s response to high inflation has been to utilise monetary policy by increasing the Bank of England Base Rate. This has impacted on the cost at which government can borrow and has fed through to the rates at which Councils can borrow from HM Treasury through the Public Works Loans Board (PWLB), rates that can be achieved from deposits with HM Treasury through the Debt Management Office (DMO), local authority to local authority lending and borrowing, and the interest rates offered by banks on current accounts and fixed deposits. The Council’s cashflow forecasts indicate that the Council does not have a borrowing requirement during 2024/25. Therefore, the risk to the Council is on the upside, as higher interest rates mean that the Council will be able to generate more income from investing cash balances. The Council’s Treasury Management activity is reported to the Audit Committee and the performance against budget is contained within this report in Appendix 4.

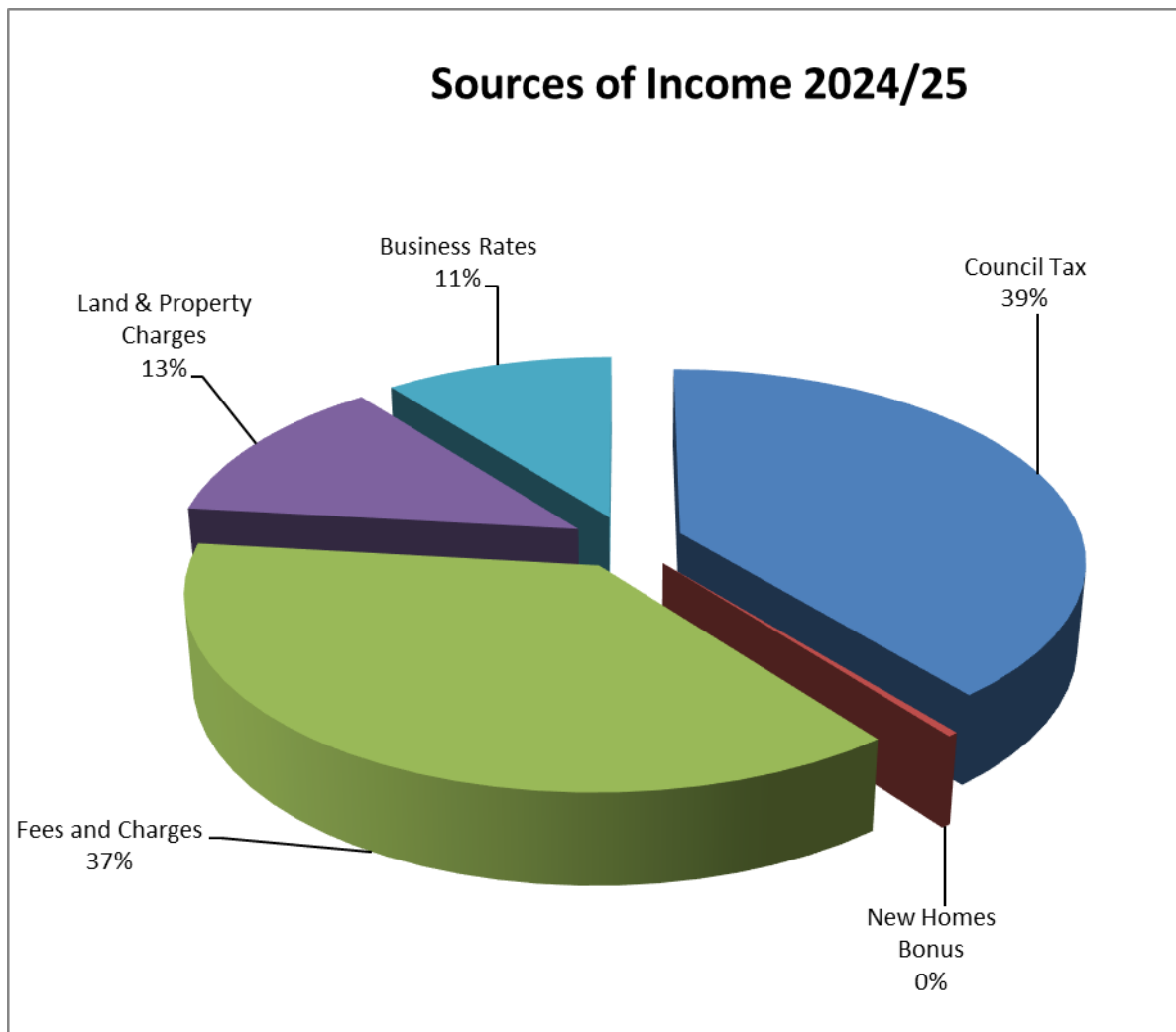
2.5.2 The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 26 September 2024.

2.6 Impact of inflation

2.6.1 Energy costs are expected to continue to place pressure on budgets in year although the pressure has not materialised in actual costs to 30 September 2024. As far as possible, services will be expected to absorb increased costs by managing other expenditure.

2.7 Council Income

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



2.7.2 Particular income generating items can fluctuate depending on the economic climate, popularity and affordability. The main risks that are considered the most critical and their financial position are shown in the table below. It should be noted that the income receivable from the Planning Services and Parking Enforcement are not linear and are subject to peaks and troughs throughout the financial year.

2.7.3 Environmental Services, trade waste is invoiced to customers half yearly in April and October and garden waste for existing customers is charged for in one instalment at the beginning of the financial year.

2.7.4 Garage rents are charged on a weekly basis and are collected by a monthly direct debit. Licensing income relates licences which are issued on a one, three and five year basis.

Service	Income Stream	2024/25 Original Budget £	2024/25 Latest Budget £	2024/25 Actual to date £	2024/25 Year end Forecast £	2024/25 Variance £
Regulatory Services	Application Fees	(846,420)	(846,420)	(425,795)	(846,420)	0
	Licenses	(207,135)	(207,135)	(113,195)	(207,135)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(106,815)	(150,000)	(35,000)
	Pay and Display	(220,000)	(220,000)	(113,477)	(220,000)	0
Environmental Protection	Trade Refuse	(907,865)	(907,865)	(429,926)	(907,865)	0
	Garden Waste	(1,583,200)	(1,583,200)	(1,575,746)	(1,583,200)	0
	Clinical Waste	(123,825)	(123,825)	(61,786)	(123,825)	0
	Cemeteries	(242,243)	(242,243)	(162,143)	(242,243)	0
Property Services	Garages	(1,107,950)	(1,107,950)	(539,723)	(1,084,450)	23,500
	Shops	(210,000)	(210,000)	(149,513)	(210,000)	0
	Investment Properties	(950,499)	(950,499)	(708,026)	(950,499)	0

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

2.8 Debtors (invoicing)

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

2.8.2 As at the end of Period 6 (September), the total outstanding debt was £0.889m. This is equivalent to 3.31% of total budgeted income of £26.800m. Debts less than one month old total £0.467m (52.51% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.164m (18.49% of the total debt) which mainly relate to rent on a Commercial Property where the tenant was subject to a Temporary Accommodation. The Council's

debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
General Public Services, Community Safety & Infrastructure	Community Partnerships	4,230	2,370	1,055	7,655
	Economic Development and Planning Policy	0	0	7,463	7,463
	Public Services	30,246	7,523	2,186	39,955
Climate Change, Leisure & Housing	Housing, Public Health and Wellbeing	12,690	32,211	58,447	103,348
	Leisure	93,977	77,655	0	171,632
	Sustainability & Climate	0	0	0	0
Policy & Resources	Resources	325,229	113,225	54,950	533,404
	Leader	222	24,742	220	25,184
Total		466,594	257,726	164,321	888,641

2.9 Treasury Management

2.9.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 30 September. The interest earned on the investments made by the Council supports the funding of the services it provides. The latest approved budget on short-term investment interest for 2024/25 is £0.890m. The Bank of England base interest rate was 5.25% on 1st April 2024 and was reduced to 5.0% in August 2024. The base rate was therefore 5.0% at the end of the period.

2.10 Staff Vacancy Monitoring

2.10.1 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of June 2024 with a detailed analysis by service within appendices 1 to 3.

Committee	No of Vacancies
General Public Services, Community Safety & Infrastructure	3
Climate Change, Leisure & Housing	1
Policy & Resources	1
Total	5

2.10.2 The percentage of vacant posts at the end of the second quarter is 1.38% when compared against the total number of 362 Council posts. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

Options and Reasons for Recommendations

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

3.2

3.3

4 Policy/Budget Reference and Implications

4.1 In accordance with the Council's Constitution and Financial Procedure Rules, if the recommendations are accepted, this will amend the Council's budgets for 2024/25, and over the MTFP.

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

Financial Implications

5.1 The following revenue and capital variations have been identified for all service committees at 30 September 2024:

Variance	2024/25 £	2025/26 £	2026/27 £
Revenue - (Favourable)/ Unfavourable	(99,061)	278,221	278,221
Capital - Increase / (Decrease)	184,903	0	0

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

5.4

Legal Implications

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

Equal Opportunities Implications

7.1 Relevance Test

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

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

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

9.2

Risk and Health & Safety Implications

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

10.2 The Financial and Budgetary risks are set out in Appendix 8 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk that the medium term financial position worsens, is also reported within the Council’s Strategic Risk Register.

10.3 The risks set out in Appendix 8 are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

10.4

10.5

Recommendation

11.1 To Council:

11.2 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.

11.3 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.

11.4 That the revenue variances to be managed as set out in appendices 1 to 3 be noted.

11.5 That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.

11.6 Data Quality

Data sources:

Council’s financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	
3	High	✓

Background Papers

Budget papers to Council – February 2024

APPENDICES / ATTACHMENTS

Appendix 1 General Public Services, Community Safety and Infrastructure Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Annex E – Key Income Streams

Appendix 2 Climate Change, Leisure and Housing Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Appendix 3 Policy and Resources Committee Detailed Monitoring Report

Annex A - Medium term revenue budget by service

Annex B - Explanations of revenue variances reported this Period

Annex C - Medium term capital investment programme

Annex D - Explanations of capital variances reported this Period

Annex E – Key Income Streams

Appendix 4 Corporate Costs Medium Term Revenue Budget

Appendix 5 Funding the capital programme

Appendix 6 Medium Term Financial Plan 2024-2027

Appendix 7 Reserves Forecast 2024/25

Appendix 8 Budgetary Risks

This page is intentionally left blank

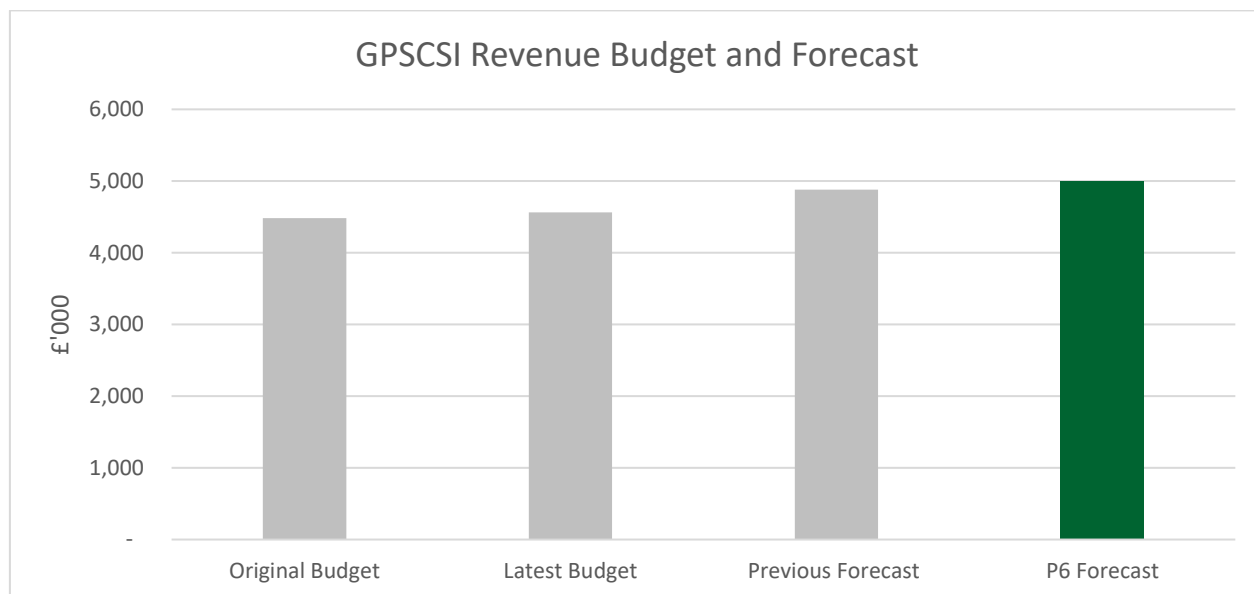
General Public Services, Community Safety and Infrastructure Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the General Public Services, Community Safety and Infrastructure (GPSCSI) Committee. The forecast is based on the position as at Period 6 which covers the period from 1 July 2024 to 30 September 2024.

Revenue

2. The latest forecast is net expenditure of £4.995m against the latest budget of £4.562m. This is an unfavourable variance of £0.432m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		£000	£000					
Community Partnerships	1,022		1,030	1,030	1,030	1,025	(4)	(4)
Economic Development and Planning Policy	524		524	528	528	636	108	108
Public Services	2,935		2,982	3,005	3,324	3,334	10	329
Total	4,481		4,535	4,563	4,881	4,995	114	432

3. Annex B sets out the main variations to budget.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2023/24.

Capital Investment Programme

5. The latest capital investment programme for 2024/25 is £3.729m. A variation of £0.185m is reported.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.

8. The following table sets out the vacancies as at 30 September 2024.

Department	Job Title	Comments	Total
Environmental Protection	Grounds Maintenance Trainee Operative	Subject to restructure	1.00
	Loader	Recently advertised	1.00
	HGV Driver	Currently advertised	1.00
Total General Public Services, Community Safety & Infrastructure			3.00

Annex A
GPSCSI Committee Medium Term Revenue Budget Service

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£		£	£	£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	129,645	288,340	0	288,340	288,340	Budget will be spent
Community Development	4,500	12,000	12,000	12,000	(24,835)	7,000	(5,000)	4,500	4,500	Income and Expenditure budgets of £2,000 required for Ringfenced Household Support Fund grant, transfer of £5,000 of Household Support Fund budget to Homelessness Prevention Fund and Lone Worker Devices budget of £585 required
Community Safety	307,487	307,487	307,487	307,487	178,295	308,072	585	313,053	316,983	Income and Expenditure budgets of £2,000 required for Ringfenced PCC grant for Serious Violence and Lone Worker Devices budget of £585 required
Community Partnerships	211,042	211,042	211,042	211,042	100,079	211,042	0	212,418	212,418	Budget will be spent
Env Health - Commercial Team	209,790	209,790	209,790	209,790	99,221	209,790	0	209,790	209,790	Budget will be spent
Licensing	(66,585)	(66,585)	(66,585)	(66,585)	(50,728)	(66,585)	0	(66,585)	(66,585)	Budget will be spent
Community & Leisure Grant	67,500	67,500	67,500	67,500	27,079	67,500	0	67,500	67,500	Budget will be spent
Total	1,022,074	1,029,574	1,029,574	1,029,574	458,757	1,025,159	(4,415)	1,029,016	1,032,946	

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	(10,497)	(10,497)	(10,497)	(10,497)	11,818	31,553	42,050	(6,716)	13,986	Increase in Land Searches budget required of £15,000 due to Highway questions on searches now have to be sent to HCC for responses and £27,050 reduction in income budget for Search Fees required as budget consistently not met due to changing demands and the increase in Personal Searches
Street Naming & Numbering	7,130	7,130	7,130	7,130	1,727	7,130	0	7,130	7,130	Budget will be spent
Development Management	110,943	110,943	115,143	115,143	274,599	181,216	66,073	125,277	98,190	Increased budget for Professional Fees - Consultancy for Applications due to specialist input required for planning appeals of £60,000, applications of £13,000 and Legal Fees of £6,000 (Mansion House - data centre appeal). £2,325 budget required for Lone Worker Devices. Offset by Increase in income budget for Pre-Application Advise of £15,252 due to Speculative developments being submitted for pre application advice given status of the Local Plan, Government policy and recent appeal decisions. Income and Expenditure budgets of £250,000 required for the repayment of S106 Affordable Housing contribution
Development Plans	324,504	324,504	324,504	324,504	223,985	324,504	0	325,925	327,800	Budget will be spent
Hertfordshire Building Control	37,500	37,500	37,500	37,500	26,709	37,500	0	37,500	37,500	Budget will be spent
HS2 Planning	0	0	0	0	(737)	0	0	0	0	Income received from HS2
GIS Officer	53,999	53,999	53,999	53,999	26,797	53,999	0	53,999	53,999	Budget will be spent
Total	523,579	523,579	527,779	527,779	564,898	635,902	108,123	543,115	538,605	

GPSCSI Committee Medium Term Revenue Budget Service cont.

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	272,561	272,561	(10,304)	252,561	(20,000)	245,486	205,486	Increase in budget required due to Inflationary increase on Parking contract with Hertsmere Borough Council, offset by Increased income of £35,000 received on PCNs due to recent changes to the deployment plan.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	102,977	110,466	0	110,466	110,466	Budget will be spent
Dial A Ride	40,000	40,000	40,000	40,000	10,000	40,000	0	40,000	40,000	Budget will be spent
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	0	6,674	0	1,500	1,500	Budget will be spent
Associate Director of Environment	92,826	92,826	94,656	94,656	46,468	94,656	0	98,035	98,035	Budget will be spent
Refuse Domestic	(26,220)	(26,220)	(26,220)	(26,220)	(7,180)	(26,220)	0	(26,220)	(26,220)	Budget will be spent
Refuse Trade	(231,882)	(231,882)	(231,882)	(231,882)	(172,109)	(231,882)	0	(231,882)	(231,882)	Budget will be spent
Better Buses Fund	101,762	101,762	101,762	101,762	0	101,762	0	101,762	101,762	Budget will be spent
Recycling General	750	750	750	750	(3,384)	750	0	750	750	Budget will be spent
Green Waste	(656,986)	(656,986)	(656,986)	(656,986)	(1,089,461)	(656,986)	0	(656,436)	(656,436)	Income is received at the beginning of the financial year and expenditure against the income is made throughout the year. Budget will be spent
Chemical Waste	(38,596)	(38,596)	(38,596)	(38,596)	(34,325)	(38,596)	0	(38,596)	(38,596)	Budget will be spent
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(70)	3,838	(70)	0	(318,613)	(318,613)	Budget will be spent
Abandoned Vehicles	250	250	250	250	200	250	0	250	250	Demand led service
Public Conveniences	3,600	3,600	3,600	3,600	600	3,600	0	3,600	3,600	Budget will be spent
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	0	0	
Environmental Protection	375,550	375,550	375,550	375,550	212,231	376,015	465	376,732	376,732	Budget required for Lone Worker Devices
Depot-Batchworth	34,380	34,380	34,380	34,380	45,238	63,875	29,495	55,225	55,225	Increase in NNDR of £26,355 due to revaluation and backdated claim and Budget required for Lone Worker Devices of £3,140
Waste Management	2,560,250	2,560,250	2,560,250	2,560,250	1,437,329	2,560,250	0	2,560,250	2,560,250	Budget will be spent
Street Cleansing	676,721	676,721	676,721	676,721	322,993	676,721	0	676,721	676,721	Budget will be spent
Total	2,934,923	2,982,172	3,005,323	3,323,866	865,109	3,333,826	9,960	2,999,030	2,959,030	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,562,676	4,881,219	1,888,765	4,994,887	113,668	4,571,161	4,530,581	

Annex B

GPSCSI Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary Estimates

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 £
Decriminalised Parking Enf SPA	Third Party Payments	Inflationary increase on Parking contract with Hertsmere Borough Council	15,000	15,000	15,000
Depot-Batchworth	Premises	Increase in NNDR due to revaluation and backdated claim	26,355	17,705	17,705
Total Public Services			41,355	32,705	32,705
Total General Public Services, Community Safety and Infrastructure			41,355	32,705	32,705

Variations to be managed

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Community Safety	Supplies and services	Budget required for Lone Worker Devices	585	585	585
Total Community Safety			585	585	585
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Community Development	Supplies and services	Increase in Land Searches budget required due to Highway questions on searches now have to be sent to HCC for responses	15,000	-	-
	Income	Reduction in income budget for Search Fees required as budget consistently not met due to changing demands and the increase in Personal Searches	27,050	-	-
Development Planning	Supplies and services	Increased budget for Professional Fees - Consultancy for Applications due to specialist input required for planning appeals of £60,000, applications of £13,000 and Legal Fees of £6,000 (Mansion House - data centre appeal). £2,325 budget required for Lone Worker Devices	81,325	2,325	2,325
	Income	Increase in income budget for Pre-Application Advise due to Speculative developments being submitted for pre application advice given status of the Local Plan, Government policy and recent appeal decisions	(15,252)	-	-
Total Economic Development and Planning Policy			108,123	2,325	2,325
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Decriminalised Parking Enf SPA	Income	Increased income received on PCNs due to recent changes to the deployment plan.	(35,000)	-	-
Environmental Protection	Supplies and services	Budget required for Lone Worker Devices	465	465	465
Depot - Batchworth	Supplies and services	Budget required for Lone Worker Devices	3,140	3,140	3,140
Total Public Services			(31,395)	3,605	3,605
Total General Public Services, Community Safety and Infrastructure			77,313	6,515	6,515

Virements

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Community Development	Supplies and services	To spend ringfenced Household Support Fund grant of £2,000, which is currently in reserves and transfer of £5,000 of Household Support Fund budget to Homelessness Prevention Fund	(3,000)	-	-
	Income	Transfer of ringfenced Household Support Fund grant from reserves	(2,000)	-	-
Community Safety	Supplies and services	To spend ringfenced grant from PCC for Serious Violence	2,000		
	Income	Receipt of ringfenced grant from PCC for Serious Violence	(2,000)		
Total Community Safety			(5,000)	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
Development Management	Supplies and services	Refund of developers S106 affordable housing contribution	250,000	250,000	250,000
	Income	Receipt of S106 funding	(250,000)	(250,000)	(250,000)
Total Economic Development and Planning Policy			0	0	0
Total General Public Services, Community Safety and Infrastructure			(5,000)	0	0

Annex C
GPSCSI Medium term capital investment programme

General Public Services, Community Safety & Infrastructure													
Community Partnerships	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Capital Grants & Loans	20,000	20,000	20,000	0	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
Community CCTV	12,000	12,000	12,000	0	12,000	0	6,000	6,000	0	6,000	6,000	0	Budget will be spent
Sub-total Community Partnerships	32,000	32,000	32,000	0	32,000	0	26,000	26,000	0	26,000	26,000	0	
Public Services	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Disabled Parking Bays	2,500	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Invoice awaited for the first 6 months of 2024/25
Waste Plant & Equipment	25,000	34,500	34,500	7,727	34,500	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Waste Services Depot	0	0	456,400	61,685	456,400	0	0	0	0	0	0	0	Environment Agency have signed off on the planning condition so works can proceed - to be planned for October/November
EV Charging Points	0	460,000	535,938	0	535,938	0	0	0	0	0	0	0	Scheme to be implemented later this financial year
Controlled Parking	0	82,322	107,322	9,481	107,322	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Replacement Bins	72,190	73,265	73,265	79,745	73,265	0	115,000	115,000	0	115,000	115,000	0	Budget will be spent
Waste & Recycling Vehicles	1,354,015	1,566,564	1,566,564	228,134	1,566,564	0	800,000	800,000	0	800,000	800,000	0	Budget will be spent
Car Park Restoration	290,000	310,509	310,509	131,946	310,509	0	35,000	35,000	0	35,000	35,000	0	Various projects have been identified and are currently being assessed for priority
Footpaths, Paths & Roads	20,000	25,728	25,728	15,390	25,728	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
TRDC Footpaths & Alleyways	25,000	43,387	43,387	4,593	43,387	0	25,000	25,000	0	25,000	25,000	0	Survey completed - Urgent works to be progressed
GIS	13,500	13,500	13,500	0	13,500	0	0	0	0	0	0	0	Budget will be spent
Transport and Infrastructure	199,344	365,383	340,383	25,411	340,383	0	179,000	179,000	0	179,000	179,000	0	£45,000 budget replaced by CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024
Sub-total Public Services	2,001,549	2,977,658	3,509,996	564,112	3,509,996	0	1,226,500	1,226,500	0	1,226,500	1,226,500	0	
Economic Development & Planning Policy	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Listed Building Grants	2,500	2,500	2,500	0	1,500	(1,000)	2,500	2,500	0	2,500	2,500	0	Full Budget not required as demand Led service, no applications received to date
CIL Community Grants	0	0	184,461	184,461	370,364	185,903	0	0	0	0	0	0	CIL Contribution for Chorleywood Common FC agreed at Full Council 9th July 2024
Sub-total Economic Development & Planning Policy	2,500	2,500	186,961	184,461	371,864	184,903	2,500	2,500	0	2,500	2,500	0	
Total General Public Services, Community Safety & Infrastructure	2,036,049	3,012,158	3,728,957	748,573	3,913,860	184,903	1,255,000	1,255,000	0	1,255,000	1,255,000	0	

Annex D

GPSCSI Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
General Public Services, Community Safety & Infrastructure				
Transport & Infrastructure	£45,000 budget replaced by CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024	(45,000)	0	0
	CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024	45,000		
Listed Building Grants	Full Budget not required as demand led service, no applications received to date	(1,000)	0	0
CIL Community Grants	CIL Contribution for Chorleywood Common FC agreed at Full Council 9th July 2024	185,903	0	0
Total General Public Services, Community Safety & Infrastructure		184,903	0	0

Annex E
GPSCSI Key Income Streams

Regulatory Services									
Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(2,190)	80	(7,700)	176	(5,410)	114	(12,845)	292
	May	(5,008)	133	(7,955)	153	(8,830)	135	(18,465)	372
	June	(5,360)	124	(6,960)	144	(8,180)	152	(16,355)	313
	July	(7,916)	167	(7,386)	113	(10,735)	248	(21,030)	359
	August	(8,878)	233	(6,814)	122	(13,495)	289	(21,830)	337
	September	(12,555)	252	(6,134)	114	(11,650)	236	(16,290)	326
	October	(10,444)	219	(9,526)	249	(13,707)	247		
	November	(10,585)	230	(9,118)	194	(13,715)	219		
	December	(9,834)	230	(7,845)	134	(11,725)	212		
	January	(8,800)	149	(8,913)	154	(12,865)	316		
	February	(8,614)	231	(9,020)	172	(18,307)	233		
	March	(10,828)	190	(10,329)	135	(14,753)	296		
	Total	(101,012)	2,238	(97,700)	1,860	(143,372)	2,697	(106,815)	1,999

Comments: The Original budget for 2024/25 is £115,000. Officers are now predicting income of £150,000 due to recent changes to the deployment plan. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(9,551)	5,128	(11,910)	7,037	(15,346)	8,197	(19,257)	10,009
	May	(10,442)	5,577	(12,841)	7,097	(17,473)	8,412	(20,212)	10,433
	June	(12,675)	6,513	(15,058)	7,062	(17,912)	9,036	(18,090)	9,441
	July	(11,677)	6,653	(13,121)	7,362	(17,937)	9,271	(19,394)	10,191
	August	(11,136)	6,198	(13,742)	7,326	(16,564)	8,531	(16,320)	9,241
	September	(12,418)	6,789	(14,086)	7,387	(17,540)	9,075	(20,204)	8,752
	October	(13,466)	7,308	(14,702)	7,878	(18,978)	9,450		
	November	(14,253)	7,582	(14,587)	7,411	(19,091)	9,633		
	December	(14,857)	7,638	(17,110)	8,354	(20,515)	10,337		
	January	(10,425)	6,486	(16,778)	7,573	(20,475)	9,612		
	February	(12,966)	7,309	(14,471)	7,823	(19,453)	10,041		
	March	(17,041)	7,813	(19,225)	9,882	(21,063)	10,893		
	Total	(150,907)	80,994	(177,631)	92,192	(222,347)	112,488	(113,477)	58,067

Comments: The Original budget for 2024/25 is £220,000. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

Development Management	Month	2021/22		2022/23		2023/24		2024/25	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(37,925)	202	(389,072)	121	(31,355)	111	(94,490)	133
	May	(44,506)	200	(59,995)	162	(57,426)	138	(74,771)	119
	June	(40,347)	177	(41,122)	123	(73,723)	122	(80,169)	125
	July	(35,900)	152	(56,630)	129	(23,579)	125	(93,197)	127
	August	(58,240)	153	(27,451)	144	(42,914)	137	(52,344)	101
	September	(24,763)	145	(53,870)	111	(28,687)	133	(30,825)	115
	October	(26,477)	135	(141,962)	125	(32,577)	137		
	November	(34,623)	133	(51,317)	136	(32,047)	120		
	December	(53,134)	136	(65,353)	119	(21,107)	96		
	January	(39,467)	106	(21,090)	131	(17,242)	104		
	February	(39,530)	108	(56,956)	116	(40,229)	103		
	March	(91,250)	172	(34,930)	163	(33,857)	120		
	Total	(526,162)	1,819	(999,748)	1,580	(434,743)	1,446	(425,795)	720

Comments: The Original budget for 2024/25 is £846,420. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.

GPSCSI Key Income Streams Cont.

Waste Management									
Trade Refuse Contract fees	Month	2021/22		2022/23		2023/24		2024/25	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(342,837)	989	(374,524)	925	(408,151)	900	(432,709)	865
	May	(23,082)		(2,105)	929	2,040	897	2,897	856
	June	(3,124)		(297)	930	200	879	1,981	849
	July	(2,934)		(328)	930	1,007	882	(120)	851
	August	(235)		(1,417)	920	(3,049)	871	(324)	857
	September	(869)		(1,221)	925	(1,635)	872	(1,651)	860
	October	(362,664)		(376,644)	926	(402,130)	873		
	November	2,382		(7,399)	920	464	867		
	December	(6,135)		(738)	908	337	860		
	January	(1,064)		(2,476)	916	(940)	867		
	February	(1,213)		(1,298)	917	(5,573)	870		
	March	(8,966)		(5,356)	913	(2,436)	867		
	Total	(750,741)		989	(773,803)	913	(819,866)	867	(429,926)

Comments: The original 2024/25 budget is £907,865. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service.

Garden Waste Bin Charges	Month	2021/22		2022/23		2023/24		2024/25	
		£	Volume	£	Volume	£	Volume	£	Volume
	April	(1,047,033)	21,524	(1,173,068)	21,649	(1,392,490)	21,254	(1,515,550)	21,389
	May	(19,620)	529	(18,910)	405	(31,450)	516	(23,624)	356
	June	(19,239)	331	(17,232)	237	(17,754)	273	(17,574)	255
	July	(13,244)	256	(8,724)	163	(6,786)	107	(9,899)	137
	August	(7,939)	190	(5,778)	96	(7,494)	111	(6,009)	82
	September	(4,834)	93	(3,129)	49	(4,346)	56	(3,090)	34
	October	(2,291)	75	(2,480)	80	(3,254)	89		
	November	(1,341)	51	(1,589)	51	(1,781)	50		
	December	(539)	20	(324)	14	(645)	16		
	January	(743)	31	(956)	26	(204)	15		
	February	0	0	0	0	30	0		
	March	0	0	0	0	0	0		
	Total	(1,116,822)	23,100	(1,232,190)	22,770	(1,466,174)	22,487	(1,575,746)	22,253

Comments: The original 2024/25 budget is £1,583,200. The standard charges for 2024/25 are £65 for the first bin and £110 each for a second or third bin. Customers in receipt of certain benefits pay a concession fee of £55 for the first bin.

This page is intentionally left blank

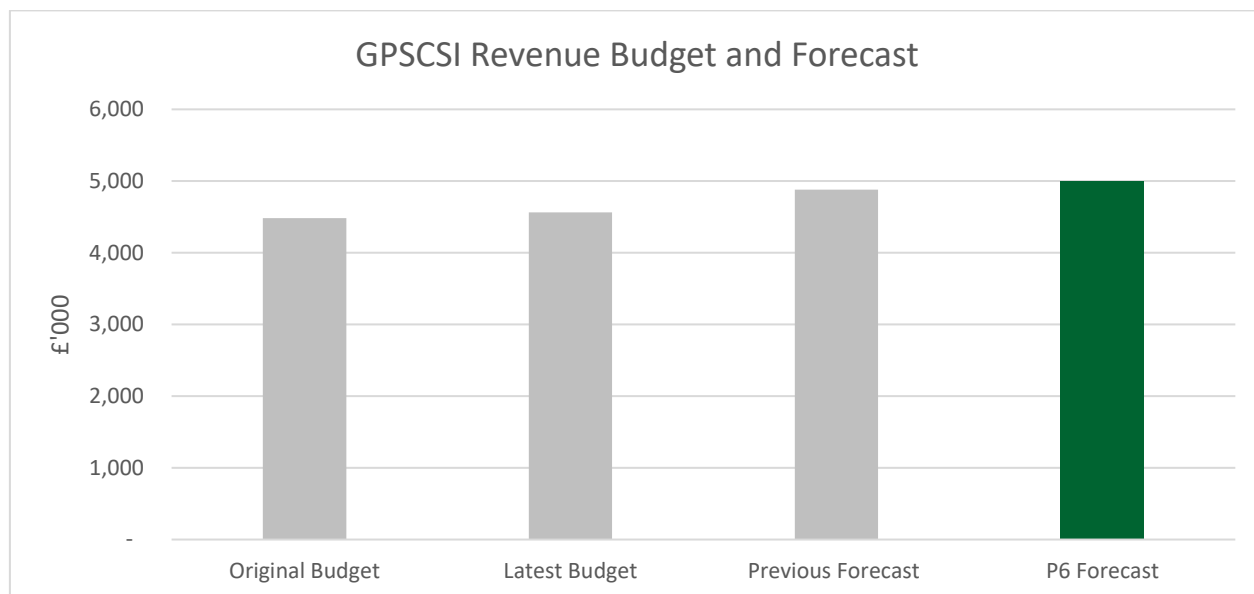
General Public Services, Community Safety and Infrastructure Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the General Public Services, Community Safety and Infrastructure (GPSCSI) Committee. The forecast is based on the position as at Period 6 which covers the period from 1 July 2024 to 30 September 2024.

Revenue

2. The latest forecast is net expenditure of £4.995m against the latest budget of £4.562m. This is an unfavourable variance of £0.432m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		£000	£000					
Community Partnerships	1,022		1,030	1,030	1,030	1,025	(4)	(4)
Economic Development and Planning Policy	524		524	528	528	636	108	108
Public Services	2,935		2,982	3,005	3,324	3,334	10	329
Total	4,481		4,535	4,563	4,881	4,995	114	432

3. Annex B sets out the main variations to budget.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2023/24.

Capital Investment Programme

5. The latest capital investment programme for 2024/25 is £3.729m. A variation of £0.185m is reported.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.

8. The following table sets out the vacancies as at 30 September 2024.

Department	Job Title	Comments	Total
Environmental Protection	Grounds Maintenance Trainee Operative	Subject to restructure	1.00
	Loader	Recently advertised	1.00
	HGV Driver	Currently advertised	1.00
Total General Public Services, Community Safety & Infrastructure			3.00

Annex A
GPSCSI Committee Medium Term Revenue Budget Service

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£		£	£	£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	129,645	288,340	0	288,340	288,340	Budget will be spent
Community Development	4,500	12,000	12,000	12,000	(24,835)	7,000	(5,000)	4,500	4,500	Income and Expenditure budgets of £2,000 required for Ringfenced Household Support Fund grant, transfer of £5,000 of Household Support Fund budget to Homelessness Prevention Fund and Lone Worker Devices budget of £585 required
Community Safety	307,487	307,487	307,487	307,487	178,295	308,072	585	313,053	316,983	Income and Expenditure budgets of £2,000 required for Ringfenced PCC grant for Serious Violence and Lone Worker Devices budget of £585 required
Community Partnerships	211,042	211,042	211,042	211,042	100,079	211,042	0	212,418	212,418	Budget will be spent
Env Health - Commercial Team	209,790	209,790	209,790	209,790	99,221	209,790	0	209,790	209,790	Budget will be spent
Licensing	(66,585)	(66,585)	(66,585)	(66,585)	(50,728)	(66,585)	0	(66,585)	(66,585)	Budget will be spent
Community & Leisure Grant	67,500	67,500	67,500	67,500	27,079	67,500	0	67,500	67,500	Budget will be spent
Total	1,022,074	1,029,574	1,029,574	1,029,574	458,757	1,025,159	(4,415)	1,029,016	1,032,946	
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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	(10,497)	(10,497)	(10,497)	(10,497)	11,818	31,553	42,050	(6,716)	13,986	Increase in Land Searches budget required of £15,000 due to Highway questions on searches now have to be sent to HCC for responses and £27,050 reduction in income budget for Search Fees required as budget consistently not met due to changing demands and the increase in Personal Searches
Street Naming & Numbering	7,130	7,130	7,130	7,130	1,727	7,130	0	7,130	7,130	Budget will be spent
Development Management	110,943	110,943	115,143	115,143	274,599	181,216	66,073	125,277	98,190	Increased budget for Professional Fees - Consultancy for Applications due to specialist input required for planning appeals of £60,000, applications of £13,000 and Legal Fees of £6,000 (Mansion House - data centre appeal). £2,325 budget required for Lone Worker Devices. Offset by Increase in income budget for Pre-Application Advise of £15,252 due to Speculative developments being submitted for pre application advice given status of the Local Plan, Government policy and recent appeal decisions. Income and Expenditure budgets of £250,000 required for the repayment of S106 Affordable Housing contribution
Development Plans	324,504	324,504	324,504	324,504	223,985	324,504	0	325,925	327,800	Budget will be spent
Hertfordshire Building Control	37,500	37,500	37,500	37,500	26,709	37,500	0	37,500	37,500	Budget will be spent
HS2 Planning	0	0	0	0	(737)	0	0	0	0	Income received from HS2
GIS Officer	53,999	53,999	53,999	53,999	26,797	53,999	0	53,999	53,999	Budget will be spent
Total	523,579	523,579	527,779	527,779	564,898	635,902	108,123	543,115	538,605	

GPSCSI Committee Medium Term Revenue Budget Service cont.

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	272,561	272,561	(10,304)	252,561	(20,000)	245,486	205,486	Increase in budget required due to Inflationary increase on Parking contract with Hertsmere Borough Council, offset by Increased income of £35,000 received on PCNs due to recent changes to the deployment plan.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	102,977	110,466	0	110,466	110,466	Budget will be spent
Dial A Ride	40,000	40,000	40,000	40,000	10,000	40,000	0	40,000	40,000	Budget will be spent
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	0	6,674	0	1,500	1,500	Budget will be spent
Associate Director of Environment	92,826	92,826	94,656	94,656	46,468	94,656	0	98,035	98,035	Budget will be spent
Refuse Domestic	(26,220)	(26,220)	(26,220)	(26,220)	(7,180)	(26,220)	0	(26,220)	(26,220)	Budget will be spent
Refuse Trade	(231,882)	(231,882)	(231,882)	(231,882)	(172,109)	(231,882)	0	(231,882)	(231,882)	Budget will be spent
Better Buses Fund	101,762	101,762	101,762	101,762	0	101,762	0	101,762	101,762	Budget will be spent
Recycling General	750	750	750	750	(3,384)	750	0	750	750	Budget will be spent
Domestic Garden Waste	(656,986)	(656,986)	(656,986)	(656,986)	(1,089,461)	(656,986)	0	(656,436)	(656,436)	Income is received at the beginning of the financial year and expenditure against the income is made throughout the year. Budget will be spent
Domestic Clinical Waste	(38,596)	(38,596)	(38,596)	(38,596)	(34,325)	(38,596)	0	(38,596)	(38,596)	Budget will be spent
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(70)	3,838	(70)	0	(318,613)	(318,613)	Budget will be spent
Abandoned Vehicles	250	250	250	250	200	250	0	250	250	Demand led service
Public Conveniences	3,600	3,600	3,600	3,600	600	3,600	0	3,600	3,600	Budget will be spent
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	0	0	
Environmental Protection	375,550	375,550	375,550	375,550	212,231	376,015	465	376,732	376,732	Budget required for Lone Worker Devices
Depot-Batchworth	34,380	34,380	34,380	34,380	45,238	63,875	29,495	55,225	55,225	Increase in NNDR of £26,355 due to revaluation and backdated claim and Budget required for Lone Worker Devices of £3,140
Waste Management	2,560,250	2,560,250	2,560,250	2,560,250	1,437,329	2,560,250	0	2,560,250	2,560,250	Budget will be spent
Street Cleansing	676,721	676,721	676,721	676,721	322,993	676,721	0	676,721	676,721	Budget will be spent
Total	2,934,923	2,982,172	3,005,323	3,323,866	865,109	3,333,826	9,960	2,999,030	2,959,030	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,562,676	4,881,219	1,888,765	4,994,887	113,668	4,571,161	4,530,581	

Annex B

GPSCSI Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary Estimates

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 £
Decriminalised Parking Enf SPA	Third Party Payments	Inflationary increase on Parking contract with Hertsmere Borough Council	15,000	15,000	15,000
Depot-Batchworth	Premises	Increase in NNDR due to revaluation and backdated claim	26,355	17,705	17,705
Total Public Services			41,355	32,705	32,705
Total General Public Services, Community Safety and Infrastructure			41,355	32,705	32,705

Variations to be managed

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Community Safety	Supplies and services	Budget required for Lone Worker Devices	585	585	585
Total Community Safety			585	585	585
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Community Development	Supplies and services	Increase in Land Searches budget required due to Highway questions on searches now have to be sent to HCC for responses	15,000	-	-
	Income	Reduction in income budget for Search Fees required as budget consistently not met due to changing demands and the increase in Personal Searches	27,050	-	-
Development Planning	Supplies and services	Increased budget for Professional Fees - Consultancy for Applications due to specialist input required for planning appeals of £60,000, applications of £13,000 and Legal Fees of £6,000 (Mansion House - data centre appeal). £2,325 budget required for Lone Worker Devices	81,325	2,325	2,325
	Income	Increase in income budget for Pre-Application Advise due to Speculative developments being submitted for pre application advice given status of the Local Plan, Government policy and recent appeal decisions	(15,252)	-	-
Total Economic Development and Planning Policy			108,123	2,325	2,325
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Decriminalised Parking Enf SPA	Income	Increased income received on PCNs due to recent changes to the deployment plan.	(35,000)	-	-
Environmental Protection	Supplies and services	Budget required for Lone Worker Devices	465	465	465
Depot - Batchworth	Supplies and services	Budget required for Lone Worker Devices	3,140	3,140	3,140
Total Public Services			(31,395)	3,605	3,605
Total General Public Services, Community Safety and Infrastructure			77,313	6,515	6,515

Virements

General Public Services, Community Safety and Infrastructure			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Community Development	Supplies and services	To spend ringfenced Household Support Fund grant of £2,000, which is currently in reserves and transfer of £5,000 of Household Support Fund budget to Homelessness Prevention Fund	(3,000)	-	-
	Income	Transfer of ringfenced Household Support Fund grant from reserves	(2,000)	-	-
Community Safety	Supplies and services	To spend ringfenced grant from PCC for Serious Violence	2,000		
	Income	Receipt of ringfenced grant from PCC for Serious Violence	(2,000)		
Total Community Safety			(5,000)	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
Development Management	Supplies and services	Refund of developers S106 affordable housing contribution	250,000	250,000	250,000
	Income	Receipt of S106 funding	(250,000)	(250,000)	(250,000)
Total Economic Development and Planning Policy			0	0	0
Total General Public Services, Community Safety and Infrastructure			(5,000)	0	0

Annex C
GPSCSI Medium term capital investment programme

General Public Services, Community Safety & Infrastructure													
Community Partnerships	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Capital Grants & Loans	20,000	20,000	20,000	0	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
Community CCTV	12,000	12,000	12,000	0	12,000	0	6,000	6,000	0	6,000	6,000	0	Budget will be spent
Sub-total Community Partnerships	32,000	32,000	32,000	0	32,000	0	26,000	26,000	0	26,000	26,000	0	
Public Services	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Disabled Parking Bays	2,500	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Invoice awaited for the first 6 months of 2024/25
Waste Plant & Equipment	25,000	34,500	34,500	7,727	34,500	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Waste Services Depot	0	0	456,400	61,685	456,400	0	0	0	0	0	0	0	Environment Agency have signed off on the planning condition so works can proceed - to be planned for October/November
EV Charging Points	0	460,000	535,938	0	535,938	0	0	0	0	0	0	0	Scheme to be implemented later this financial year
Controlled Parking	0	82,322	107,322	9,481	107,322	0	25,000	25,000	0	25,000	25,000	0	Budget will be spent
Replacement Bins	72,190	73,265	73,265	79,745	73,265	0	115,000	115,000	0	115,000	115,000	0	Budget will be spent
Waste & Recycling Vehicles	1,354,015	1,566,564	1,566,564	228,134	1,566,564	0	800,000	800,000	0	800,000	800,000	0	Budget will be spent
Open Park Restoration	290,000	310,509	310,509	131,946	310,509	0	35,000	35,000	0	35,000	35,000	0	Various projects have been identified and are currently being assessed for priority
Footpaths, Paths & Roads	20,000	25,728	25,728	15,390	25,728	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
TRDC Footpaths & Alleyways	25,000	43,387	43,387	4,593	43,387	0	25,000	25,000	0	25,000	25,000	0	Survey completed - Urgent works to be progressed
GIS	13,500	13,500	13,500	0	13,500	0	0	0	0	0	0	0	Budget will be spent
Transport and Infrastructure	199,344	365,383	340,383	25,411	340,383	0	179,000	179,000	0	179,000	179,000	0	£45,000 budget replaced by CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024
Sub-total Public Services	2,001,549	2,977,658	3,509,996	564,112	3,509,996	0	1,226,500	1,226,500	0	1,226,500	1,226,500	0	
Economic Development & Planning Policy	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Listed Building Grants	2,500	2,500	2,500	0	1,500	(1,000)	2,500	2,500	0	2,500	2,500	0	Full Budget not required as demand Led service, no applications received to date
CIL Community Grants	0	0	184,461	184,461	370,364	185,903	0	0	0	0	0	0	CIL Contribution for Chorleywood Common FC agreed at Full Council 9th July 2024
Sub-total Economic Development & Planning Policy	2,500	2,500	186,961	184,461	371,864	184,903	2,500	2,500	0	2,500	2,500	0	
Total General Public Services, Community Safety & Infrastructure	2,036,049	3,012,158	3,728,957	748,573	3,913,860	184,903	1,255,000	1,255,000	0	1,255,000	1,255,000	0	

Annex D

GPSCSI Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
General Public Services, Community Safety & Infrastructure				
Transport & Infrastructure	£45,000 budget replaced by CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024	(45,000)	0	0
	CIL Contribution for Beryl Bikes agreed at Full Council 9th July 2024	45,000		
Listed Building Grants	Full Budget not required as demand led service, no applications received to date	(1,000)	0	0
CIL Community Grants	CIL Contribution for Chorleywood Common FC agreed at Full Council 9th July 2024	185,903	0	0
Total General Public Services, Community Safety & Infrastructure		184,903	0	0

Annex E
GPSCSI Key Income Streams

Regulatory Services									
Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(2,190)	80	(7,700)	176	(5,410)	114	(12,845)	292
	May	(5,008)	133	(7,955)	153	(8,830)	135	(18,465)	372
	June	(5,360)	124	(6,960)	144	(8,180)	152	(16,355)	313
	July	(7,916)	167	(7,386)	113	(10,735)	248	(21,030)	359
	August	(8,878)	233	(6,814)	122	(13,495)	289	(21,830)	337
	September	(12,555)	252	(6,134)	114	(11,650)	236	(16,290)	326
	October	(10,444)	219	(9,526)	249	(13,707)	247		
	November	(10,585)	230	(9,118)	194	(13,715)	219		
	December	(9,834)	230	(7,845)	134	(11,725)	212		
	January	(8,800)	149	(8,913)	154	(12,865)	316		
	February	(8,614)	231	(9,020)	172	(18,307)	233		
	March	(10,828)	190	(10,329)	135	(14,753)	296		
	Total	(101,012)	2,238	(97,700)	1,860	(143,372)	2,697	(106,815)	1,999

Comments: The Original budget for 2024/25 is £115,000. Officers are now predicting income of £150,000 due to recent changes to the deployment plan. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement	Month	2021/22		2022/23		2023/24		2024/25	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(9,551)	5,128	(11,910)	7,037	(15,346)	8,197	(19,257)	10,009
	May	(10,442)	5,577	(12,841)	7,097	(17,473)	8,412	(20,212)	10,433
	June	(12,675)	6,513	(15,058)	7,062	(17,912)	9,036	(18,090)	9,441
	July	(11,677)	6,653	(13,121)	7,362	(17,937)	9,271	(19,394)	10,191
	August	(11,136)	6,198	(13,742)	7,326	(16,564)	8,531	(16,320)	9,241
	September	(12,418)	6,789	(14,086)	7,387	(17,540)	9,075	(20,204)	8,752
	October	(13,466)	7,308	(14,702)	7,878	(18,978)	9,450		
	November	(14,253)	7,582	(14,587)	7,411	(19,091)	9,633		
	December	(14,857)	7,638	(17,110)	8,354	(20,515)	10,337		
	January	(10,425)	6,486	(16,778)	7,573	(20,475)	9,612		
	February	(12,966)	7,309	(14,471)	7,823	(19,453)	10,041		
	March	(17,041)	7,813	(19,225)	9,882	(21,063)	10,893		
	Total	(150,907)	80,994	(177,631)	92,192	(222,347)	112,488	(113,477)	58,067

Comments: The Original budget for 2024/25 is £220,000. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

Development Management	Month	2021/22		2022/23		2023/24		2024/25	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(37,925)	202	(389,072)	121	(31,355)	111	(94,490)	133
	May	(44,506)	200	(59,995)	162	(57,426)	138	(74,771)	119
	June	(40,347)	177	(41,122)	123	(73,723)	122	(80,169)	125
	July	(35,900)	152	(56,630)	129	(23,579)	125	(93,197)	127
	August	(58,240)	153	(27,451)	144	(42,914)	137	(52,344)	101
	September	(24,763)	145	(53,870)	111	(28,687)	133	(30,825)	115
	October	(26,477)	135	(141,962)	125	(32,577)	137		
	November	(34,623)	133	(51,317)	136	(32,047)	120		
	December	(53,134)	136	(65,353)	119	(21,107)	96		
	January	(39,467)	106	(21,090)	131	(17,242)	104		
	February	(39,530)	108	(56,956)	116	(40,229)	103		
	March	(91,250)	172	(34,930)	163	(33,857)	120		
	Total	(526,162)	1,819	(999,748)	1,580	(434,743)	1,446	(425,795)	720

Comments: The Original budget for 2024/25 is £846,420. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.

GPSCSI Key Income Streams Cont.

Waste Management									
Trade Refuse	Month	2021/22		2022/23		2023/24		2024/25	
Contract fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(342,837)	989	(374,524)	925	(408,151)	900	(432,709)	865
	May	(23,082)		(2,105)	929	2,040	897	2,897	856
	June	(3,124)		(297)	930	200	879	1,981	849
	July	(2,934)		(328)	930	1,007	882	(120)	851
	August	(235)		(1,417)	920	(3,049)	871	(324)	857
	September	(869)		(1,221)	925	(1,635)	872	(1,651)	860
	October	(362,664)		(376,644)	926	(402,130)	873		
	November	2,382		(7,399)	920	464	867		
	December	(6,135)		(738)	908	337	860		
	January	(1,064)		(2,476)	916	(940)	867		
	February	(1,213)		(1,298)	917	(5,573)	870		
	March	(8,966)		(5,356)	913	(2,436)	867		
	Total	(750,741)		989	(773,803)	913	(819,866)	867	(429,926)

Comments: The original 2024/25 budget is £907,865. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service.

Garden Waste	Month	2021/22		2022/23		2023/24		2024/25	
Bin Charges		£	Volume	£	Volume	£	Volume	£	Volume
	April	(1,047,033)	21,524	(1,173,068)	21,649	(1,392,490)	21,254	(1,515,550)	21,389
	May	(19,620)	529	(18,910)	405	(31,450)	516	(23,624)	356
	June	(19,239)	331	(17,232)	237	(17,754)	273	(17,574)	255
	July	(13,244)	256	(8,724)	163	(6,786)	107	(9,899)	137
	August	(7,939)	190	(5,778)	96	(7,494)	111	(6,009)	82
	September	(4,834)	93	(3,129)	49	(4,346)	56	(3,090)	34
	October	(2,291)	75	(2,480)	80	(3,254)	89		
	November	(1,341)	51	(1,589)	51	(1,781)	50		
	December	(539)	20	(324)	14	(645)	16		
	January	(743)	31	(956)	26	(204)	15		
	February	0	0	0	0	30	0		
	March	0	0	0	0	0	0		
	Total	(1,116,822)	23,100	(1,232,190)	22,770	(1,466,174)	22,487	(1,575,746)	22,253

Comments: The original 2024/25 budget is £1,583,200. The standard charges for 2024/25 are £65 for the first bin and £110 each for a second or third bin. Customers in receipt of certain benefits pay a concession fee of £55 for the first bin.

This page is intentionally left blank

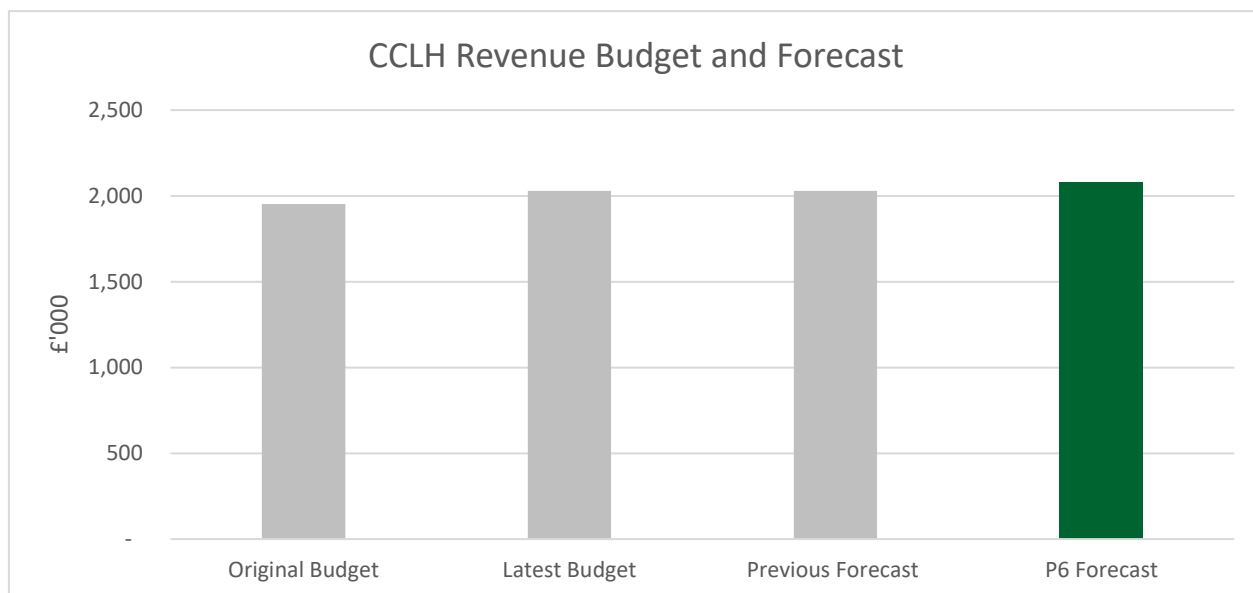
Climate change, Leisure and Housing Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Climate Change, Leisure and Housing (CCLH) Committee. The forecast is based on the position as at Period 6 which covers the period from 1 July 2024 to 30 September 2024.

Revenue

2. The latest forecast is net expenditure of £2.080m against the latest budget of £2.030m. This is an unfavourable variance of £0.050m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		£000	£000					
Housing	423	423	423	423	423	430	7	7
Leisure	1,220	1,220	1,220	1,217	1,217	1,261	43	43
Sustainability and Climate	309	389	389	389	389	389	0	0
Total	1,952	2,033	2,030	2,030	2,030	2,080	50	50

3. Annex B sets out the main variations to budget.

Capital Investment Programme

4. The latest capital investment programme for 2023/24 is £3.678m. A variation of £NIL is reported as budget virements net to zero.
5. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

6. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
7. The following table sets out the vacancies as at 30 September 2024.

Department	Job Title	Comments	Total
Housing	Private Rented Sector Co-ordinator	Recently advertised	1.00
Total Climate Change, Leisure & Housing			1.00

Annex A
CCLH Committee Medium Term Revenue Budget Service

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Housing Services Needs	523,344	523,344	523,344	523,344	349,725	524,624	1,280	538,566	561,951	Budget required for Lone Worker Devices
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	0	5,110	0	5,110	5,110	Demand led service
Homelessness General Fund	(177,620)	(177,620)	(177,620)	(177,620)	(572,349)	(172,620)	5,000	(157,620)	(157,620)	Income and Expenditure budgets of £3,200 required for Ringfenced Ukrainian Homelessness Support grant and transfer of £5,000 Household Support Fund budget from Community Development
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(41,330)	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	77,427	77,427	77,427	77,427	10,960	77,662	235	77,662	77,662	Income and Expenditure budgets of £17,000 required for Ringfenced Asylum Dispersal grant. Budget required of £235 for Lone Worker Devices
Public Health	0	0	0	0	(10,197)	0	0	0	0	Income and Expenditure budgets of £44,250 required for Ringfenced HCC Public Health Grant
Total	423,261	423,261	423,261	423,261	(265,692)	429,776	6,515	458,718	482,103	
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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	90,540	0	0	0	0	Income and Expenditure budgets to spend \$106 for works to Silver Birch Cottage of £45,000, Contribution of £20,000 towards the YMCA Café, ongoing tree works across Leavesden Country Park of £25,000, Conservation grazing on The Horses Field of £13,000 and Play equipment maintenance at The Horses Field of £10,000
Community Arts	11,400	11,400	11,400	11,400	39	0	(11,400)	0	0	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(28,658)	(35,000)	0	(35,000)	(35,000)	Increase in NNDR of £2,142 and Budget required of £235 for Lone Worker Devices
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(3,512)	(3,000)	0	(3,000)	(3,000)	Income is received quarterly.
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	Income is received quarterly.
Playing Fields & Open Spaces	93,981	93,981	93,981	93,981	10,038	127,875	33,894	127,875	127,875	Budget met
Play Rangers	56,484	56,484	56,484	56,484	41,012	0	(56,484)	0	0	Income budget reduced for Football Vatable of £26,544 as Pitch Hire has not recovered post covid and impacts of flooding at Scotsbridge and Rent - Land of £7,340 as Income has not returned to pre covid levels and is now not expected to
Comm Parks & Sust Project	24,200	24,200	24,200	24,200	11,392	0	(24,200)	0	0	Due to realignment of Leisure budgets, all employee budgets have been transferred to Leisure Development and all other budgets to a new cost centre Leisure Activities
Aquadrome	39,615	39,615	39,615	39,615	(432,016)	46,115	6,500	39,615	39,615	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities
The Bury Green Space	0	0	0	0	(108,720)	0	0	0	0	Increase in Repairs & Maintenance budget of £6,500 required due to urgent repairs to sewage pumps at Bury Lake Young Mariners and the Water ski Club. Income and Expenditure budgets required for Ringfenced grants of £61,226 from the National Lottery Heritage Fund funding for the Natural Heritage Networks Project
Leisure Venues	(509,893)	(509,893)	(509,893)	(509,893)	(388,570)	(509,893)	0	(509,893)	(509,893)	Income and Expenditure budgets required for Ringfenced grants of £108,720 from Affinity Water and Groundworks
Leisure Activities	0	0	0	0	0	120,532	120,532	120,532	120,532	Budget will be spent
Leisure Development	557,807	557,807	554,807	554,807	278,907	645,889	91,082	648,317	649,501	Due to realignment of Leisure budgets, this cost centre has been created and budgets transferred.
Play Development - Play schemes	34,843	34,843	34,843	34,843	48,647	0	(34,843)	0	0	Budget required for Lone Worker Devices of £465. Due to realignment of Leisure budgets, some budgets have been transferred to Leisure Development and the remaining to a new cost centre Leisure Venues
Sports Devel-Sports Projects	48,135	48,135	48,135	48,135	(16,416)	0	(48,135)	0	0	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities
Leisure & Community Services	36,087	36,087	36,087	36,087	280	0	(36,087)	0	0	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities
Grounds Maintenance	840,028	840,028	840,028	840,028	380,749	840,028	0	840,028	840,028	Due to realignment of Leisure budgets, most employee budgets have been transferred to Leisure Development and all other budgets to a new cost centre Leisure Activities
Total	1,220,380	1,220,380	1,217,380	1,217,380	(216,264)	1,260,616	43,236	1,257,590	1,259,837	Budget will be spent

Page 5

CCLC Committee Medium Term Revenue Budget Service cont.

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Energy Efficiency	9,500	23,900	23,900	23,900	0	23,900	0	9,500	9,500	Budget will be spent
Sustainability Projects	78,000	78,000	78,000	78,000	34,578	0	(78,000)	0	0	All budgets transferred to Climate change due to amalgamation of the 2 cost centres to create one cost centre named Climate Change & Sustainability Projects
Climate Change & Sustainability Projects	102,262	149,471	149,471	149,471	(530,011)	227,471	78,000	205,262	230,262	All budgets transferred from Sustainability Projects to Climate Change due to amalgamation of the 2 cost centres to create one cost centre named Climate Change & Sustainability Projects
Innovate UK	0	0	0	0	11,018	0	0	0	0	Innovate UK Grant claimed retrospectively as per grant conditions
Pest Control	12,755	12,755	12,755	12,755	1,785	12,755	0	12,755	12,755	Budget will be spent
Environmental Maintenance	25,970	25,970	25,970	25,970	4,682	25,970	0	25,970	25,970	Budget will be spent
Animal Control	64,490	64,490	64,490	64,490	33,028	64,490	0	64,490	64,490	Budget will be spent
Cemeteries	(228,193)	(228,193)	(228,193)	(228,193)	(150,969)	(228,193)	0	(228,193)	(228,193)	Budget will be spent
Trees And Landscapes	243,760	262,914	262,914	262,914	120,566	262,914	0	243,760	243,760	Budget transfer of £16,000 between Tree Works and Oak Process Moth and Tree Health
Total	308,544	389,307	389,307	389,307	(475,323)	389,307	0	333,544	358,544	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	2,029,948	2,029,948	(957,278)	2,079,699	49,751	2,049,852	2,100,484	

Annex B

CCLH Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary estimates

Climate Change, Leisure and Housing					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Watersmeet	Premises	Increase in NNDR	2,142	2,142	2,142
Total Leisure			2,142	2,142	2,142
Total Climate Change, Leisure and Housing			2,142	2,142	2,142

Variances to be managed

Climate Change, Leisure and Housing					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Housing Service Needs	Supplies and services	Budget required for Lone Worker Devices	1,280	1,280	1,280
Env Health - Residential Team	Supplies and services	Budget required for Lone Worker Devices	235	235	235
Total Housing, Public Health and Wellbeing			1,515	1,515	1,515
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Watersmeet	Supplies and services	Budget required for Lone Worker Devices	235	235	235
Playing Fields & Open Spaces	Income	Income budget reduced for Football Vatable of £26,544 as Pitch Hire has not recovered post covid and impacts of flooding at Scotsbridge and Rent - Land of £7,340 as Income has not returned to pre covid levels and is now not expected to	33,894	33,894	33,894
Aquadrome	Premises	Increase in Repairs & Maintenance budget required due to urgent repairs to sewage pumps at Bury Lake Young Mariners and the Water ski Club	6,500	0	0
Leisure Development	Supplies and services	Budget required for Lone Worker Devices	465	465	465
Total Leisure			41,094	34,594	34,594
Total Climate Change, Leisure and Housing			42,609	36,109	36,109

Virements

Climate Change, Leisure and Housing			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Homelessness General Fund	Supplies and Services	To spend ringfenced Ukrainian Homelessness Support grant	3,200	-	-
	Income	Receipt of ringfenced Ukrainian Homelessness Support grant	(3,200)	-	-
	Supplies and Services	Transfer of £5,000 of Household Support Fund budget from Community Development	5,000	-	-
Env Health - Residential Team	Supplies and Services	To spend ringfenced Asylum Dispersal grant	17,000	-	-
	Income	Receipt of ringfenced Asylum Dispersal grant	(17,000)	-	-
Public Health	Supplies and Services	To spend HCC Public Health Grant	44,250	-	-
	Income	Receipt of HCC Public Health Grant	(44,250)	-	-
Total Housing Public Health and Wellbeing			5,000	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Abbots Langley Project	Supplies and services	To spend S106 for works to Silver Birch Cottage of £45,000, Contribution of £20,000 towards the YMCA Café, ongoing tree works across Leavesden Country Park of £25,000, Conservation grazing on The Horses Field of £13,000 and Play equipment maintenance at The Horses Field of £10,000	113,000	-	-
	Income	Receipt of S106 for works to Silver Birch Cottage of £45,000, Contribution of £20,000 towards the YMCA Café, ongoing tree works across Leavesden Country Park of £25,000, Conservation grazing on The Horses Field of £13,000 and Play equipment maintenance at The Horses Field of £10,000	(113,000)	-	-
The Bury Green Space	Supplies and services	To spend Ringfenced grant funding from Affinity Water and Groundworks	108,720	-	-
	Income	Receipt of ringfenced grant funding from Affinity Water and Groundworks	(108,720)	-	-
Quadrome	Supplies and services	To spend ringfenced grant funding from the National Lottery Heritage Fund	61,226	-	-
	Income	Receipt of ringfenced grant funding from the National Lottery Heritage Fund	(61,226)	-	-
Community Arts	Employees	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities	(8,800)	(8,800)	(8,800)
	Supplies and Services		(4,420)	(4,420)	(4,420)
	Income		1,820	1,820	1,820
Play Rangers	Employees	Due to realignment of Leisure budgets, all employee budgets have been transferred to Leisure Development and all other budgets to a new cost centre Leisure Activities	(70,612)	(70,612)	(70,612)
	Supplies and Services		(1,040)	(1,040)	(1,040)
	Income		15,168	15,168	15,168
Play Development - Playschemes	Employees	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities	(58,188)	(58,188)	(58,188)
	Supplies and Services		(21,796)	(21,796)	(21,796)
	Income		45,141	45,141	45,141
Sports Devel-Sports Projects	Employees	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities	(33,435)	(33,435)	(33,435)
	Supplies and Services		(17,940)	(17,940)	(17,940)
	Income		3,240	3,240	3,240
Comm Parks & Sust Projects	Employees	Due to realignment of Leisure budgets, all budgets have been transferred to a new cost centre Leisure Activities	(14,000)	(14,000)	(14,000)
	Supplies and Services		(10,200)	(10,200)	(10,200)
	Income				
Leisure & Community Services	Employees	Due to realignment of Leisure budgets, most employee budgets have been transferred to Leisure Development and all other budgets to a new cost centre Leisure Activities	(27,947)	(27,947)	(27,947)
	Supplies and Services		(8,140)	(8,140)	(8,140)
	Income				
Leisure Activities	Employees	Due to realignment of Leisure budgets, this cost centre has been created and budgets transferred.	126,095	126,095	126,095
	Supplies and Services		59,806	59,806	59,806
	Income		(65,369)	(65,369)	(65,369)
Leisure Development	Employees	Due to realignment of Leisure budgets, some budgets have been transferred to Leisure Development and the remaining to a new cost centre Leisure Venues	86,887	86,887	86,887
	Supplies and Services		3,730	3,730	3,730
Total Leisure			0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Sustainability Projects	Supplies and Services	All budgets transferred to Climate change due to amalgamation of the 2 cost centres to create one cost centre named Climate Change & Sustainability Projects	(78,000)	(103,000)	(128,000)
Climate Change & Sustainability Projects	Supplies and services	All budgets transferred from Sustainability Projects to Climate Change due to amalgamation of the 2 cost centres to create one cost centre named Climate Change & Sustainability Projects	78,000	103,000	128,000
Trees & Landscapes	Premises	Budget transferred to Tree Works and moved from Oak Process Moth and Tree Health	(16,000)	(16,000)	(16,000)
	Premises	Budget transferred from Oak Process Moth and Tree Health and moved to Tree Works	16,000	16,000	16,000
Total Sustainability and Climate			0	0	0
Total Climate Change, Leisure and Housing			5,000	0	0

Annex C CCLH Medium term capital investment programme

Climate Change, Leisure & Housing													
Housing, Public Health & Wellbeing	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Disabled Facilities Grant	586,000	790,474	790,474	322,407	790,474	0	586,000	586,000	0	586,000	586,000	0	Budget will be spent
Home Repairs Assistance	2,000	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	2,000	0	Budget will be spent
Sub-total Housing, Public Health & Wellbeing	588,000	792,474	792,474	322,407	792,474	0	588,000	588,000	0	588,000	588,000	0	
Leisure	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Aquadrome Bridge Replacement	320,524	320,524	1,137,755	313	1,137,755	0	0	0	0	0	0	0	Budget will be spent
Leavesden Country Park Gate	0	164,889	164,889	106,773	164,889	0	0	0	0	0	0	0	Budget will be spent
Watersmeet Electrical	144,100	144,100	144,100	750	144,100	0	0	0	0	0	0	0	Budget will be spent
Scotsbridge-Chess Habitat	8,190	8,190	8,190	0	8,190	0	0	0	0	0	0	0	Budget will be spent
Open Space Access Improvements	60,000	95,946	95,946	20,719	95,946	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
Improve Play Area-Future Schemes	120,000	132,650	132,650	6,819	197,800	65,150	120,000	120,000	0	120,000	120,000	0	Budgets transferred from Fearney Mead and Lincoln Drive Play areas as projects are complete
Aquadrome-Whole Life Costing	11,000	15,020	15,020	0	15,020	0	11,000	11,000	0	11,000	11,000	0	Budget will be spent
Replacement Ground Maintenance Vehicles	804,000	804,000	830,318	458,735	830,318	0	540,000	540,000	0	540,000	540,000	0	Budget will be spent
Watersmeet-Whole Life Costing	20,000	20,000	20,000	1,171	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget will be spent
Pavilions-Whole Life Costing	11,000	16,668	16,668	10,245	16,668	0	11,000	11,000	0	11,000	11,000	0	Budget will be spent
Fearney Mead Play Area	0	50,000	50,000	0	17,245	(32,755)	0	0	0	0	0	0	Project complete, remaining budget to be transferred to Improve Play Areas - Future Schemes
Lincoln Drive Play Area	0	50,000	50,000	17,245	17,605	(32,395)	0	0	0	0	0	0	Project complete, remaining budget to be transferred to Improve Play Areas - Future Schemes
Sub-total Leisure	1,498,814	1,821,987	2,665,536	622,770	2,665,536	0	762,000	762,000	0	762,000	762,000	0	
Sustainability & Climate	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Cemetery-Whole Life Costing	5,000	9,830	9,830	0	9,830	0	5,000	5,000	0	5,000	5,000	0	Budget will be spent
UK Shared Prosperity	0	0	210,852	0	210,852	0	0	0	0	0	0	0	Budget will be spent
Sub-total Sustainability & Climate	5,000	9,830	220,682	0	220,682	0	5,000	5,000	0	5,000	5,000	0	
Total Climate Change, Leisure & Housing	2,091,814	2,624,291	3,678,692	945,177	3,678,692	0	1,355,000	1,355,000	0	1,355,000	1,355,000	0	

Annex D

CCLH Explanations of capital variances reported this Period

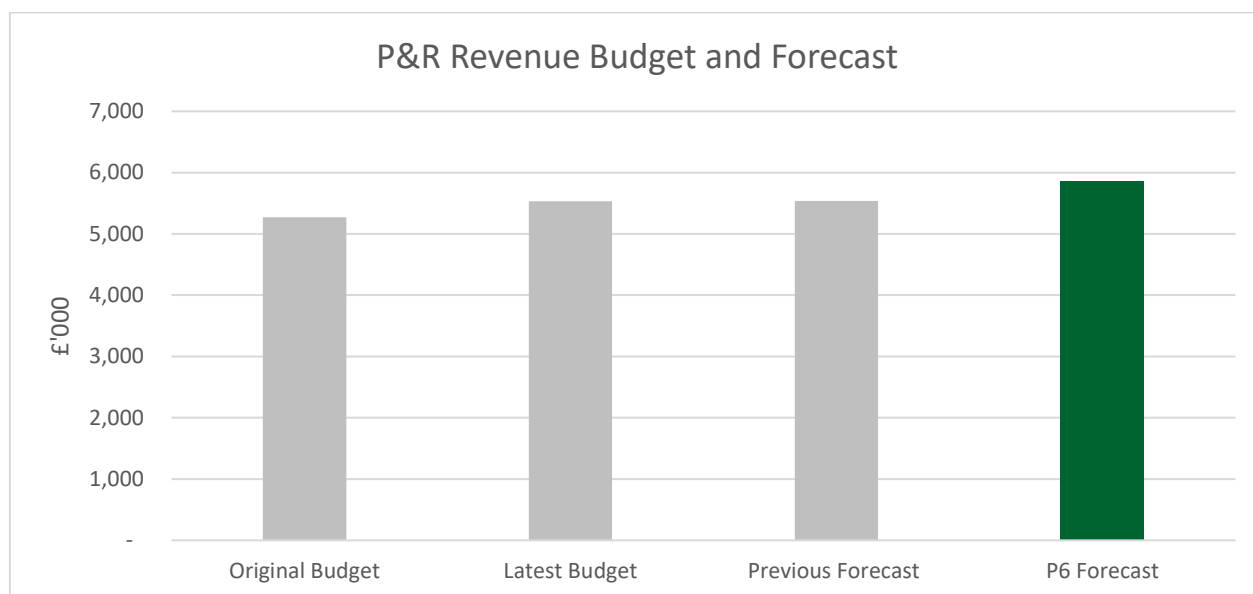
Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Climate Change, Leisure & Housing				
Fearney Mead Play Area	Project complete, remaining budget to be transferred to Improve Play Area - Future Schemes	(32,755)	0	0
Lincoln Drive Play Area	Project complete, remaining budget to be transferred to Improve Play Area - Future Schemes	(32,395)	0	0
Improve Play Area-Future Schemes	Budgets transferred from Fearney Mead and Lincoln Drive Play areas as projects are complete	65,150	0	0
Total Climate Change, Leisure & Housing		0	0	0

Policy and Resources Committee Detailed Monitoring Report

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Policy and Resources (P&R) Committee for the 2024/25 financial year. The forecast is based on the position as at Period 6 which covers the period from 1 July 2024 to 30 September 2024.

Revenue

2. The latest forecast is expenditure of £5.866m against the latest budget of £5.533m. This is an unfavourable variance of £0.333m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
	Original Budget £000	2023/24 Carry Forwards £000					
Resources and Leader	6,989	7,130	7,264	7,269	7,573	304	309
Garages and Shops	(1,300)	(1,300)	(1,300)	(1,300)	(1,277)	24	24
Investment Properties	(950)	(950)	(950)	(950)	(950)	0	0
Vacancy Provision	(180)	(180)	(180)	(180)	(180)	0	0
Salary Contingency	712	712	700	700	700	0	0
Total	5,270	5,411	5,533	5,538	5,866	328	333

3. Annex B sets out the main variations to budget.

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2024/25.

Capital Investment Programme

5. The latest capital investment budget for 2024/25 is £11.181m. A variation of £NIL is reported as budget virements net to zero..
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
8. The following table sets out the vacancies by service as at 30 September 2024.

Department	Job Title	Comments	Total
Legal & Committee	Senior Committee Officer	Offered	1.00
Total P&R			1.00

Annex A
P&R Committee Medium Term Revenue Budget Service

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Corporate Management	150,680	150,680	150,680	150,680	(123,227)	150,680	0	150,680	150,680	Budget will be spent
Major Incident Planning	113,107	113,107	113,107	113,107	57,019	113,107	0	113,904	114,728	Budget will be spent
UK Shared Prosperity Fund	0	0	0	0	(416,919)	0	0	0	0	
West Herts Crematorium	0	0	0	0	1,270,627	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(341,500)	(341,500)	(341,500)	(341,500)	43,896	(341,500)	0	(341,500)	(341,500)	Budget will be spent
Non Distributed Costs	57,000	57,000	57,000	57,000	882	57,000	0	59,000	59,000	Budget will be spent
Director Of Finance	128,735	128,735	130,795	130,795	61,362	130,795	0	135,026	135,025	Budget will be spent
Miscellaneous Properties	(77,208)	(77,208)	(77,208)	(77,208)	(26,734)	(77,208)	0	(77,208)	(77,208)	Budget will be spent
Office Services	192,810	192,810	202,810	192,810	89,106	192,810	0	190,810	190,810	Budget will be spent
Asset Management - Property Services	798,627	798,627	798,627	798,627	332,905	799,212	585	879,087	880,369	Budget required for Lone Worker Devices
Finance Services	440,080	440,080	440,080	440,080	259,170	440,080	0	435,772	439,212	Budget will be spent
Council Tax Collection	329,467	329,467	329,467	329,467	162,849	329,702	235	330,414	331,115	Budget required for Lone Worker Devices
Benefits & Allowances	681,913	681,913	681,913	681,913	436,341	681,913	0	685,248	687,432	Budget will be spent
HR	60,005	60,005	60,005	60,005	21,446	60,005	0	60,005	60,006	Budget will be spent
Pays & Bsns Management	41,970	41,970	41,970	41,970	21,010	41,970	0	41,969	41,970	Budget will be spent
Fraud	86,746	86,746	86,746	86,746	44,169	87,096	350	87,096	87,096	Budget required for Lone Worker Devices
Garages & Shops Maintenance	(1,300,150)	(1,300,150)	(1,300,150)	(1,300,150)	(681,717)	(1,276,650)	23,500	(1,276,650)	(1,276,650)	Income budget for garages reduced due to the re-development of 3 sites
Chief Executive	213,754	313,754	313,844	313,844	95,012	313,844	0	213,844	213,844	Budget will be spent

P&R Committee Medium Term Revenue Budget Service cont.

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Investment Properties	(950,499)	(950,499)	(950,499)	(950,499)	(708,026)	(950,499)	0	(982,225)	(982,225)	Budget will be spent
Performance Mgt & Scrutiny	53,849	53,849	53,849	53,849	24,131	53,849	0	53,849	53,849	Budget will be spent
Debt Recovery	226,406	226,406	226,406	226,406	58,185	226,406	0	223,403	224,810	Budget will be spent
Associate Director Strategy, Partnerships & Housing	109,178	109,178	110,278	110,278	54,802	110,278	0	114,207	114,207	Budget will be spent
Three Rivers House	359,260	359,260	323,328	323,328	345,184	340,898	17,570	340,898	340,898	Increase in NNDR due to revaluation
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	9,170	(10,140)	0	(10,140)	(10,140)	Budget will be spent
Oxhey Drive	10,250	10,250	10,250	10,250	0	9,770	(480)	10,250	10,250	Refuse Collection budget not required this year as building currently unoccupied.
Wimbledon	(200,000)	(200,000)	(200,000)	(200,000)	(294,998)	(200,000)	0	(500,000)	(500,000)	
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	0	6,140	6,140	Budget will be spent
Vacancy Provision	(180,000)	(180,000)	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	
Finance Client	14,898	14,898	14,898	14,898	21,744	14,898	0	14,906	14,919	Budget will be spent
Business App Maintenance	257,875	257,875	257,875	257,875	230,764	257,875	0	257,875	257,875	Budget will be spent
HR Client	683,377	683,377	763,377	763,377	431,592	802,587	39,210	802,587	802,587	Efficiency savings budget no longer required as saving was obtained through reduction in salaries, which now forms part of the shared service agreement with WBC
Internal Audit Client	55,968	55,968	55,968	55,968	40,769	55,968	0	55,968	55,968	Budget will be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	0	(126,879)	0	(126,879)	(126,879)	Budget will be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	2,434,270	(470,660)	0	(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)	296,000	(107,090)	0	(107,090)	(107,090)	This is received at year end
Fraud Client	2,690	2,690	2,690	2,690	1,121	2,690	0	2,690	2,690	Budget will be spent
Insurances	373,220	373,220	373,220	373,220	540,258	542,520	169,300	542,520	542,520	Increase in budget required for Insurance due to the recent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(375)	(6,140)	0	(6,140)	(6,140)	Budget will be spent
Benefits New Burden	0	0	0	0	(31,884)	0	0	0	0	Income and Expenditure budgets of £31,884 required for DWP
Benefits DHP	0	0	0	0	(42,563)	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(180,198)	1,020	0	1,020	1,020	Actioned at year end
HR Client	334,113	334,113	361,518	361,518	218,781	361,518	0	361,518	361,518	Budget will be spent
Salary Contingency	712,285	712,285	700,035	700,035	0	700,035	0	893,128	1,112,362	Awaiting outcome of 2024/25 pay award. Currently with Unions.
Total	2,725,157	2,825,157	2,897,630	2,887,630	5,095,925	3,137,900	250,270	2,985,322	3,214,408	

P&R Committee Medium Term Revenue Budget Service cont.

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 @ P6	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	36,800	36,800	3,251	36,800	0	36,800	36,800	Budget will be spent
District Elections	76,320	76,320	76,320	76,320	244,549	151,970	75,650	76,320	76,320	Increase in budgets required due to increase in costs of holding elections
Customer Service Centre	949,303	949,303	949,303	949,303	443,723	949,303	0	959,124	961,784	Budget will be spent
Democratic Representation	321,516	321,516	335,951	335,951	181,928	337,551	1,600	335,951	335,951	Increase in budget required for member course fees.
Customer Contact Programme	6,000	47,055	47,055	47,055	39,580	47,055	0	68,453	68,453	Budget will be spent
Customer Experience	95,468	95,468	95,468	95,468	47,788	95,468	0	99,401	99,401	Budget will be spent
Communication	324,697	324,697	331,697	331,697	154,638	331,697	0	331,697	331,697	Budget will be spent
Legal Practice	402,049	402,049	410,019	425,019	220,292	425,019	0	410,668	411,333	Income and Expenditure budgets of £2,475 required for Legal advice re Affordable Housing Policy from S106 commuted sums
Committee Administration	207,249	207,249	210,249	210,249	104,689	210,249	0	212,217	214,181	Budget will be spent
Elections & Electoral Regn	125,815	125,815	142,815	142,815	90,756	142,815	0	144,783	146,747	Budget will be spent
British Elections	0	0	0	0	(1,648)	0	0	0	0	May 2024 awaiting recharges
County Elections	0	0	0	0	0	0	0	0	0	
Parliamentary Elections	0	0	0	0	(29,971)	0	0	0	0	July 2024 Election awaiting recharges
Referendums	0	0	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	(67,891)	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	2,650,677	1,431,685	2,727,927	77,250	2,675,414	2,682,667	
Total Policy and Resources	5,270,374	5,411,429	5,533,307	5,538,307	6,527,610	5,865,827	327,520	5,660,736	5,897,075	

Annex B

P&R Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary estimates

Policy and Resources			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Garages & Shops Maintenance	Income	Income budget for garages reduced due to the re-development of 3 sites	23,500	23,500	23,500
Three Rivers House	Premises	Increase in NNDR due to revaluation	17,570	17,570	17,570
Insurances	Employees	Increase in budget required for Insurance due to the recent tender process	(6,791)	(6,791)	(6,791)
	Premises		73,407	73,407	73,407
	Transport		32,266	32,266	32,266
	Supplies and Services		70,418	70,418	70,418
Total Resources			210,370	210,370	210,370
Total Policy and Resources			210,370	210,370	210,370

P&R Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period cont.
Variances

Policy and Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Asset Management - Property	Supplies and Services	Budget required for Lone Worker Devices	585	585	585
Council Tax Collection	Supplies and Services	Budget required for Lone Worker Devices	235	235	235
Fraud	Supplies and Services	Budget required for Lone Worker Devices	350	350	350
Oxhey Drive	Premises	Refuse Collection budget not required this year as building currently unoccupied.	(480)	-	-
ICT Client	Supplies and Services	Efficiency savings budget no longer required as saving was obtained through reduction in salaries, which now forms part of the shared service agreement with WBC	39,210	39,210	39,210
Total Resources			39,900	40,380	40,380
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
District Elections	Employees	Increase in budgets required due to increase in costs of holding elections	16,000	-	-
	Premises		14,850	-	-
	Supplies and Services		44,800	0	0
Democratic Representative	Supplies and Services	Increase in budget required for member course fees.	1,600	0	0
Total Leader			77,250	0	0
Total Policy and Resources			117,150	40,380	40,380

Virements

Policy & Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Legal Practice	Supplies and services	Legal advice re Affordable Housing Policy from S106 commuted sums	2,475	2,475	2,475
	Income	Receipt of S106 funding	(2,475)	(2,475)	(2,475)
Total Leader			0	0	0
Total Policy and Resources			0	0	0

Annex C
P&R Medium term capital investment programme

Policy & Resources													
Leader & Resources	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Professional Fees-Internal	157,590	157,590	157,590	0	157,590	0	157,590	157,590	0	157,590	157,590	0	Budget will be spent
Election Equipment	6,000	6,000	6,000	0	6,000	0	6,000	6,000	0	6,000	6,000	0	Budget will be spent
Street Lighting	30,000	81,985	81,985	82,733	81,985	0	0	0	0	0	0	0	Budget will be spent
Members' IT Equipment	0	0	0	0	0	0	0	0	0	48,780	48,780	0	Budget will be spent
Rickmansworth Work Hub	3,200	3,200	3,200	0	3,200	0	0	0	0	0	0	0	Budget will be spent
ICT-Managed Project Costs	337,551	337,551	337,551	123,160	337,551	0	60,000	60,000	0	60,000	60,000	0	Budget will be spent
ShS-Hardware Replace Prog	0	0	0	0	0	0	40,000	40,000	0	40,000	40,000	0	Budget will be spent
Garage Improvements	150,000	148,410	148,410	6,187	148,410	0	150,000	150,000	0	150,000	150,000	0	Budget will be spent
ICT Website Development	0	14,870	14,870	3,850	14,870	0	0	0	0	0	0	0	Budget will be spent
ICT Hardware Replacement Prog	114,824	114,824	114,824	0	114,824	0	45,000	45,000	0	45,000	45,000	0	Budget will be spent
PH Whole Life Costing	335,000	427,427	427,427	28,159	427,427	0	170,000	170,000		170,000	170,000	0	Contract for replacement Air conditioning units has just been awarded for £140K. Fuse Boards at end of life will be replaced this year at £20K. Access Control scoping work due, then will tender.
Basing House-Whole Life Costing	75,000	75,000	75,000	0	10,000	(65,000)	60,000	60,000	0	60,000	60,000	0	Budget transfer to temporary accommodation to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms
Business Application Upgrade	40,000	40,000	40,000	0	40,000	0	90,000	90,000	0	90,000	90,000	0	Budget will be spent
Three Rivers House Transformation	0	15,585	15,585	3,173	15,585	0	0	0	0	0	0	0	Upgrades to Penn Chamber under review
Sub-total Leader & Resources	1,249,165	1,422,442	1,422,442	247,262	1,357,442	(65,000)	778,590	778,590	0	827,370	827,370	0	
Major Projects													
Major Projects	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P6 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Variance £	Latest Budget 2026/27 £	Proposed 2026/27 £	Variance £	Comments
Property Investment Board	0	0	0	1,077	0	0	0	0	0	0	0	0	Budget will be spent
Temporary Accommodation - All Sites	0	0	0	0	65,000	65,000	0	0	0	0	0	0	Budget transfer from Basing House Whole life costing to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms in Lincoln Drive
Local Authority Housing Fund	0	5,845,025	9,758,225	4,035,372	9,758,225	0	0	0	0	0	0	0	Budget will be spent
Sub-total Major Projects	0	5,845,025	9,758,225	4,036,449	9,823,225	65,000	0	0	0	0	0	0	
Total Policy & Resources	1,249,165	7,267,467	11,180,667	4,283,711	11,180,667	0	778,590	778,590	0	827,370	827,370	0	

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

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Policy & Resources				
Basing House - Whole Life Costing	Budget transfer to Temporary Accommodation - All Sites to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms	(65,000)	0	0
Temporary Accommodation - All Sites	Budget transfer from Basing House Whole life costing to facilitate LED lights and urgent end of life installations to include kitchens and bathrooms in Lincoln Drive	65,000	0	0
Total Policy & Resources		0	0	0

**Annex E
P&R Key Income Streams**

Garages and Shops									
Garages	Month	2021/22		2022/23		2023/24		2024/25	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(67,120)	18%	(76,062)	17%	(79,962)	18%	(84,907)	8%
	May	(84,598)	18%	(74,883)	17%	(70,669)	16%	(90,903)	7%
	June	(67,303)	18%	(75,841)	16%	(80,973)	16%	(89,983)	8%
	July	(68,901)	17%	(76,597)	16%	(82,085)	14%	(94,267)	8%
	August	(85,572)	17%	(72,188)	16%	(81,588)	14%	(89,655)	7%
	September	(66,891)	18%	(74,631)	16%	(81,247)	14%	(90,008)	7%
	October	(67,979)	17%	(75,002)	16%	(82,104)	14%		
	November	(86,494)	16%	(73,282)	15%	(80,289)	14%		
	December	(69,289)	17%	(74,000)	16%	(82,367)	11%		
	January	(87,711)	17%	(75,231)	16%	(80,210)	9%		
	February	(69,601)	16%	(74,914)	18%	(81,581)	9%		
	March	(69,067)	17%	(72,721)	17%	(80,968)	8%		
	Total	(890,526)		(895,352)		(964,043)		(539,723)	

Comments: The original budget for 2024/25 is £1,107,950. Officers are now predicting income of £1,084,450 due to the redevelopment of 3 sites. Lower level applied to those in the more difficult to let areas. There are currently 1,056 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2021/22		2022/23		2023/24		2024/25	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(46,828)	n/a	(46,495)	n/a	(39,495)	n/a	(35,353)	n/a
	May	0	n/a	0	n/a	0	n/a	0	n/a
	June	(30,853)	n/a	(37,853)	n/a	(37,853)	n/a	(71,401)	n/a
	July	(15,250)	n/a	(8,250)	n/a	(8,250)	n/a	(4,890)	n/a
	August	0	n/a	0	n/a	0	n/a	0	n/a
	September	(38,245)	n/a	(38,244)	n/a	(31,244)	n/a	(71,808)	n/a
	October	(8,250)	n/a	(8,250)	n/a	(14,773)	n/a		
	November	0	n/a	0	n/a	0	n/a		
	December	(37,853)	n/a	(37,853)	n/a	(37,853)	n/a		
	January	(8,250)	n/a	(8,250)	n/a	(8,250)	n/a		
	February	0	n/a	0	n/a	0	n/a		
	March	0	n/a	(7,000)	n/a	(7,017)	n/a		
	Total	(185,528)		(192,195)	0	(184,735)	0	(183,452)	0

Comments: The original 2024/25 budget is £210,000. There are 20 shops in the district which are predominantly let as self repairing leases. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage, availability, affordability and community benefit.

Three Rivers District Council

Committee Report

Date 11th November 2024

POLICY AND RESOURCES COMMITTEE
11th November 2024

PART I

Local Development Scheme (LDS)
(DoF)

1 Summary

- 1.1 This report seeks Members' approval of a revised Local Development Scheme (LDS) following the delay of the Regulation 19 consultation which was agreed by Members at the 17th October Local Plan Sub-Committee. The delay to the Regulation 19 consultation is as a result of the Government's proposed reforms to the NPPF and proposed transitional arrangements and the subsequent need to undertake further evidence work. The committee report for the 17th October Local Plan Sub-Committee titled "Implications of NPPF Consultation and Transitional Arrangements on Local Plan Progress" can be seen at Appendix 1.

2 Details

- 2.1 The Council is required to prepare and regularly review a Local Development Scheme (LDS) under the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).
- 2.2 The LDS sets out the timetable for the Local Plan, setting out when the next stages in the plan process are expected. The updated LDS will set out when we will be undertaking the Regulation 19 pre-submission consultation, when we will be submitting the plan to the Inspectorate for examination, and when we expect the plan to be adopted. The LDS must specify the documents which will comprise the development plan for the area. The LDS must be made available publicly and kept up to date to ensure that local communities and interested parties can keep track of progress. Local planning authorities must also publish the LDS on their websites.¹
- 2.3 Planning Practice Guidance re-iterates that Local Development Schemes must also be produced in compliance with any data standard for this purpose published by MHCLG and that it is expected to be reviewed and updated at least annually but may need updating more frequently if there are any significant changes in the timescales or the plans being prepared.
- 2.4 The Planning Inspectorate maintains and publishes a list of the overall position for each Local Planning Authority and the date of publication and adoption is based on information provided in Local Development Schemes.
- 2.5 Local Planning Authorities are required to keep the Planning Inspectorate informed about when their plans are to be published, submitted and adopted in order to ensure there are no delays in appointing an Inspector which would delay the examination process.
- 2.6 It must be noted that failure to have an up-to date LDS may result in the Planning Inspector concluding that planning documents are not legally compliant.

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

- 2.7 This report seeks Members' approval of a revised Local Development Scheme (LDS) following the delay of the Regulation 19 consultation as a result of the Government's proposed reforms to the NPPF and proposed transitional arrangements and the subsequent need to undertake further evidence work.
- 2.8 The current LDS sets out the Regulation 19 consultation would take place in September/October 2024, the submission of the plan in February/March 2025 and examination between April 2025 and April 2026.
- 2.9 The updated LDS (Appendix 3) proposes the Regulation 19 consultation to be undertaken in February/March 2026, submission of the Local Plan to the Planning Inspectorate in April/May 2026 and adoption of the Local Plan in September/October 2026. When compared to the current LDS (March 2024), which shows the Local Plan being adopted from May 2026, the proposed LDS shows adoption of the Local Plan from September 2026, a difference of only 4 months. Given that additional work, particularly evidence work, will be undertaken prior to Regulation 19 as part of the proposed timetable, it is envisioned that the examination process will be significantly shortened, given that the Local Plan is more likely to be found sound and require fewer modifications.
- 2.10 The time between the end of the Regulation 19 consultation and submission of the Local Plan for examination has been reduced. This would require agreement at Full Council when the plan is approved for Regulation 19 consultation that the decision to submit the plan is also made at the same meeting. Only in the event that the Regulation 19 consultation uncovers any issues of soundness or legal compliance would the plan be brought back through the committee process, otherwise it will continue to submission without coming back to Policy & Resources committee or Full Council. This is possible as the Regulation 19 consultation is on the version of the plan that we propose to submit for examination.
- 2.11 Officers are investigating shortening the time frame further. Firstly, by investigating whether the Open Space, Sports and Recreation study can be completed more quickly than anticipated. Officers are also considering the fastest they can conclude the other remaining evidence work. This work needs to be completed in two phases. Initially studies such as the Green Belt, Urban Capacity work and consideration of Gypsy and Traveller sites would need to be completed in order for us to produce a list of sites and updated policies. The sites and policies would then be fed into studies such as the Whole Plan Viability Assessment, Sustainability Appraisal, Infrastructure Delivery Plan and Habitats Regulation Assessment. The results of these studies would then inform the final decisions on sites and policies before progressing to Regulation 19. Time also needs to be allowed for procurement processes and committee cycles.
- 2.12 Officers consider that taking the time to complete the evidence and consider its findings in detail is essential in delivering a sound plan and would caution against trying to rush the process in order to gain a few months in terms of earlier adoption. Should officers consider it possible to reduce the time to Regulation 19 Publication of the Local Plan without risking its success at examination, then this will be communicated to Members prior to the Local Development Scheme being brought to Full Council.
- 2.13 As discussed at the Local Plan Sub-Committee on 17th October, further work is required with regards to providing a suitable SANG for those developments which fall within the zone of influence of the Chiltern Beechwoods SAC. As advised by Natural England, potential SANG sites require a visitor survey (which

may need to be spread over a year) to determine the level of existing use and any spare capacity that the area may have, as well as meet the other criteria set by Natural England. We will continue to work with Natural England and the TRDC Leisure Department on how best to provide areas of SANG for those developments within the zone of influence.

- 2.14 Initial data from the Gypsy and Traveller Accommodation Assessment update currently being undertaken suggests that there is an identified need for gypsy and traveller pitches in the District, as well as an identified need for Travelling Showpeople. As such, further work would need to be undertaken to address these needs. This work needs to be completed prior to Regulation 19 stage as we must demonstrate we have considered all of our development needs including the needs of Gypsies, Travellers and Travelling Showpeople.
- 2.15 As discussed at the Local Plan Sub-Committee on 17th October, the proposed changes to the NPPF will mean that the Council will have to undertake a further Green Belt review or an update to its existing Green Belt review to consider what effect releasing land from the Green Belt may have on the function of the Green Belt across the area of the plan as a whole. This is a crucial piece of evidence if the Council wishes to make a case for not meeting the government's standard method housing target in full.
- 2.16 The Council would need to undertake a new call for sites exercise so we can demonstrate that we have considered all of the reasonable alternatives. Officers would also need to update and add to the Strategic Housing and Employment Land Availability Assessment evidence base, in other words the detailed site assessments.
- 2.17 In addition to the work and evidence studies set out above, the following further work and evidence studies will be required prior to the publication of the Regulation 19 consultation:
- Sustainability Appraisal (SA)
 - Habitats Regulation Assessment (HRA) and Integrated Impact Assessment (IIA)
 - Whole Plan Viability Assessment
 - Transport Assessment
 - Open Space, Sport and Recreation Study Update
 - Infrastructure Delivery Plan Update
 - Urban Capacity Study Update
 - Heritage Impact Assessment Updates
 - Strategic Flood Risk Assessment Updates
- 2.18 Much of the evidence base work being completed prior to Regulation 19 consultation will require external consultants to complete the work to tight deadlines. Officers will manage external partners to ensure the work is completed as promptly as possible, however, it should be noted that delays to this work may result in delays to the Regulation 19 consultation as this work needs to feed into the plan.

- 2.19 As the Council has completed multiple Regulation 18 consultations on differing levels of growth Officers believe that we would not be producing a growth strategy fundamentally different than that which has already been consulted on. As such we would recommend going straight to Regulation 19 publication following the completion of the additional work. This will speed up the process compared to undertaking another round of Regulation 18 consultation. Officers will seek legal advice on this matter, however, it is important to note the potential for delay to the Local Plan timetable if a further Regulation 18 consultation is advised by Counsel. The timetable would be updated to include a Regulation 18 consultation in mid-2025 and the Regulation 19 consultation delayed until spring/summer 2026, still allowing time for submission prior to the December 2026 deadline for the current plan-making system.

3 Options and Reasons for Recommendations

- 3.1 The Council is required to prepare and regularly review an LDS under the provisions of the Planning and Compulsory Act 2004 as amended by the Localism Act 2011. An up-to-date LDS is an essential tool for the Council to effectively manage document production and for monitoring to take place.
- 3.2 Members are recommended to approve the adoption of the revised Local Development Scheme set out in Appendix 3.

4 Policy/Budget Reference and Implications

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

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

None specific.

5 Financial Implications

- 5.1 None specific.

6 Legal Implications

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

7 Communications and Website Implications

- 7.1 The LDS will be published on the Council's web site.

8 Risk and Health & Safety Implications

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

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

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

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

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

Impact Score
4 (Catastrophic)

Likelihood Score
4 (Very Likely (≥80%))

3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

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

9 Recommendation

- 9.1 That the Policy & Resources Committee recommend to Full Council the Local Development Scheme as set out in Appendix 3.

Report prepared by: Marko Kalik (Head of Planning Policy and Conservation) and Aaron Roberts (Senior Planning Policy Officer)

10 Background Papers

National Planning Policy Framework (2023)

Planning Practice Guidance

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

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

11 APPENDICES

Appendix 1: Implications of NPPF Consultation and Transitional Arrangements on Local Plan Progress (LPSC 17/10/2024)

Appendix 2: Local Development Scheme (March 2024)

Appendix 3: Recommended Local Development Scheme (November 2024)

LOCAL PLAN SUB-COMMITTEE
17 October 2024
PART I

Implications of NPPF Consultation and Transitional Arrangements on Local Plan Progress (DoF)

1 Summary

This report sets out the implications the Government's consultation on the new National Planning Policy Framework will have on the emerging Three Rivers Local Plan. Based on these implications Officers recommend to delay the Regulation 19 consultation and undertake further evidence work.

2 Details

2.1 The new Government has placed planning reform at the front and centre of their work programme with building new homes a key component of their approach to stimulating economic growth. The first steps in making these reforms have been undertaken swiftly and the Government has consulted on a new National Planning Policy Framework (NPPF). The Council has provided its response to the consultation following discussion at the 11 September Local Plan Sub-Committee.

2.2 This report will focus purely on the implications of the Government's consultation and proposed transitional arrangements on Local Plan preparation.

2.3 Following the consultation the Government has stated it will publish the new NPPF by the end of the year at the latest, so that policy changes can take effect as soon as possible.

Housing Need

2.4 The policy area that has the most impact on the emerging Local Plan is housing need. This is an issue the Council has been grappling with for some time now. In 2021 in the Local Plan Regulation 18 Part 2: Sites for Potential Allocation consultation the Council sought views on a draft plan that almost met Government's standard method for calculating housing need target, eventually falling 1,705 dwellings short of the standard method target of 12,624 dwellings across the plan period.

2.5 At Full Council in December 2022 Members **unanimously agreed** to add a further round of Regulation 18 consultation to the Local Development Scheme (Local Plan timetable). It was agreed that this further Regulation 18 consultation would be focused on lower housing numbers than had been consulted on in the previous round of Regulation 18 consultation.

2.6 Officers were tasked with considering the best approach to calculating an appropriate lower housing target. Officers did not feel that pursuing an alternative method to the standard method would be an appropriate course of action as it could lead to the plan being found unsound at examination. Having ruled out an alternative calculation to the standard method, Officers considered a constraints based approach to housing growth. Using the Stage 2 Green Belt Review evidence base document to demonstrate.

- 2.7 From 27 October to 10 December 2023 the Council consulted on a low housing growth option. This concluded its Regulation 18 stage consultations. The vast majority of public respondents agreed with the Council's proposed stance of not complying with the Government's Standard Method. In total, 789 (91.6%) respondents agreed with this approach whilst 72 (8.4%) did not. Similarly, the vast majority of public respondents agreed that the Council's preferred 'Low Growth and Green Belt Restraint' option is the best growth strategy for the district. 767 (90.3%) of respondents agreed with this approach whilst 82 (9.7%) did not. Members agreed to continue with the Green Belt constraint approach for Regulation 19 at the July Local Plan Sub-Committee and Officers have been preparing for Regulation 19 consultation to take place later this autumn.
- 2.8 The approach to the low housing growth option includes sites that were agreed for consultation in the 2021 Sites for Potential Allocation and 2023 Additional Sites for Potential Allocation consultations that are either urban brownfield sites or that fall into areas of low to moderate Green Belt harm as set out in the Council's Stage 2 Green belt Review. A summary of the low housing growth consultation was included in the July Local Plan Sub-Committee report.
- 2.9 As stated earlier, in 2021 we consulted on our Preferred Policy Options and Potential Site Allocations in the form of a full draft Local Plan. This round of Regulation 18 consultation aimed to meet the Government's standard method target, however did not quite meet the target in full. Officers consider this consultation to have been on our high growth option. A potential moderate growth option was considered at the 24 August 2023 Local Plan Sub-Committee meeting. This option included strategic sites, of circa 500 dwellings or more, that fall within areas of 'moderate-high' and 'high' Green Belt harm where the benefits of these sites in terms of sustainability, access to services and infrastructure provision potentially outweigh the harm to the Green Belt.
- 2.10 The additional benefits that can be provided by strategic sites may outweigh the harm to the Green Belt of removing that land for development. Details of specific strategic sites were reported to the 24 August 2023 Local Plan Sub-Committee meeting. The decision by Members at this meeting was to not include any sites (other than brownfield sites in the Green Belt) that fell within area of above 'moderate harm'.
- 2.11 Following consultation of an updated NPPF in December 2022 the Council pursued a Green Belt constraint led approach to growth which resulted in 4,852 homes being planned for in the Local Plan Regulation 18 Part 4 consultation undertaken in late 2023. This was less than half the standard method target.
- 2.12 Officers highlighted the risk that this approach was unlikely to be successful at examination as it was so far from meeting the development needs of the area in terms of quantum of housing, affordable housing provision and specialist accommodation needs. This was emphasised by Officers at the 16 July Local Plan Sub-Committee meeting where they set out that even a 'moderate growth' approach meeting around 70% of the Government's standard method target would be unlikely to be successful, and going below this would only increase the risk of the plan being found unsound at examination. At this meeting Members agreed to continue with the Green Belt constraint led approach (less than 50% of the standard method target) for the Regulation 19 Local Plan consultation.
- 2.13 Since the 16 July Local Plan Sub-Committee the Government has consulted on its proposed reforms to the NPPF and other changes to the planning system, and a letter from the Deputy Prime Minister and Secretary of State for Housing, Communities and

Local Government Angela Rayner sent to all local planning authorities set out the Government's intentions.

- 2.14 In terms of housing need the Secretary of State's letter set out that the Government will be reversing the changes to the NPPF which loosened the requirement for local authorities to plan for and meet their housing needs. They will now be mandating that the standard method is used as the basis for determining local authorities' housing requirements in all circumstances.
- 2.15 The consultation set out the new standard method figure for Three Rivers as 739 dwellings per annum, a 15% increase from the previous 640 dwellings per annum. The 270 dwellings per annum in the Green Belt constraint led approach equates to 36.5% on the new standard method target.
- 2.16 The NPPF consultation document states that local planning authorities will be expected to make all efforts to allocate land in line with their housing need as per the standard method. Authorities would be able to justify a lower housing requirement than the figure the standard method sets on the basis of local constraints on land and delivery, such as existing National Park, protected habitats and flood risk areas, but would (as now) have to evidence and justify their approach through local plan consultation and examination. All local planning authorities will need to demonstrate they have taken all possible steps, including optimising density, sharing need with neighbouring authorities, and reviewing Green Belt boundaries, before a lower housing requirement will be considered.
- 2.17 In the proposed updated wording to NPPF paragraph 142 it now states that exceptional circumstances for altering Green Belt boundaries will now include instances where a local authority cannot meet its identified need for housing. In these circumstances authorities should review Green Belt boundaries and propose alterations to meet these needs in full, **unless the review provides clear evidence that such alterations would fundamentally undermine the function of the Green Belt across the plan area as a whole.**
- 2.18 It should be noted that the Stage 2 Green Belt Review used as evidence for the Green Belt constraint led approach was conducted on a more granular level considering the harm in removing parcels of land for development, rather than considering the impact on the Green Belt as a whole. **We would therefore need to undertake further evidence work if we are to demonstrate that the quantum of growth would be damaging to the Green Belt as a whole.**
- 2.19 This approach to housing need is underpinning the government's approach to the economy and as such this is extremely unlikely to change. We may see some tweaks to wording in the NPPF but officers do not expect changes to mandatory housing targets or significant changes to transitional arrangements.
- 2.20 Officers consider that Green Belt constraint led approach plans for levels of growth that undershoot the standard method target by far too much, and this would be found unsound at examination even if it were examined against the extant 2023 version of the NPPF. This will be discussed further in the following sections
- Transitional Arrangements
- 2.21 Although the Government sets out that local authorities should continue to progress their plans without delay, they have set out transitional arrangements for moving

across to the new system. These transitional arrangements will have significant implications on our Local Plan progress.

2.22 The proposed transitional arrangements set out that;

those plans at examination will continue to be examined under the version of the NPPF they were submitted under (chapter 12, paragraph 5)

those plans that have reached Regulation 19 publication stage but not yet been submitted for examination one month after the revised framework is published, with a gap of no more than 200 dwellings per annum between the local planning authority's revised LHN figure and its proposed housing requirement (as set out in the Publication version of the plan), should also progress to examination under the version of the NPPF it has used when preparing the plan thus far (chapter 12, paragraph 6)

those with a more significant gap of over 200 dwellings per annum between the local planning authority's revised LHN figure and the emerging housing requirement will need to revise its plan in line with the revised NPPF before submitting the plan for examination no more than 18 months after the publication of the revised NPPF (chapter 12, paragraph 7)

all plans at earlier stages of preparation - (i.e. plans that have not yet reached Regulation 19 stage one month after the revised NPPF is published) - should be prepared against the revised version of the NPPF and progressed as quickly as possible

Officers Note: The Green Belt Constraint approach is estimated to result in fewer than 270 dwellings per annum over an 18 year plan period. The revised Standard Method Figure would require 739 dwellings per annum. As such, there is a "significant gap" of over 200 dwellings per annum between the local planning authority's revised LHN figure and its proposed housing requirement.

2.23 The current Local Development Scheme (LDS) sets out that the emerging Local Plan is to be submitted for examination by the end of March 2025. The consultation document sets out that "*the Government will respond to this consultation and publish NPPF revisions before the end of the year, so that policy changes can take effect as soon as possible*". As such, given the wording of the proposed transitional arrangements (particularly in relation to the 200 dwelling per annum threshold), that the Government is aiming to publish the revised NPPF by the end of the year (and possibly sooner) and the current LDS timeframes, **Officers consider it extremely unlikely that the current version of the plan (Green Belt Constraint) will be examined under the current NPPF.**

2.24 In simple terms the transitional arrangements set out that if the local plan is reasonably close to where the Government wants the housing requirement to be, then carry on progressing the Local Plan. If not, then the housing requirement in the Local Plan will need to be revised before the plan can be adopted. Or at least any evidence justifying a lower housing requirement will need to be prepared taking the new NPPF into account.

2.25 The Government's stated goal is to reach universal local plan coverage that meets their growth agenda. There may be minor changes to the proposed transitional arrangements following the consultation, but it is likely these changes will be made with the aim of delivering the levels of growth the Government are pushing for. It is

extremely unlikely that plans that fall well below the standard method target will be successfully adopted as evidenced by the 200 dwellings threshold in relation to the standard method target.

- 2.26 If we carry on as currently timetabled, we would be at Regulation 19 Stage when the transitional arrangements come into effect (unless publication of the new NPPF is delayed). As our agreed housing target equates to around 270 dwellings per annum we are more than 200 dwellings per annum below the new 739 dwellings per annum standard method target.
- 2.27 Had we been planning for 539 dwellings per annum or at least close to that figure we could have carried on to examination with some chance of success. We do not have the option of going out for Regulation 19 on a higher figure as this would require additional work that would result in us missing the deadline set out in the transitional arrangements for reaching Regulation 19 stage. This includes feeding the additional sites into evidence base work such as the Sustainability Appraisal, Infrastructure Delivery Plan, Habitats Regulations Assessment, Viability Assessment and Transport Assessments. All of which require site specific information.
- 2.28 As such, if we carry on as currently timetabled, **we would therefore most likely need to revise the Local Plan so that it is in line with the revised NPPF and submit the plan no more than 18 months after the new NPPF is published.** This is effectively the fastest route to having to publish a new standard method compliant local plan. Officers would recommend avoiding this scenario if possible as it would be preferable to explore and robustly evidence the work towards a new NPPF compliant plan, especially in relation to Green Belt constraint. Submitting a plan within 18 months of publication of the new NPPF, which is very ambitious, will mean we will have to accelerate the process and may not be able to explore alternative approaches to growth in more depth. Officers believe that the best chance of having a plan adopted with a lower housing requirement than the new standard method target would be to go and take the time to add to our evidence supporting this case, so it is in line with the new NPPF.
- 2.29 The current draft NPPF text sets out that the new housing targets will be mandatory and that meeting housing need would be exceptional circumstances for altering green belt boundaries, however it goes on to say:
- “...unless the review provides clear evidence that such alterations would fundamentally undermine the function of the Green Belt across the area of the plan as a whole.”*
- 2.30 This gives us the opportunity to add to our Green Belt evidence considering the performance across the area of the plan as a whole. This additional evidence work will give us the opportunity to consider whether it is possible to meet the levels of growth required without impacting the function of the Green Belt across the area of the plan as a whole, and if not what level of growth would be appropriate. The Council will need to demonstrate that it has considered ‘Grey Belt’ sites (although there needs to be further clarification from Government on the definition) and that the level of growth required by the standard method would not fundamentally undermine the function of the Green Belt across the plan area as a whole. If we have robust evidence supporting this case, we can argue that a lower level of growth would avoid unacceptable harm to the Green Belt.
- 2.31 Were we to delay the Regulation 19 publication of the local plan we would then have to make sure the plan is ‘progressed as quickly as possible’ as set out in the

transitional arrangements. This wording gives us more flexibility and time to fully evidence our approach to growth as it doesn't provide a specific deadline. That said, it is likely that the Government would still expect to see clear progress.

- 2.32 Although the new NPPF and transitional arrangements have only been consulted on and the final version not yet published, we need to make a decision now on whether to proceed to Regulation 19. When the final version is published, we would most likely already be at Regulation 19 stage meaning we would have to submit an NPPF compliant plan within 18 months. In that case it would be too late to then go and complete the evidence to support an alternative approach to growth as we would be required to submit in a relatively short time frame and have lost time from our current starting point.

Examination

- 2.33 As stated in the previous section, Officers do not believe we will have the plan at examination in order to have it examined against the 2023 version of the NPPF (and even if we did it would be most likely found unsound). Officers' opinion is that the only chance of this happening would be if the publication of the NPPF was delayed until next year, and this is considered very unlikely. The Government has been using strong rhetoric regarding planning reforms and have committed to publishing the new NPPF by the end of the year.
- 2.34 The Minister of State, Matthew Pennycook, wrote to the Planning Inspectorate on 30 July 2024 advising that authorities should not submit deficient plans believing that Inspectors will use significant time and resource during examinations to 'fix' them. It also sets out the government's expectation that Inspectors will apply pragmatism to examinations only where it is likely that a plan is capable of being found sound with limited additional work, and that any pauses to an examination timetable should usually take no more than six months overall.
- 2.35 Following the Minister's letter, the Planning Inspectorate have written to local authorities stating that they will be taking this more 'pragmatic' approach to examination.
- 2.36 In this context, Officers consider that even in the very unlikely event that the Local Plan in its current form reached examination in time to be examined under the existing 2023 version of the NPPF it would almost certainly be unsuccessful. Plans that undershoot the standard method target tend to go through long drawn-out examinations which is exactly what the Planning Inspectorate are being asked to avoid.
- 2.37 At the examination of the Solihull Local Plan the Inspector recommended that the council withdraw its local plan from examination as it is not 'willing' to release green belt sites in order to meet the area's housing need, referring to the minister's letter to the Inspectorate requesting they avoid lengthy pauses to examinations. It should be noted that over 5,000 homes were planned on the Green Belt across the plan period.
- 2.38 The Inspector's letter stated that the council could withdraw the plan or ask the Inspector to continue with their report, which would "*inevitably recommend that the local plan is not adopted and would involve additional time and cost*".
- 2.39 The Inspector's interim findings at the Elmbridge Local Plan examination set out that the Council's approach, where they had declared there were no exceptional circumstances for Green Belt release, would be unsound. The key concern was the

failure to address affordable housing needs across the plan period (This is similar to the Three Rivers Local Plan as we are some distance away from meeting our affordable housing needs with our current approach).

- 2.40 The Inspector set out that “*The Council should revisit the Sustainability Appraisal, the options for meeting local housing need, the conclusions drawn in relation to the Green Belt work already completed and consideration of all alternative sites, including the potential release of Green Belt sites, to address the 6,300 housing shortfall*”.
- 2.41 In their interim findings the Inspector has noted the Minister’s letter and stated that should this additional work need to take more than 6 months the Plan should be withdrawn or the Inspector will prepare the necessary report which would find the plan unsound.
- 2.42 The work that would be required for the Three Rivers Plan to be found sound at examination would take longer than 6 months as there would need to be some updates to evidence base work (SA, IDP, Whole Plan viability etc.) in support of the plan. As such, the plan would likely be rejected early in the process.
- 2.43 It should be noted that the Inspector at the Bournemouth Local Plan examination has told the Council that they will need to consider the implications of the new NPPF in terms of the plan’s soundness as they are proposing to undershoot the standard method figure. This indicates that the new NPPF is already a material consideration at examination.
- 2.44 At the Labour party conference Matthew Pennycook, the Minister for Housing and Planning, warned that he will intervene if councils produce local plans with housing targets ‘way under’ their need. This shows the intent that the Government, despite aiming to achieve universal Local Plan coverage in this term, are unlikely to support plans that undershoot the housing targets by too much.
- 2.45 Another consideration for the Council is the cost of Local Plan examination. Costs can run into the hundreds of thousands of pounds. There are Inspector’s fees, their accommodation and subsistence costs, room hire if needed, and costs of legal representation and a programme officer. These are huge costs to incur on a plan that is extremely unlikely to be successful, where there would therefore need to be another examination and all these costs incurred again on a new Local Plan.

Further Considerations

- 2.46 Supporting low level of housing growth leaves us more susceptible to speculative planning appeals being successful at appeal. The Inspector referred to the Council agreeing its low growth approach during the hearings for the Sarratt appeal. Inspectors will see that the Council is not attempting to address its development needs and as such are more likely to decide in favour of developers.
- 2.47 This potentially leads development in the wrong places and come at a financial cost to the Council with major appeals costing in the region of £150,000 to defend. Continuing to an examination that where the plan is expected to be found unsound would only increase the time period where we would be susceptible to these appeals. Time would be spent on taking a plan to examination, costing hundreds of thousands of pounds, where it would most likely be found unsound so then a new plan would have to be prepared setting us back a year or two. This would mean additional costs

of fighting appeals for a longer time period potentially with the costs of two local plan examinations on top of that.

- 2.48 Publicity relating to the Local Plan has reached planning publications and blogs. This coverage has not been positive and there is risk of reputational damage. There is the danger that this would also bring Three Rivers approach to the Government's attention. Officers are concerned that continuing to Regulation 19 would increase the risk of the Government 'making an example' of Three Rivers and using its intervention powers.
- 2.49 There is a real threat of intervention for those authorities not seen to be progressing their plans or that have plans significantly undershooting their housing need. Officers believe committing to producing a plan in accordance with the new NPPF would be enough to demonstrate progress on the Local Plan, though we would be expected to move on to Regulation 19 and submission in good time.
- 2.50 Intervention would mean that Three Rivers loses control of where development goes. Even if the Council were required to meet a higher quantum of development it is still important that we can shape how that development looks and where it should be located. Having no control could result in negative outcomes for residents as developments may come forward in less desirable locations, and providing fewer benefits in terms of infrastructure provision.
- 2.51 The Part 4 Regulation 18 consultation planned for 270 dwellings per annum. It should be noted that as further work has been undertaken on sites the dwelling numbers have reduced further. We have reduced the developable area of the sites in order to allow for Biodiversity Net Gain on site. There have been sites that have been removed altogether. The site at Langleybury House has been removed by the promoter and is no longer available.
- 2.52 Site EOS12.4 in Maple Cross has had its capacity reduced from 850 dwellings to circa 500 dwellings following masterplanning discussions with the promoter. This is in order to allow for some on site infrastructure provision. It should be noted that its infrastructure offer has been significantly reduced on viability grounds too. The original infrastructure offer was in line with the larger 1,500 dwelling version of the site that included areas of higher Green Belt harm. The smaller number of dwellings means that the same level of infrastructure cannot be provided.
- 2.53 Two proposed sites are likely to have a significant effect on the Chiltern Beechwoods Special Area of Conservation, CFS6 (Land at Mansion House Equestrian Centre) and PCS21 (Land at Love Lane). Only CFS6 has an indicative dwelling capacity of over 100 dwellings, however, the two sites may come forward together, so the total dwelling capacity would well exceed 100 and the combined site would be subject to the requirements of the Chiltern Beechwoods SAC policy. Three Rivers does not currently have an authorised SANG site. Given the relatively small size of the CFS6 and PCS21 and the other planning requirements that development is required to provide (BNG, affordable housing etc), it is not considered feasible for the site developers to either provide a SANG on-site or pay for a new SANG site within the District. The planning and leisure team at TRDC have been in discussion with Natural England about upgrading Leavesden Country Park to a SANG site (which could be paid for by developer contributions). However, following a site visit, colleagues in the leisure team have strong concerns as to whether the Leavesden Country Park is capable of meeting Natural England's stringent eligibility criteria for SANG sites. As such, if a SANG site cannot be provided, there is concern that site CFS6 (or the

combined site of CFS6 and PCS21) may have to be omitted from the Local Plan, which would further reduce the overall housing numbers.

- 2.54 With the reduction in numbers we would be down to circa 205 dwellings per annum across the plan period. This is around a third of the current standard method figure. This further decreases the chance of success at examination.
- 2.55 The impacts of the proposed datacentre on the neighbouring housing sites will be addressed during the appeal and may need to be considered going forwards. This could potentially result in further reductions in dwelling numbers.
- 2.56 Initial data from the Gypsy and Traveller Accommodation Assessment update currently being undertaken suggests that there is an identified need for gypsy and traveller pitches in the District. As such further work would need to be undertaken to address these needs. This work needs to be completed prior to Regulation 19 stage as we must demonstrate we have considered all of our development needs including the needs of Gypsies, Travellers and Travelling Showpeople.

Proposed Timetable

- 2.57 Officers aim to avoid delays to the plan as much as possible, therefore reducing the time period we're susceptible to speculative planning applications being successful at appeal. Although it seems counterintuitive, delaying the Regulation 19 consultation is considered the fastest route to adopting a sound Local Plan that has fully taken into consideration the District's needs and constraints (such as Green Belt) whilst still being in accordance with the new NPPF.
- 2.58 Delaying the Regulation 19 consultation allows us to complete further Green Belt work and relook at our Urban Capacity study. It will allow us to update studies that are becoming outdated as such as the Open Space, Sport, and Recreation Study (2019) where Sport England, a statutory consultee, have raised concerns that the needs in the study are becoming out of date. This study on its own would take around a year to complete as needs are considered in different seasons. Updating this study will also give us the opportunity to look more closely at potential new open space allocations.
- 2.59 The Council would need to undertake a new call for sites exercise so we can demonstrate that we have considered all of the reasonable alternatives. Officers would need to update the Strategic Housing and Employment Land Availability Assessment and some of the policies may need tweaking based on changes in national policy or any updated evidence.
- 2.60 As the Council has completed multiple Regulation 18 consultations on differing levels of growth Officers believe that we would not be producing a growth strategy fundamentally different than that which has already been consulted on. As such we would recommend going straight to Regulation 19 publication following the completion of the additional work. This will speed up the process compared to undertaking another round of Regulation 18 consultation. Officers will seek legal advice on this matter.
- 2.61 The deadline for submitting local plans under the existing system is December 2026. This is an extension from the previous deadline of June 2025. The Levelling Up and Regeneration Act (LURA) sets out a new plan-making system, which the government intends to implement from summer or autumn 2025. Officers consider it imperative that the plan is submitted in advance of this deadline as otherwise there would be

significant additional work to undertake to bring the plan in line with the new system, causing further delays to the plan's adoption.

- 2.62 Officers propose to bring the Regulation 19 Publication version of the Local Plan to Full Council in February 2026. This allows the more lengthy evidence work to be completed with time for its findings to be incorporated into the plan with plenty of time to complete a full cycle of Local Plan Sub-Committee meetings and Policy and Resources Committee prior to the February Council.
- 2.63 The Submission version of the Plan can be brought to July 2026 Full Council or an extraordinary Full Council can be arranged for an earlier date.
- 2.64 Should legal advice come back stating that the Council would be required to complete another Regulation 18 consultation then the timetable would be updated to include a Regulation 18 consultation in mid 2025 and the Regulation 19 consultation delayed until summer 2026, allowing time for prior to the December 2026 deadline.
- 2.65 Officers propose to bring an updated Local Development Scheme to 11 November Policy and Resources Committee with the following Key dates:

February / March 2026 – Regulation 19 consultation

June / July 2026 – Submission of Local Plan to Planning Inspectorate for examination

November / December 2026 – Adoption

3 Options and Reasons for Recommendations

- 3.1 The Council has two options:
1. Progress to Regulation 19 consultation as set out in the Local Development Scheme (Appendix 1)
 2. Delay the Regulation 19 consultation and adopt a new Local Development Scheme (Updated LDS to be brought to future Policy & Resources Committee)
- 3.2 The most likely scenario if the Council continues to Regulation 19 as per Option 1 is that the new NPPF is published by the end of the year as expected and we are required to submit a new NPPF compliant Local Plan within 18 months which will not allow time for us to fully evidence our approach in accordance with the new NPPF.
- 3.3 The proposed timetable is the fastest Officers believe this can be achieved when taking into consideration updates to evidence that would need to be completed in order to have a sound plan. This work would commence immediately if it is agreed by Members that we delay the Regulation 19 consultation. If we continue with Regulation 19 as planned this would add at least three months to the timetable as we would only begin work on an update plan once we know where we fall in terms of transitional Arrangements. If following legal advice the Council is required to undertake another Regulation 18 consultation then there would be further delays.
- 3.4 In the unlikely event that the publication of the new NPPF is delayed and the Local Plan reaches examination, Officers consider it extremely unlikely that the current version of the plan would be found sound for the reasons set out in this report.

- 3.5 Officers therefore strongly recommend Option 2, delaying the Regulation 19 consultation as it is the fastest route to adopting a sound plan and would incur the least cost financially to the council.

4 Policy/Budget Reference and Implications

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

5 Financial Implications

- 5.1 Costs of Local Plan examination can be hundreds of thousands of pounds. Taking a Local Plan through examination when it is extremely unlikely to be successful would result in these costs being incurred twice as the Council would most likely need to bring an updated plan through examination again.
- 5.2 Each major planning appeal costs the Council circa £150,000. The longer we do not have an adopted Local Plan in place the longer we will be susceptible to these appeals.
- 5.3 The implication of current plan being rejected and having to submit a new NPPF compliant plan within 18 months would require additional resources to meet that deadline.

6 Legal Implications

- 6.1 None specific, though officers are seeking Counsel advice on whether the Council could proceed to straight to Regulation 19 or would need to have to undertake a further Regulation 18 consultation.

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

None specific.

8 Recommendation

That:

- The Local Plan Sub-Committee agrees the delay of the Regulation 19 publication of the Local Plan;
- Authorises Officers to undertake the further evidence work on Green Belt, Urban Capacity, Open Space, Sport and Recreation and Gypsy and Traveller needs;
- That Officers prepare an updated Local Development Scheme setting out an updated timetable for the Local Plan.

Report Prepared by: Marko Kalik, Head of Planning Policy and Conservation

Appendices

Appendix 1 – Three Rivers Local Development Scheme (March 2024)

© Three Rivers District Council [2017] Crown Copyright and de la base rights Ordnance Survey Licence 1000180866



requirements for local planning authorities, such as Three Rivers District Council, to prepare and maintain a Local Development Scheme (LDS).

The LDS is a project plan that sets out the timetable for the production of new or revised Development Plan Documents which will form the Council's Local Plan. This LDS, which supersedes previous versions, sets out a planning work programme for the Council over a three year period to 2026. It will be regularly reviewed to keep it up to date.

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

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

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

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

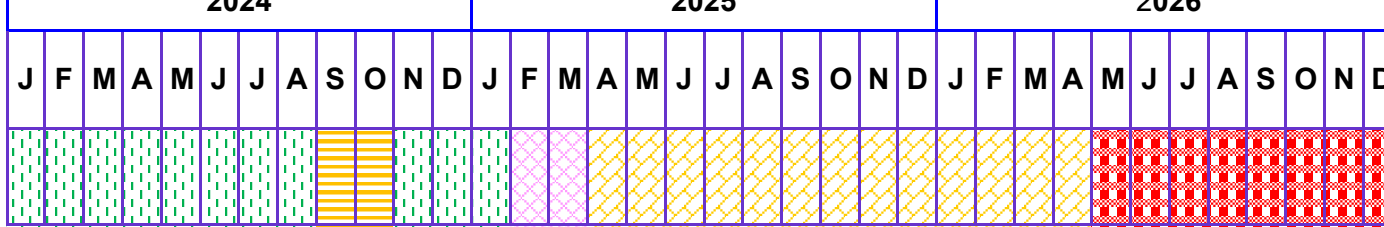
What new Development Plan Documents are to be reviewed/prepared?

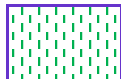




Further information and the provisional 'milestones' for the production of the review of Local Plan that need to be achieved in order to be progressed towards adoption are set out in Appendix 1.

Joint Strategic Plan

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

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



	Preparation
	Publication Stage (Regulation 19)
	Submission Stage (Start of Examination Process)
	Examination
	Adoption

Document	Local Plan	Policies Map
Description	Will update the strategic planning policies for the District, allocate land for housing and employment and update Development Management Policies	Will show policy designations and sites with specific allocations
Area	District	District
Publication Date	September / October 2024	Alongside Local Plan
Submission to Secretary of State	February / March 2025	Alongside Local Plan
Adoption	May / June 2026	Alongside Local Plan
Review	Annual Monitoring Report	Alongside Local Plan

This page is intentionally left blank

Local Development Scheme

November 2024

© Three Rivers District Council [2017] Crown Copyright and/or the base rights Ordnance Survey Licence 100018086



1. Introduction

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

The LDS is a project plan that sets out the timetable for the production of new or revised Development Plan Documents which will form the Council's Local Plan. This LDS, which supersedes previous versions, sets out a planning work programme for the Council over a two year period to the end of 2026. It will be regularly reviewed to keep it up to date.

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

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

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

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

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

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

Joint Strategic Plan

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

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

APPENDIX 1

TIMETABLE FOR THE NEW LOCAL PLAN																							
2025												2026											
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

	Preparation
	Publication Stage (Regulation 19)
	Submission Stage (Start of Examination Process)
	Examination
	Adoption

Document	Local Plan	Policies Map
Description	Will update the strategic planning policies for the District, allocate land for housing and employment and update Development Management Policies	Will show policy designations and sites with specific allocations
Area	District	District
Publication Date	February / March 2026	Alongside Local Plan
Submission to Secretary of State	April / May 2026	Alongside Local Plan
Adoption	September / October 2026	Alongside Local Plan
Review	Annual Monitoring Report	Alongside Local Plan

This page is intentionally left blank

**Policy & Resources Committee
Monday, 11 November 2024**

PART I

Three Rivers District Council CCTV Policy 2024 – 2028.

1 Summary

- 1.1 The New CCTV Policy replaces the Three Rivers District Council CCTV Codes of Practice 2021 and forms part of a wider CCTV review currently taking place at Three Rivers District Council. The review includes the purchase of new Community Safety Partnership CCTV cameras, this new policy and an agreement with Hertfordshire County Council to attach CCTV cameras to their street furniture.
- 1.2 The policy depicts Three Rivers District Council's approach to both CCTV systems owned and operating in the district. The two systems, Three Rivers District Council CCTV system (TRDC CCTV) and Three Rivers Community Safety Partnership CCTV system (TRCSP CCTV), are monitored, maintained and operate separate from one another. The policy outlines the cameras positions, who is responsible for them and the legislation that they operate under.

2 Details

- 2.1 The new policy replaces the previous codes of practice due to changes in legislation and new operating procedures. The new policy includes:
 - 2.1.1 The Codes of Practice from the Surveillance Camera Code of Practice 2021.
 - 2.1.2 The addition of all cameras owned by the Council.
 - 2.1.3 Deployment procedures for the Community Safety Partnership CCTV system.

3 Options and Reasons for Recommendations

- 3.1 The council adopts the new policy – The policy is up to date in its legislation and clearly identifies Three Rivers District Council's compliance with the principles laid out in the Surveillance Camera Code of Practice 2021. The policy stipulates how both staff and members of the public can access any recorded footage and explains the need for CCTV and the laws under which the council can use CCTV in the district.

4 Policy/Budget Reference and Implications

- 4.1 The proposed policy will impact on the following performance indicators:

CP56 - Number of Legislative Enforcement Actions taken for ASB.
- 4.2 The impact of the recommendations on this/these performance indicator(s) is:

The use of CCTV by the police to capture evidence relating to crime and disorder is imperative in assisting the number of enforcement actions taken in the district.

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

None specific.

5 Financial Implications

5.1 There are no budget implications by adopting this policy. Expenditure is within current budgets.

6 Legal Implications

6.1 Legal services support the Community Safety Partnership on relevant Anti-social behaviour Powers and Enforcement.

7 Equal Opportunities Implications

7.1 Impact assessment

Has a relevance test been completed for Equality Impact? Attached at Appendix B	Yes
Did the relevance test conclude a full impact assessment	No

8 Staffing Implications

8.1 None arising

9 Environmental Implications

9.1 Climate and Sustainability Assessment attached Appendix C

10 Community Safety Implications

10.1 Positive impact on Community Safety, the adoption of this policy will allow the renewal and enhancement of the CCTV project to which this policy forms part of.

11 Public Health implications

11.1 None specified.

12 Customer Services Centre Implications

12.1 None specified.

13 Communications and Website Implications

13.1 The new policy will be available on the website.

14 Risk and Health & Safety Implications

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

- 14.2 The subject of this report is covered by the Strategy and Partnerships 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>
Increase in residents lack of understanding of the use of CCTV	Increased complaints relating to the installation of CCTV cameras	Adoption of New Policy and communicate this with Staff and Members	Tolerate	4-Low

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

Impact Score

4 (Catastrophic)

3 (Critical)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Significant)

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote (≤5%))

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:**

Policy and Resources to agree the adoption of the new CCTV policy 2024 – 2028 and recommend to Council.

And

The Committee agrees to give delegated 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.

Report prepared by: Jemma Duffell

Community Safety Office

APPENDICES / ATTACHMENTS

Appendix A - Three Rivers CCTV Policy 2024

Appendix B - Equality Impact assessment

Appendix C - Climate and Sustainability Assessment

Three Rivers District Council

Closed Circuit Television Policy

August 2024

Contents

Page 2	Introduction
Page 2	Purpose and Scope
Page 3	Objectives
Page 4	Principles
Page 4	CCTV Codes of Practice
Page 6	Location, Monitoring and Footage requests
Page 9	Deployment Procedure
Page 11	Data Protection and Retention
Page 14	Management and Review
Page 15	Glossary
Appendix A	Confidentiality Agreement
Appendix B	Three Rivers Community Safety Partnership Information Sharing Agreement

Certificate of Agreement

The content of this Policy is hereby approved by Three Rivers District Council, the Three Rivers Community Safety Board, and the Three Rivers Community Safety Coordinating Group in respect of Three Rivers District Council Closed Circuit Television Systems. Compiled by Three Rivers District Council Community Safety Team in consultation with the above groups and Three Rivers Neighbourhood Policing Teams.

Signed for on behalf of Three Rivers District Council

Name: Kimberley Grout

Position Held: Associate Director of Corporate, Customer & Community

Dated: August 2024

Signed for on behalf of Three Rivers Community Safety Board

Name: Councillor Andrew Scarth

Position Held: Lead Member for Community Safety and Partnerships

Dated: August 2024

Signed for on behalf of Hertfordshire Constabulary

Name: Andrew Palfreyman

Position Held: Chief Inspector - Three Rivers

Dated: August 2024

This policy can be found on the Three Rivers Council Website at www.threerivers.gov.uk/cctv

1. Introduction

- 1.1 Three Rivers District Council operates two Closed Circuit Television (CCTV) systems:
 - 1.1.1. CCTV cameras that are wholly owned, monitored, maintained, and operated by Three Rivers District Council (hereafter called **TRDC CCTV System**). The TRDC CCTV systems operate in Three Rivers House, Batchworth Depot (including refuse vehicle cameras), The Aquadrome and in our Temporary Accommodation in South Oxhey and Rickmansworth. These cameras are managed and maintained by Three Rivers District Council Property Services except for the cameras at the Temporary Accommodation which is maintained and managed by Watford Community Housing (WCH), on behalf of the Council.
 - 1.1.2. CCTV cameras that are owned and managed by Three Rivers Community Safety Partnership (hereafter called the **TRCSP CCTV System**) but monitored and maintained under contract to Hertfordshire CCTV (hereafter called HCCTV).
- 1.2. The TRCSP camera system operates in locations throughout the district and is managed by the Three Rivers Community Safety team on behalf of the Community Safety Partnership.
- 1.3. Both CCTV Systems comprise of multiple cameras that are fully operational with pan, tilt and zoom facilities, whilst others are fixed cameras with motion triggered on-site recording.
- 1.4. For the purposes of this document, in relation to Data Protection and UK General Data Protection Regulations (GDPR), the 'owner' and the 'data controller' of all CCTV Systems is Three Rivers District Council.

2. Purpose and Scope

- 2.1. The purpose of this policy is to state the intention of Three Rivers District Council and the Three Rivers Community Safety Partnership, to manage, use and operate CCTV and to support the objectives of all CCTV Systems. This policy does not include the use of body worn cameras, the purpose and scope for the use of these can be found in [Three Rivers District Council Lone Worker Policy](#) nor does it include the CCTV system operating at Watersmeet, although the scope and purpose of this system can be found in the separate Watersmeet CCTV policy document, the policy will adhere to the requirements of the Codes of Practice laid out within this policy.
- 2.2. Three Rivers District Council and the Three Rivers Community Safety Partnership use CCTV for the following purposes:
 - To provide a safe and secure environment for residents, staff, and visitors
 - To prevent loss of or damage to public spaces, buildings, and/or assets
 - To assist in the detection, prevention and prosecution of Crime
 - To help reduce the fear of Crime.

In relation to refuse vehicle camera fitment, the primary purposes are –

- Safety: Cameras offer a panoramic view, ensuring no corner goes unseen
- Operational Efficiency: Cameras help streamline operations. Reversing in congested areas, navigating through tight spots, or ensuring accurate collections, truck cameras make the job significantly easier
- Legal Protection: Incidents on the road can sometimes lead to legal complications. Having recorded footage from truck cameras can provide an unbiased account, potentially safeguarding drivers and businesses from false claims

2.3. Compliance with this policy and with the arrangements that sit under it ensure that Three Rivers District Council use of CCTV is proportionate in response to identified problems and operates with due regard to the privacy of individuals.

2.4. The Council and the Three Rivers Community Safety Partnership recognises that it is their responsibility to ensure that the scheme should always comply with all relevant legislation to ensure its legality and legitimacy in a democratic society.

2.5. The policy provides guidance on the appropriate use of the CCTV systems and the legislation it complies with, including:

- The Human Rights Act 1998 Article 8
- Data Protection Act 2018
- UK General Data Protection Regulations (“GDPR”)
- The Regulation of Investigatory Powers Act 2000
- The Protection of Freedoms Act 2012
- Surveillance Camera Code of Practice 2021
- Criminal Procedure and Investigations Act 1996

2.6. The TRDC CCTV System and the TRCSP CCTV System shall be operated with respect for all individuals, recognising the individual right to be free from inhuman or degrading treatment and avoiding any form of discrimination based on Age, Disability, Gender Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex or Sexual Orientation.

3. Objectives

3.1. The objectives of the CCTV Systems within this policy, which form the lawful basis for the processing of data, are:

- To help reduce the fear of crime and antisocial behaviour.
- To help detect and deter crime and antisocial behaviour.
- To provide evidential material for court proceedings.
- To aid in the overall management of public health and safety.
- To enhance community safety, assist in developing the economic well-being of the Three Rivers District and to encourage greater use of the

town centres, shopping areas, car parks and similar locations within the district.

- To assist the Council in their enforcement and regulatory functions within the district of Three Rivers; and
- To assist in traffic management.

3.2. Within this broad outline, Three Rivers District Council and the Three Rivers Community Safety Partnership will periodically review and publish specific key objectives based on local concerns in the Annual Community Safety Report.

4. Principles

4.1. The CCTV Systems will be operated in accordance with the principles and requirements of the Human Rights Act 1998.

4.2. The operation of the CCTV Systems will also recognise the need for formal authorisation of any covert 'directed surveillance' or crime-trend 'hotspot' surveillance, as required by the Regulation of Investigatory Powers Act 2000 and Police Policy. In these instances, the formal process outlined in the policy will be followed.

4.3. The CCTV Systems will be operated in accordance with the Data Protection Act 2018:

- They will be operated fairly and within the law.
- They will only be used for the purposes in which they are intended, and any other purpose which may be identified within the policy.
- They will be operated with due regard to the principle that everyone has the right to respect for his or her private and family life and home.
- Public interest will be recognised by ensuring the security and integrity of operational procedures.

4.4. Copyright and ownership of all material recorded by virtue of the CCTV Systems will remain with the Council as 'data controller'. Once an image or images has/have been disclosed to a partner such as the Police, the partner then becomes the Data Controller for the copy of that image(s). It is then the responsibility of that partner to comply with the Data Protection Act in relation to any further disclosures.

4.5. All persons operating the cameras must be trained and act with the utmost probity. Camera operators will be mindful of exercising prejudices, which may lead to complaints of the CCTV Systems being used for purposes other than those for which it is intended. The operators may be required to justify their interest in, or recording of, any individual or group of individuals or property.

4.6. Throughout this Policy it is intended, as far as reasonably possible, to balance the objectives of the CCTV Systems with the need to safeguard the rights of the individual. Three Rivers District Council as the 'owner' of both systems operates a complaints procedure (see 4.8) that ensures accountability for use of the CCTV Systems.

- 4.7. Cameras will not be used to investigate private residential property. Where the equipment permits, 'privacy zones' may be programmed into the system. These zones will ensure that the cameras do not survey the interior of any private residence. All contracted or directly employed staff of the Council, WCH, HCCTV and Hertfordshire Constabulary that have access to the CCTV Systems are contractually bound by regulations governing confidentiality and discipline.
- 4.8. A member of the public wishing to register a complaint about any aspect of the CCTV Systems may do so by using the Three Rivers District Council on-line portal [Compliments and complaints | Three Rivers District Council](#)
- 4.9. It is the responsibility of the Authorised Officers to ensure that every complaint is acknowledged within three working days and that a full response or progress report will be sent within ten working days.
- 4.10. Three Rivers District Council understands the need for transparency and clarifies the following points for Employees Only:
1. All employees are entitled to request a list of where and when cameras are active and a rational around the monitoring and privacy zones in the area in which they work.
 2. This policy provides clear guidance around access to CCTV footage and for what purpose it can be obtained. Employees may follow this process to request footage.
 3. The TRDC CCTV system, although active 24 hours a day, is not monitored 24 hours a day. Footage from specific times and dates can be obtained if needed.
 4. The police have the right to request CCTV footage from any system in relation to a Criminal investigation, Employees should be made aware that Police have a process to follow to request footage and that no footage will be released to police or any other agency without the appropriate process being followed.
 5. All individuals, including employees have the right to register a complaint regarding CCTV and it's usage in the workplace. In this case the employees should refer to the grievance procedure¹.

5. CCTV Codes of Practice

- 5.1. The Council will adopt the following guiding principles in line with the principles set out in the Surveillance Camera Code of Practice 2021:
- Use of a CCTV system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
 - The use of a CCTV system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.

¹ [HR policies and procedures – Intranet \(watford.gov.uk\)](#)

- There must be as much transparency in the use of a CCTV system as possible, including a published contact point for access to information and complaints.
- There must be clear responsibility and accountability for all CCTV system activities including images and information collected, held, and used.
- Clear rules, policies and procedures must be in place before a CCTV system is used, and these must be communicated to all who need to comply with them.
- No more images and information should be stored than that which is strictly required for the stated purpose of a CCTV system, and such images and information should be deleted once their purposes have been discharged.
- Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.
- CCTV system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.
- CCTV system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.
- There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.
- When the use of a CCTV system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.
- Any information used to support a CCTV system which compares against a reference database for matching purposes should be accurate and kept up to date.

6. Location, Monitoring and Footage requests

Location

- 6.1. The areas covered by the CCTV systems to which this Policy refers are:
- Public areas within Three Rivers District Council's administrative buildings.
 - Areas in the district such as Rickmansworth, South Oxhey, Abbots Langley, Mill End and Chorleywood, where cameras may be deployed, Council owned Temporary Accommodation in Bury Lane, Rickmansworth and Lincoln Drive, South Oxhey. Locations of the deployable cameras are published on the Three Rivers District Council website at www.threerivers.gov.uk.
- 6.2. Mobile cameras may be deployed to cover any area within the boundaries of Three Rivers District Council. In line with the 'Deployment Procedure' section of this Policy.

- 6.3. CCTV may be installed in a covert manner, if authorised. Some cameras may be enclosed within 'all weather domes,' for aesthetic or operational reasons. The presence of all cameras will be identified using appropriate signage that will be placed in the locality of the camera and at main entrance points to relevant areas.
- 6.4. The signs will indicate:
- The presence of CCTV monitoring.
 - The 'owners' of the System.
 - The contact telephone number



Monitoring

- 6.5. To ensure compliance with the Information Commissioner's Data Sharing Code of Practice 2021 and to ensure that images recorded continue to be of appropriate evidential quality, the TRCSP CCTV System shall be maintained in accordance with the requirements of the Policy under a maintenance agreement. The maintenance agreement will provide for 'emergency' attendance on site by a specialist CCTV engineer to rectify any loss or severe degradation of image or camera control.
- 6.6. Faults identified, should be reported to and for the attention of the Community Safety Officer at antisocialbehaviour@threerivers.gov.uk . It will be the responsibility of the Community Safety Officer to report the concern to HCCTV in line with the maintenance agreement.
- 6.7. The responsibility for the monitoring and maintenance of the CCTV systems is as follows:

The TRCSP CCTV system is the responsibility of HCCTV who will:

- Monitor and control all the cameras.
- Store data received from the cameras for 25 days.
- Provide reactive monitoring.
- Dial into each mobile camera two times a day to check connectivity.
- Send an engineer within seven working days if a camera fault arises.

- 6.8. The TRDC CCTV system is the responsibility of TRDC Property Services who will:
- Monitor and control the cameras.
 - Store the data.
 - Provide reactive monitoring.
 - Ensure that an engineer addresses a faulty camera within 7 days.
- 6.9. 'The Authorised Officer' is the designated person who holds responsibility for the overseeing of each CCTV system, all enquiries in relation to CCTV should be directed to the appropriate Authorised Officer as follows:
- TRDC CCTV system - Three Rivers District Council's Facilities Manager.
 - TRDC CCTV system Temporary Accommodation - WCH Letting and Temporary Accommodation Manager, Three Rivers Council Housing Operations Manager or Housing Solutions Manager or a partner organisation.
 - TRCSP CCTV system - Three Rivers District Council's Community Safety Officer.
- 6.10. The Authorised Officers (6.9) will be responsible for the implementation of this policy. It will be the role of the Authorised Officer to ensure that contracts for the monitoring/maintenance of any of the CCTV systems are adhered to.

Footage Requests

- 6.11. The CCTV Systems can record images from selected cameras in real-time, produce hard copies of recorded images, replay, or copy any pre-recorded data at their discretion and in accordance with the Policy. Only Authorised Officers or contractors can retrieve footage from the cameras as below:
- For footage from TRDC CCTV system - TRDC Facilities Manager
 - For footage from TRCSP CCTV system – HCCTV staff
 - For footage from the TRDC CCTV Temporary Accommodation cameras - WCH Lettings and Temporary Accommodation Manager, Three Rivers Council Housing Operations Manager or Housing Solutions Manager
- 6.12. Public access to the TRDC CCTV Systems will be prohibited except for lawful, proper, and sufficient reasons. Any person granted permission will always be accompanied by an Authorised Officer who will record the visit as follows: -
- Date, time and duration of visit.
 - Authorised Officer accompanying the visitor or visitors.
 - Names and status of visitors; and
 - Purpose of visit
- 6.13. All visitors must sign the Visitors' Log, which incorporates a Declaration of Confidentiality. Any occurrence, which leads to comment during the visit, will also be the subject of record. No visits will take place or continue whilst a live incident is running.

6.14. Requests for public access to the TRCSP CCTV system can be accessed by visiting the Hertfordshire CCTV website <https://www.hertfordshirecctv.co.uk/public-viewing-request-form/> If the request is in relation to an incident that has been reported to the Police, the member of public must contact the relevant Police force as no footage relating to a crime will be released to anyone other than the Police.

Operation of the System by the Police

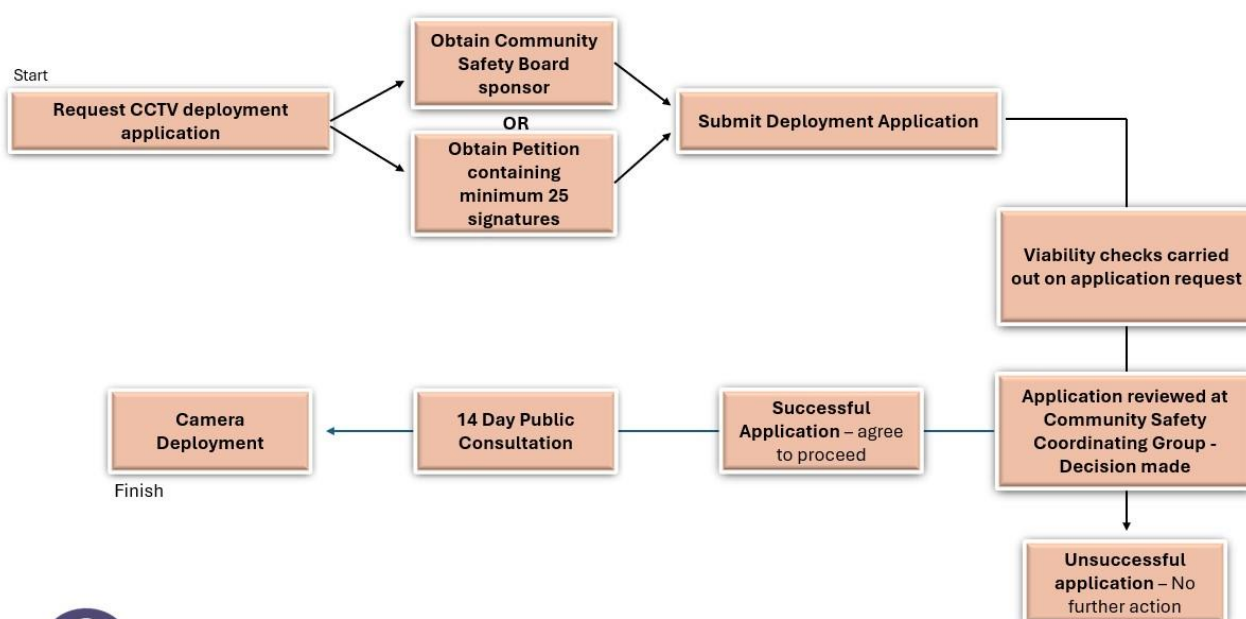
6.15. Under some circumstances the Police may make a request to assume direction of the TRDC CCTV System to which this Policy applies. Any requests may be made by email to the Authorised Officer by a Police Officer not below the rank of Inspector.

6.16. Hertfordshire Constabulary can access the footage from the TRCSP CCTV System to which this Policy applies. An information sharing agreement will be maintained by the Community Safety Partnership for this purpose.

7. Deployment Procedure for Three Rivers Community Safety Partnership CCTV

7.1. The procedure laid out in the Policy is applicable to all, without exception, Staff, Contractors, Police, Councillors, and members of the public.

Diagram1 – CCTV Deployment process



Three Rivers Community Safety Partnership CCTV deployment process

Application Submission

7.2. Applications for the deployment of the TRCSP CCTV can be made by:

- Any member of the Community Safety Partnership, with a Community Safety Board Member sponsor.

- Public petitions: validly submitted in accordance with the Council's petition scheme as set out within the constitution.²

7.3. All viable applications will be assessed at the Community Safety Coordinating Group (CSCG), with a majority decision for successful or unsuccessful.

Evidence to support application

7.4. Any application requires evidence to support the deployment of cameras. The public and/or Council Members are encouraged to report anti-social behaviour or issues within an area to either Hertfordshire Police on 101 or <https://www.herts.police.uk/> or through the Three Rivers Community Safety Team [online reporting form](#). This will help to create a record that can be used as evidence.

Process

7.5. All applications, once received, become the responsibility of the Council's Community Safety Officer who is responsible for checking that the application is viable in terms of a suitable place to deploy the camera too. The application is then passed to all members of the Community Safety Coordinating Group who make the final decision on redeployments.

7.6. The Coordinating Group will be responsible for assessing and prioritising applications for the deployment of CCTV cameras using the following points as guidance in reaching their decision:

- The reason for the request.
- If needed, is the application signed by a sponsor?
- Have the requirements under current legislation been met?
- Does the deployment require authorisation under RIPA and if so, has the appropriate authorisation been obtained?
- Is the deployment of the CCTV scheme justified?
- Is the deployment likely to achieve its objectives?
- Can the success of these objectives be measured?
- Is the equipment available?
- Will the deployment clash with other deployments? If so, which is to be given priority?
- Is there sufficient time to meet the request for the deployment of cameras?

7.7. The Community Safety Coordinating Group will provide a written response to all requests for the deployment of CCTV cameras, whether the application is successful or not. No camera will be deployed without authorisation from the Community Safety Coordinating Group unless it is an emergency request, which can be authorised by the Community Safety Coordinating Group Chairperson.

7.8. If successful, no cameras will be deployed without a 14-day public consultation, with any resident or business it is deemed may be affected

² <https://www.threerivers.gov.uk/services/your-council/council-constitution>

by the camera, unless it is an emergency, at which time consultation letters will be sent out advising residents of the camera's arrival. This must be authorised by the Community Safety Coordinating Group Chairperson. Only then will the Community Safety Officer instruct HCCTV to arrange deployment of the CCTV camera.

Permissions

- 7.9. In the event of an operation being mounted under the Regulation of Investigatory Powers Act 2000 (governing covert surveillance by public bodies) it is essential that if the cameras are to be mounted on property not owned by Three Rivers District Council or other Community Safety partners that the owner/occupier of the premises is spoken to personally and gives their written consent. This consent should be kept for the duration of the cameras use in this location. It is vital the owner/occupier is made aware that any images obtained from the camera mounted on their premises may be used as evidence and that under the rules of disclosure the defendant may be able to deduce from where the observations were conducted and that there is a possibility that they may be named in court.
- 7.10. Three Rivers District Council, in agreement with Hertfordshire County Council, may use approved columns and posts owned by Hertfordshire County Council. The agreement gives Three Rivers Designated Contractor permission to deploy cameras to these columns without the need for additional permission.
- 7.11. Special care must be taken when deploying a camera onto a listed building. Authorisation for the deployment may need to be obtained from Three Rivers District Council's planning department.
- 7.12. The installation of the CCTV cameras will be conducted as per the service level agreement between Three Rivers District Council and Hertfordshire CCTV (HCCTV). HCCTV will provide the Community Safety Officer with a copy of their Health and Safety Policy and Safe Working Practices regarding the installation, removal, and replacement of cameras.

8. Data Protection and Retention

- 8.1. All personal data obtained by virtue of the CCTV Systems within this policy shall be processed as laid out in 4.3. 'Processing' means obtaining, recording, or holding the information or data or conducting any operation or set of operations on the information or data, including:
 - Organising, adapting, or altering the information or data.
 - Retrieving, consulting about, or using the information or data.
 - Disclosing the information or data by transmission, dissemination or otherwise making available; or
 - Aligning, combining, blocking, erasing, or destroying the information or data
- 8.2. Data will be stored securely in accordance with the requirements of the

Data Protection Act 2018 and additional, locally agreed procedures. The Council's Community Safety Officer is responsible for the storage and retention of all paperwork connected with the TRCSP CCTV scheme with the same responsibility being held by the Council's Facilities Manager for the TRDC CCTV scheme. All documentation will be retained for two years from the date of the application.

- 8.3. The operation of the CCTV Systems has been notified to the Office of the Information Commissioner in accordance with Data Protection Legislation and as stated in 1.4 the 'data controller' is Three Rivers District Council.
- 8.4. All data will be processed in accordance with the principles of the Data Protection Act 2018, which include in summary, but are not limited to, the following:
- All personal data will be obtained and processed fairly and lawfully.
 - Personal data will be held only for the purposes specified.
 - Personal data will be used only for the purposes, and disclosed only to the people, shown within this Policy.
 - Only personal data, which is adequate, relevant, and not excessive in relation to the purpose for which the data is held, will be held.
 - Steps will be taken to ensure that personal data is accurate and where necessary, kept up to date.
 - Personal data will be held for no longer than is necessary.
 - Individuals will be allowed access to information held about them and, where appropriate, permitted to correct or erase it; and
 - Procedures will be implemented to put into place security measures to prevent unauthorised or accidental access to, alteration or disclosure of, or loss and destruction of information.

Request for information (Subject Access)

- 8.5. Any request from an individual for the disclosure of personal data, which they believe is recorded by virtue of any CCTV System will be directed in the first instance to the Data Protection and Resilience Manager at Three Rivers District Council enquiries@threerivers.gov.uk
- 8.6. The principles of Part 3, Chapter 3 of the Data Protection Act 2018 (Rights of the Data Subjects) shall be followed in respect of every request.
- 8.7. If the request cannot be complied without identifying another individual, permission from all parties must be obtained (in the context of the degree of privacy they could anticipate from being in that location at that time) in accordance with the requirements of the legislation. If permission cannot be obtained, footage not relating to that individual will be obscured.
- 8.8. Any person making a request must be able to prove his identity and provide sufficient information to enable the data to be located.
- 8.9. A copy of this Policy shall be published on the Councils' website and will be made available to anyone on request.

Exemptions to the Provision of Information

- 8.10. In considering a request made under the provisions of Part 3, Chapter 3 of the Data Protection Act 2018, reference may also be made to Schedule 2, Part 1 of the Act, which includes, but is not limited to, the following statement:

“Personal data held for the purposes of the prevention or detection of crime, or the apprehension or prosecution of offenders is exempt from the subject access provisions in any case to the extent to which the application of those provisions to the data would be likely to prejudice any of the matters mentioned in this subsection.”

Criminal Procedures and Investigations Act 1996

- 8.11. The Criminal Procedures and Investigations Act 1996 introduced a statutory framework for the disclosure to defendants of material that the prosecution would not intend to use in the presentation of its own case. This material is known as ‘unused material.’ Disclosure of unused material under the provisions of this Act should not be confused with the obligations placed on the data controller by Part 3, Chapter 3 of the Data Protection Act 2018, known as subject access.

Declaration of Confidentiality

- 8.12. Every Authorised Officer with responsibility under the terms of this Policy, who has any involvement with the TRDC CCTV System to which it refers, will be required to sign a declaration of confidentiality. (See Appendix A)
- 8.13. Every individual with responsibility under the terms of this Policy, who has any involvement with the TRCSP CCTV System to which it refers, will adhere to the terms of the Community Safety Partnership Information Sharing Agreement. (See Appendix B)
- 8.14. Each individual having responsibility under the terms of this Policy, who has any involvement with the CCTV Systems to which it refers, will be subject to the Council’s Code of Conduct.
- 8.15. The Authorised Officers will have primary responsibility for ensuring that there is no breach of security, and that this Policy is complied with. Any severe breach of conduct will be dealt with accordingly, including, if appropriate, by criminal proceedings.

9. Management and Review

- 9.1. The CCTV Systems will be evaluated periodically. Designated Three Rivers staff will be responsible for the review of TRDC CCTV, and the Three Rivers Community Safety Team will be responsible for reviewing the TRCSP CCTV. The evaluation will normally include the following:
- An assessment of the incidents monitored by the System.
 - A review of the Policy.
 - A review of the continuing relevancy of the purposes of the System; and
 - Any other factors which have been identified.

- 9.2. The results of any evaluation will be used to review, develop, and make any alterations to the specified purpose and objectives of the scheme as well as the functioning, management, and operation of the System. The TRCSP CCTV review will be shared at the Community Safety Board and Community Safety Coordinating Group before any changes are made to the current scheme.
- 9.3. Any major changes to this Policy, i.e. changes that have a significant impact on the Policy or upon the operation of the CCTV Systems, will require approval at Three Rivers District Council Policy and Resources Committee and the Community Safety Partnership.
- 9.4. It has been agreed that minor changes, such as terminology, clarification, or administrative corrections with no significant impact, will be included in the Policy with agreement from the Associate Director for Corporate, Customer and Community who has delegated authority.

Glossary

TRDC	Three Rivers District Council
TRDC CCTV	Three Rivers District Council Closed Circuit Television
TRCSP	Three Rivers Community Safety Partnership
TRCSP CCTV	Three Rivers Community Partnership Closed Circuit Television
HCCTV	Hertfordshire Closed Circuit Television
HCC	Hertfordshire County Council
CSCG	Community Safety Partnership
CSB	Community Safety Board
RIPA	Regulation of Investigatory Powers Act

Appendix A



Community Safety
Board Confidentiality :

Appendix B



TRDC Community
Safety ISA 2021v2.odt

This page is intentionally left blank

Policy & Resources Committee

Anti-Social Behaviour Policy (ADCCC)

1 Summary

- 1.1 The Anti-Social Behaviour (ASB) Policy expired in August 2024 and has therefore been updated and reviewed. The new draft policy is attached at Appendix A.
- 1.2 The policy has been consulted on internally and with our key partners agencies working on ASB including the Police, Fire and Rescue, Hertfordshire County Council, Watford Community Housing Trust and Thrive Homes.
- 1.3 We have reviewed and researched work across our council departments to assess what the policy should include and to ensure better outcomes for our community and residents.

2 Details

- 2.1 The ASB Policy has been updated in line with the Anti-Social Behaviour Crime and Policing Act 2014.
- 2.2 There are no legislative changes to add to the ASB Policy, however we do expect a White Paper over the coming year, on Community Safety, and this may include ASB. If this happens, relevant officers and Members will be informed, and the Policy updated to reflect any change or amendments.
 - 2.2.1 Our approach to ASB remains and comprises of four key areas; Prevent, Early Intervention, Support and Enforcement.
 - 2.2.2 These themes apply across all anti-social behaviour. However, our approaches differ slightly for dealing with hotspots, serious crime or high-risk cases.
- 2.3 Safeguarding is an important factor when dealing with Anti-social behaviour. This has been added to the policy and adheres to the Three Rivers Safeguarding children, Young People and Adults at Risk Policy.
- 2.4 We have included in the policy how we address issues from low risk ASB to high, and what engagement and enforcement options we use, and are available to us.
- 2.5 The list of what we consider as ASB has been redefined, for example vehicles idling on the road has been removed from the list. This is because the list does not need to be as specific to what we consider as ASB as there are a wealth of incidents, concerns or complaints received that may in the first instance is not deemed ASB but can develop into ASB depending on the issues. All reports will be dealt with or referred to the correct organisation or department if not ASB. Preventative work can also be used in these cases where it is not yet ASB by wider teams to avoid issues worsening.
 - 2.5.1 There are issues noted within the policy that do not constitute ASB, including personal CCTV, social media posts, vaping and smoking, parking, children playing

and neighbours doing DIY at reasonable hours, but any reports of ASB as described above will be signposted to the relevant responsible agencies.

- 2.6 The only addition to the policy is animal nuisance, however it is not a change of process as animal nuisance has always formed part of our responsibilities under ASB and continues to be managed by the Environmental Protection Team, under the Animal Welfare and Licensing Inspector. However, in the last year we have seen a rise in complaints, regarding dogs. There is no clear rationale as to why this is. It could be that more residents have dogs and animals following the pandemic or reporting on-line is easier, and the tolerance of nuisance from animals and dog barking is low. Educating our communities, working with our partners including our registered providers is key when managing these complex cases and is an ongoing task.
- 2.7 The policy continues to support the requirements for ASB Case Reviews. ASB Case Reviews give victims of persistent anti-social behaviour, the right to request a multi-agency case review of their case, where a local threshold is met. Our threshold is 3 complaints in the last 6 months.
- 2.8 We pride ourselves on the work we do at the very beginning of an ASB complaint and manage it appropriately. We work with partners and internal staff on the receipt of ASB complaints, similar to the process of an ASB Case Review to ensure that customer issues are dealt with avoiding the need to apply for an ASB Case Review. In the past year, there has been 1 application and 1 application whereby the ASB Case Review application did not meet threshold.
- 2.9 The use of a new reporting tool through an ASB App is scheduled to be implemented later this year. The ASB app is a tool customers can access when they report ASB to us. They can download to their smart device that enables you to collect and report ASB information on the spot or when able. Customers can upload ASB evidence of photos, videos, diary sheets and any other supporting documentation to support their case.
- 2.10 This method of reporting ASB will be promoted, and customers encouraged to use, in line with our Customer Experience Strategy. Residents will still be able to report via the website and by phone as well as downloading traditional methods, like the use of diary sheets to ensure access for all.
- 2.11 The use of a fully integrated ASB toolkit is currently being built with our digital and communications team. This platform will give our customers a wealth of information and advice in tackling ASB, self-help, good neighbour agreements, along with direct referrals into support services. This will help to improve access to services and the issues being addressed by the right agency or partner. Our focus is on customers helping themselves as much as possible or the responsible agency/partner in the first instance.
- 2.12 ASB is continuous and varying from day to day. Our top 5 complaints of ASB currently are neighbour disputes (involving foul language and shouting at one another), noise nuisance, smell of cannabis and domestic abuse. Cuckooing, which is related to drugs, crime and taking advantage of the most vulnerable has a huge impact on the community.
- 2.13 The complexity of ASB cases is demanding on resources both internally and externally and the impact on our community is challenging. Evidence shows that mental health and wellbeing is the highest factor in the cause of ASB with drug and alcohol following. We currently have a Service Level Agreement with

Hertfordshire MIND to support mental health. Whilst the cost for the service is covered for 2024 – 2025, future funding is required for this to continue. The Drug and Alcohol provider for Hertfordshire, Change Grow Live accepts referrals from the council but the wait is long and perpetrators of ASB are sometimes difficult to engage due to their abuse. Therefore, there can be a reliance on the council and partners to manage the ongoing issues.

- 2.14 The No More Service also known as the as the South West Youth Action Panel (YAP) supports young people involved in ASB and Crime. The support worker helps those youths chose a positive path in life. There are currently 22 individuals being supported. Whilst we have seen an increase in referrals this year and we believe this will be a consistent pattern here on, we have seen some life changing behaviour from some of our youths which has been really positive and the decline in ASB in pockets across the district has been apparent because of the service and their outcomes. Again, this funding is currently being supported through the OPCC, we do not know if this funding will be available to us for 2025-2026.
- 2.15 In the past 18 months the ASBAG (Anti-Social Behaviour Action Group) has assessed 209 medium to high risk ASB cases. Year to date there have been 7 Community Protection Notices Served. This does not include the Police enforcement action and that of our housing providers.

3 Options and Reasons for Recommendations

- 3.1 It is recommended that Policy and Resources agree the revised Anti-social behaviour policy and recommend to Full Council for adoption.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council’s agreed policy and budgets. The relevant policy is entitled The Anti-Social Behaviour Policy and was agreed previously on 21st October 2021 at Policy and Resources Committee.

5 Financial Implications

There are no financial implications

6 Legal Implications

Legal Services support the Community Safety Partnership in responding to complaints of ASB that have been referred to the Council under the corporate complaints procedure or Local Ombudsman and represent Council at court on breach of relevant ASB powers i.e. Closure Orders. This Anti-social behaviour policy supports this process.

7 Equal Opportunities Implications

Impact Assessment

Has a relevance test been completed for Equality Impact? Attached at Appendix B	Yes
Did the relevance test conclude a full impact assessment	No

8 Staffing Implications

None Arising

9 Environmental Implications

None Arising

10 Community Safety Implications

The revised policy will support the Community Safety Partnership and reduction of crime and disorder.

11 Public Health implications

None Arising

12 Customer Services Centre Implications

The policy reflects the roles of the Customer Service Centre

13 Communications and Website Implications

The new policy will be provided on the website. Further information and support will also be provided on the website via the new look ASB Toolkit in relation to anti-social behaviour and how to tackle and access support.

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Failure to achieve Community Safety targets and ASB KPIs due to policy being out of date and not setting public expectations	The Community Safety Partnership fails to demonstrate clear actions and process to tackle ASB leading to an	Agree new Anti-social behaviour policy and communicate this with staff, members, partners and residents.	Treat	6

	increase of issues in Three Rivers.			
--	-------------------------------------	--	--	--

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

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

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;** Policy and Resources agree the revised Anti-social Behaviour Policy and recommend to Full Council.

That public access to the report be immediate

Report prepared by

Michelle Wright Community Safety and Safeguarding Manager

Rebecca Young, Head of Strategy and Partnerships

Data Quality

Data sources: Strategic Assessment

Data checked by: Shivani Dave

Data rating: Tick

1	Poor	
2	Sufficient	
3	High	X

Background Papers

APPENDICES / ATTACHMENTS

Appendix A Draft Anti-Social Behaviour Policy 2024 - 2028

Appendix B Equality Impact Assessment

Short Equality Impact and Outcome Assessment (EIA) Template – Anti-social Behaviour Policy

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

Title⁵	Anti-social Behaviour Policy	ID No⁶	
Team/Service⁷	Strategy and Partnerships		
Focus of EIA⁸	<p>The Council's Anti-Social Behaviour Policy was last updated in 2021 and was due for renewal. The revised policy reflects the powers contained within the Anti-Social Behaviour, Crime and Policing Act 2014 and the council's approach to tackling anti-social behaviour.</p> <p>This policy relates to the work of the Community Safety Team that incorporates the ASB team and to a lesser degree, Legal.</p> <p>The revised and updated Anti-social Behaviour Policy relates to all residents living within the district regardless of their background as well as businesses and other organisations operating in the district. The policy will ensure that it is inclusive, and that the work carried out considers the wider community and accessibility.</p> <p>The ASB team manage ASB by way of, Prevention, Early Intervention, Support and Enforcement.</p>		
Assessment of overall impacts and any further recommendations⁹			

Where adults are involved in causing anti-social behaviour, there is evidence that shows that mental health, drug and alcohol is a high factor in playing a part in the behaviour.

Some ASB is caused by young people in the community. In many cases, these individuals are known to other statutory services and will often come from families where there are complex issues going on in the home.

We see, occasionally hate-related issues, such as graffiti targeting a particular section of the community.

There are no negative impacts on people with protected characteristics arising from this policy. The policy states that a multi-agency approach (with Police and on occasion, other partners where appropriate) will be undertaken if someone is victimised due to a protected characteristic and will be deemed a hate incident or hate crime. Investigating officers are also required to satisfy themselves that any complaints are not motivated on any discriminatory grounds. Victims of anti-social behaviour may sometimes be more vulnerable due to a protected characteristic such as age, disability and mental health, race, ethnicity or religion. Perpetrators of ASB sometimes involve those experiencing mental health.

All cases are managed individually, and early intervention is key is ensuring that all aspects of that person’s individual needs are managed from day one. This will allow for any issues or needs relating to protected characteristics to be identified and addressed. Safeguarding is paramount and part of everyday business, whereby we wrap the relevant support around each case, where there is a need for support from another agency, we support the victim and sometimes to whole family with the process. All medium – high risk cases are discussed and an actioned at the monthly Anti-social Behaviour Action Group (ASBAG). Statutory partners, health, registered partners and support agencies form part of the ASBAG whereby we ensure each case is managed by way of a collaborative approach.

Enforcement Assessment’s take place before we use the ASB legislative powers, available to us. Someone who is deemed to not have capacity would be managed by support agencies and other diversionary methods.

Potential Issues	Mitigating Actions
<p>Through the delivery of our priorities for the Community Safety Partnership there can be potential issues which need to be dealt with in relation to:</p> <ul style="list-style-type: none"> • Neighbour disputes in relation to a protected characteristic • Prevent work, • Hate Crime Week • Violence Against Women and Girls and White Ribbon Work (lack of awareness and support for male victims of DA) 	<p>Ensure events are planned with clear reasons of why that event is being held, ensuring that all events are promoted, open to all and barriers to access are reviewed. Continue to consider the impact on protected characteristics as we manage ASB and ensuring that none of those characteristics are adversely affected.</p> <p>Community engagement through Neighbourhood policing, policing surgeries, healthy hubs, residents’ meetings and walk with a cop events, partnership bulletin and Community Network Forums, can</p>

	<p>identify issues residents with protected characteristics are experiencing.</p> <p>Communication and education with residents on initiatives and projects and support available to residents with protected characteristics.</p> <p>Delivery of campaigns, including development of a new Hate Crime Campaign – to improve community awareness of hate crime, hate incidents, the impacts this can have and promotion of Third-Party Reporting Centres.</p>
Actions Planned ¹⁰	
Hate Crime Awareness Week, Prevent Training for professionals, Anti-social Behaviour Week, Cuckooing Campaign, Self-defence VAWG project.	

EIA sign-off: (for the EIA to be final an email must be sent from the relevant people agreeing it or this section must be signed)

Equality Impact Assessment officer: Shivani Dave

Date: 6 September 2024

Equalities Lead Officer: Rebecca Young

Date: 6 September 2024

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.

This page is intentionally left blank

Three Rivers District Council

Anti-Social Behaviour Policy

September 2024 - 2028

Contents

1. Introduction
2. Scope
3. Key Principles
4. What is Anti-Social Behaviour
5. Examples of Anti-Social Behaviour
6. The Council 's values in relation to Anti-Social Behaviour
7. The Council 's approach to responding to Anti-Social Behaviour.
8. The Council 's roles and responsibilities - responding to Anti-Social Behaviour.
9. Anti-Social Behaviour Case Reviews
10. Equality and Diversity
11. Working in Partnership
12. Safeguarding
13. Role of Social housing providers
14. Role of Hertfordshire Constabulary
15. Role of Health and Social Care Services
16. Customer engagement
17. Data protection measures
18. Training commitments

1. Introduction

Three Rivers District Council recognises that anti-social behaviour (ASB) can have a very disruptive effect on neighbourhoods and communities and does not just affect those who are directly involved in the situation. We take ASB seriously and aim to balance enforcement action and intervention with prevention. We adopt a supportive approach when dealing with victims, witnesses and alleged perpetrators and will be flexible in our approach to manage incidents, working in partnership with both internal and external partners to tackle the issues.

Three Rivers is committed to taking effective action and using the powers available to us, where we consider they can provide an effective remedy. We recognise that customers and other agencies share this responsibility, and it will not always be appropriate for Three Rivers to lead.

We recognise the detrimental effect that ASB can have on the lives of our customers and communities, but it is important that complainants and victims of ASB are clear about both the circumstances in which we can intervene and the sanctions available to us. We will not raise expectations that we can act, where we cannot or where primary responsibility and powers lie elsewhere.

We will encourage, support and enable our customers, to resolve ASB issues themselves in the first instance and give them the tools to do this. We will encourage tenants to work in partnership with their landlords.

We believe that everyone has the right to their chosen lifestyle providing this does not affect the quality of life of others. This necessitates a degree of tolerance and respect for the requirements and needs of other people, and we will promote this to customers when responding to their concerns.

2. Scope

This Policy applies to people living, working, visiting, or socialising within the Three Rivers District.

The aim of the policy is to set out how we will deal with anti-social behaviour (ASB), nuisance and hate crime, that is adversely impacting on people and the community.

The specific objective of the ASB Policy is to ensure we provide a consistent and proportionate response to all behaviour we define as being anti-social.

3. Key Principles

- Our priority is to provide a high quality and responsive service to tackle ASB and Hate Crime in our communities
- We will take a harm centred and victim first approach and consider the impact of ASB and not just the seriousness
- We will work in partnership to prevent ASB, manage cases and sustain thriving communities

4. What is Anit-Social Behaviour

'Acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household'.

Ref (Anti-social Behaviour, Crime and Policing Act 2014).

5. Examples of ASB

Some examples of this behaviour include the following, but the list is not exhaustive.

- nuisance, noisy, rowdy or inconsiderate neighbours.
- verbal abuse, harassment, intimidation or threatening behaviour.
- hate related incidents.
- drug or substance misuse and dealing.
- alcohol related nuisance.
- vandalism and damage to property
- animal nuisance
- graffiti

ASB can be difficult to define, and some behaviour may cause a nuisance to the complainant but might not be ASB, as the behaviour is unavoidable. Reports due to different lifestyles or every-day living situations which are not intended to cause nuisance or annoyance are not considered as ASB. Some examples of issues that would not be ASB, are as follows.

- children playing and babies crying
- household noise due to every-day living (e.g. footfall and general movement around the property, proportionate TV, music, radio noise, noise from electrical items such as washing machines or vacuum cleaners and DIY during reasonable hours as defined by the council
- one-off parties, BBQs and celebrations
- cooking odours and reasonable household smells
- vaping and smoking cigarettes
- minor car maintenance, minor disputes between neighbours or personal differences
- parking disputes

The Council 's officers must therefore consider what constitutes ASB on a case-by-case basis and determine the appropriate response. Officers from Environmental Health, Environmental Protection or the ASB Team may work in collaboration when managing ASB cases, as the behaviour can cross between the responsible teams.

6. The Council 's values in relation to ASB

Three Rivers District Council believes that:

- Everyone has the right to a secure environment in which to live, free from intimidation and ASB.
- Everyone has the right to their own chosen lifestyle providing this does not impact adversely on the quality of life of others.
- There must be tolerance and respect of difference including differences of ethnic origin, race, religion, gender, age, sexual orientation, gender reassignment, marital or civil partnership status, disability, maternity or pregnancy.

7. The Council 's approach to responding to ASB

The council takes ASB seriously and aims to balance enforcement action and intervention with prevention. We adopt a supportive approach when dealing with victims, witnesses and alleged perpetrators and will be flexible in our approach to manage incidents, working in partnership with both internal and external partners to tackle the issues. Our approach is comprised of four key areas, Prevention, Early Intervention, Support and Enforcement. These themes apply across all anti-social behaviour. However, our approaches differ slightly for dealing with ASB hotspots or high-risk cases.

We will support victims and witnesses of ASB in several ways including:

- Taking all complaints of ASB seriously
- Keeping the victim at the forefront of our service
- Taking early intervention to prevent further ASB
- Taking enforcement action where necessary
- Offering support to complainants and witnesses of ASB
- Keeping complainants informed throughout the process
- Protecting confidentiality
- Referring to specialist support agencies, including victim support services
- Improving safety measures
- Using surveillance equipment where necessary
- Advertise and offer the ASB Case Review

We will consider whether the alleged perpetrator's behaviour or a member of their family's household is a result of their health, for example, mental health, Alzheimer's, Autism, ADHD status, or a disability. We will offer support to alleged perpetrators where we have identified a need for a referral to a relevant support agency.

The Council recognises the significant impact of domestic abuse on victims (including children). We will prioritise the referral of such cases to domestic abuse support services to safeguard victims. We will liaise with the council 's Domestic Abuse Officer to assess, support and refer as necessary. We will work with the Intensive Family First Support Team where children form part of an ASB case or domestic abuse concern.

The Council recognises the impact of hate crimes such as racial harassment, sexual, transphobic or homophobic harassment, religious or cultural harassment, or disability-based harassment. We will prioritise our response to such cases. This will include the offer of referral to relevant specialist hate crime support services and the reporting to police.

When managing cases of ASB we aim to adopt a harm centred and victim first approach. This means considering the level of harm caused to the victims throughout our case management. It is particularly important when deciding how serious a case is and what the best course of action should be.

8. The Council 's aims and responsibilities in responding to Anti-Social Behaviour

Where behaviour is minor, we will encourage parties to find a resolution themselves as formal intervention by us can escalate issues and cause unnecessary tension between parties. We encourage people to talk informally or may suggest mediation. Where we do intervene, we have a number of options, including but not limited to.

- Verbal warning
- Meetings
- Mediation
- Support referrals
- Warning letters
- Acceptable Behaviour Contracts
- Community Protection Notice Warnings

Where we have cases of ASB that require legal action we will consider all options available to us and decide the most appropriate, including:

- Civil Injunctions including Youth Injunctions
- Criminal Behaviour Orders
- Community Protection Notices
- Fixed Penalty Notices
- Public Spaces Protection Orders
- Closure Orders

We will seek to.

- Stop the ASB
- Encourage residents to resolve their own differences in a reasonable manner and refer tenants to their landlords in the first instance
- Provide a framework or action plan for supporting both the complainant and perpetrator
- Work in partnership with other agencies to tackle ASB
- Target hot spot areas affected by repeated ASB
- Take effective action against perpetrators when they fail to engage with support
- Introduce preventative measures
- Monitor the effectiveness of action taken
- Escalate enforcement action if the ASB is not modified or ended, using a multi-agency approach in more complex cases
- Support witnesses through the lifetime of a complaint of ASB

Customer Service Centre:

- To receive, report and direct to the relevant service department or other relevant agency.
- To maintain up to date information on who ASB is dealt with in the Council to direct enquiries appropriately.

Strategy and Partnerships

- To oversee and review the ASB Policy
- To manage and support the Community Safety Partnership structures that deliver joint agency responses to ASB
- To manage and respond to individual cases not covered by Police, Registered Providers (housing associations), Environmental Health or Environmental Protection
- To refer cases to other agencies where appropriate
- To oversee the ASB Case Review
- To monitor ASB cases that have been referred to other agencies but remain an issue.

- To refer any cases at risk of homelessness or in need of housing advice to the Housing Team
- Manage the monthly ASBAG (Anti-Social Behaviour Action Group)
- Manage in partnership, with the Environmental Health Team, Noise App Reports
- Manage ASB App Reports

Housing Services/Residential Environmental Health

- To manage and respond to ASB cases involving: noise nuisance, bonfires, high hedges, nuisance caused by lighting, nuisance odours, houses in multiple occupation, hoarding and derelict properties
- To work with the Strategy and Partnerships team regarding any ASB cases in council -owned temporary accommodation or those properties being used to house housing applicants from other council s or care providers.

Environmental Protection:

- To manage and respond to ASB cases on public, private or council land involving: litter (excluding private land), fly tipping, graffiti removal on council property unless hate crime, abandoned vehicles, drug paraphernalia and vandalism in parks and open spaces
- To manage and respond to ASB cases involving animals.

Leisure Services

- To receive reports of ASB that occur in council, owned parks and open spaces
- To work with the Strategy and Partnerships team and partner agencies in combating the behaviours taking place in our parks and open spaces.

Licensing:

- To manage and respond to ASB cases for any licensed premises.
- To manage complaints of ASB towards licensed taxi / private hire drivers.

Legal

- To provide legal support, advice and guidance to Council Officers and, where appropriate, their partners within the Three Rivers Community Safety Partnership, about the legal powers available to combat ASB.
- To represent the Council in respect of any applications or prosecutions brought under the Anti-social Behaviour, Crime and Policing Act 2014.
- To support the Council in responding to complaints relating to ASB that have been referred to the Council under the Complaints Procedure or Local Government Ombudsman.

9. ASB Case Review

We know that, where left unchecked, anti-social behaviour can have an overwhelming impact on its victims and, in some cases, on the wider community.

The ASB case review, gives victims of persistent anti-social behaviour, reported to any of the main responsible agencies (such as the council, police, and social housing providers) the right to request a multi-agency case review of their case where a local threshold is met.

The ASB case review can be requested via local authorities, the police, local health teams and registered providers of social housing. All have a duty to undertake a case review when someone requests one and their case meets a locally defined threshold. Each area chooses a lead agency to manage the process, this is usually the council or police.

The threshold is about the incidents reported, not whether the agency responded. The threshold for Three Rivers is 3 complaints, but other agencies may choose to set a lower threshold. If the qualifying complaints are made, a case review must be held to then determine the adequacy of the agency responses.

The relevant bodies and responsible authorities who undertake the case review are:

- Councils
- Police
- Clinical Commissioning Groups in England and Local Health Boards in Wales
- Registered providers of social housing who are co-opted into this group

The relevant bodies must publish the [ASB Case Review procedure](#) or contact to ensure that victims are aware that they can apply to activate the procedures in appropriate circumstances.

10. Equality and Diversity

The council will treat all customers and staff with fairness and respect. We value diversity and work to promote equality and tackle unlawful discrimination.

We will meet the requirements relating to equality and diversity laid down in the Equality Act 2010 by working to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity and
- Foster good relations between all our customers, residents, service users and staff.

The Council is committed to welcoming and valuing diversity, promoting equality of opportunity and tackling unlawful discrimination. We will not discriminate against staff, customers or others based on their sex, sexual orientation, marital status, pregnancy and maternity, gender reassignment, race, religion, belief, disability or age (collectively referred to as protected characteristics in the Equality Act 2010).

The Council aims to provide all services that meet the diverse needs of customers. We believe that all customers should be able to access support with the same ease and that the quality of our service is the same high standard for all.

11. Working in Partnership

Partnership working is essential to successful resolution of ASB, and we will work with a variety of agencies including statutory, non-statutory and voluntary sector organisations.

Recognising that some ASB cannot be managed by one agency alone, we will attend regular partnership meetings to enable the exchange of information between key community partners.

The Council is the lead authority for Three Rivers Community Safety Partnership. Within this role:

- We will manage and support inter-agency ASB casework discussions to ensure joint action plans are agreed and monitored between relevant agencies including the Council, County Council, Health Services, Police, Fire Service and Housing Providers
- We will share data with other agencies within our agreed information sharing protocols and our responsibilities under the Data Protection Act, seeking consent to do so when required.
- We will receive and manage requests for the ASB Case Review on behalf of the Community Safety Partnership.
- ASB can be an indicator of a more serious underlying issue such as cuckooing or modern slavery. Cuckooing is the term used when drug dealers take over the home of a vulnerable person to use it as a base for drug trafficking. Modern Slavery is a serious crime being committed across the UK in which victims are exploited for someone else's gain. It can take many forms including trafficking of people, forced labour, servitude, and exploitation.

12. Safeguarding

Three Rivers District Council is proactive in its approach to safeguarding and effectively works with all relevant statutory and voluntary agencies in an efficient manner to ensure the safety of all who need it. The Council's [Safeguarding Children and Adults at risk policy](#) clearly outlines the need for consent to refer to other agencies and holds its confidentiality and information sharing agreements in high esteem. Only in the instance of immediate risk of harm would the council refer to another agency without consent, from a person or parent, as required to do so by law.

13. Role of social housing providers

The Council recognises that housing providers have powers to address ASB caused by tenants, leaseholders, household members, and their visitors. This is managed through tenancy and lease enforcement and ASB legislation. The Council will signpost in the first instance all social housing ASB reports to their respective landlords for them to resolve the ASB. Where such cases have escalated the council will ensure they are discussed by the Community Safety Partnership at the monthly ASBAG meeting where agreed joint action plans will be put in place and monitored.

14. Role of Hertfordshire Constabulary

The Council works closely with the Police to address crime and ASB in Three Rivers. Where individual ASB cases include acts of a criminal nature, the council will signpost such cases to the Police, providing a joint response where appropriate, without jeopardising any criminal investigation. The Council will also work collaboratively with the Police to monitor and investigate ASB. Neighbourhood Policing Teams, including Police

Community Support Officers, provide people with reassurance, can patrol hotspot areas, and support enforcement action taken to tackle ASB. The Police can also provide an out of hours response, including an emergency response where cases have escalated. They will not provide a response to noise nuisance.

15. Role of Health and Social Care Services

Statutory and voluntary health and social care services can provide support to both victims and perpetrators of ASB. This may be for reasons connected with mental health, dementia, drug, and alcohol use, safeguarding of children or adults at risk of abuse, or providing early help to families in need, or adults with complex needs. The Council will work within established multi-agency guidance (including the Early Help Guidance, Children's Safeguarding Guidance, Adults Safeguarding Guidance, and the Mental Health Concordat) to ensure that relevant victims and perpetrators of ASB are offered access to appropriate health and social care services to address such needs. Where relevant these agencies will be involved in multi-agency casework management.

16. Customer engagement for ASB

Individual services that respond to ASB within the council will:

- Undertake customer satisfaction surveys and case reviews to identify and implement improvements to our services.
- Organise resident meetings when required to discuss ASB in hotspot areas either virtually or in person.
- Provide an ASB Toolkit on our website to help understand our services.

17. Data protection measures for ASB

To comply with its duties under the Data Protection Act 2018 the council will:

- Keep all records of ASB cases in accordance with all applicable data protection and privacy legislation in force from time to time in the UK including the UK General Data Protection Regulation, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003 and the guidance and codes of practice issued by the Information Commissioner's Office.
- Seek consent from a victim to share their information with relevant partner agencies, explaining the process.
- Share information with other relevant agencies such as the police, children's services, adults' services or mental health services without consent, in certain situations, when:
 - preventing and detecting unlawful acts, or
 - safeguarding children or individuals at risk, or
 - there are reasons of substantial public interest, or
 - undertaking a public duty.

This will be done within the relevant legislative framework and agreed local guidance.

ASB cases, where there has been an identified risk of medium to high will be logged via the secure ASB database SafetyNet+. This is predominately a Police database whereby agencies are vetted and signed up to use with the emphasis on data sharing and managing cases by way of a partnership approach. Those low-medium ASB cases are kept and secured within the Council's IT systems.

18. Training commitments for ASB

The Council will provide staff and members in relevant departments with the appropriate training to deliver ASB services and will refresh this when required.

The Council will arrange appropriate support training including that of external partner agencies to assist them in managing ASB.

**Policy and Resources Committee
Monday, 11 November 2024**

PART I

Draft Service Plans 2025-28

1 Summary

- 1.1 This report provides an overview of the draft 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:

- **Provide responsive and responsible local leadership**
- **Expand our position as a great place to do business**
- **Support and enable sustainable communities**
- **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 what each service area is working on and what projects and actions are required to support in the achievement of the Corporate Framework.

- 2.4 It also includes a link to the Risk Registers which will now be more visibly available on the council's website. The service area budget has also been reintroduced to the service plan and this will be added once budgets have been agreed at Council on 25 February 2025.

- 2.5 Final Service Plans will also be more visible on our website sitting alongside the Corporate Framework and Risk Registers.

- 2.6 The draft service plans include Key Performance Indicators, which have been updated and reviewed.

- 2.7 The review of the Corporate Framework will begin next financial year 2025-2026.

3 Options and Reasons for Recommendations

- 3.1 To comment on and/or request any amends to the draft 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. Budgets are discussed and implications agreed alongside final service plans at 25 February Full Council.

4.2 The recommendations in this report relate to the achievement of the Key Performance Indicators.

4.2.1 See individual service plans for more detail on the Key Performance Indicators.

5 Financial Implications

5.1 None arising from this report. These are draft service plans.

6 Legal Implications

6.1 None arising from this report. These are draft service plans.

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 within service plans.

9 Environmental Implications

9.1 A number of 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 A number of 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 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 fail to	Council to agree service plans to direct the work of	Tolerate	4

	deliver the Corporate Framework.	services and delivery of the Corporate Framework.		
--	----------------------------------	---	--	--

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

Impact Score

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

Likelihood Score

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

15 Recommendation

15.1 For Policy and Resources Committee to comment on the attached service plans for 2025 – 2028. Final Service Plans will be agreed by Council alongside the budget.

Report prepared by:

Katie Stacey, Policy and Performance Manager

Rebecca Young, Head of Strategy and Partnerships

Data Quality

Data sources:

Data sources are specific to each service plan and but includes the Risk Register and the Corporate Framework

Data checked by:

Katie Stacey

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

Corporate Framework 2023-2026

APPENDICES / ATTACHMENTS

Appendix A: Relevant Service Plans per committee.

This page is intentionally left blank

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:

Watford

- 2,869 HB customers
- 5,534 Local Council Tax Support Customers
- 44,811 Council Taxpayers, and
- 2,909 businesses

Three Rivers

- 2,006 HB Customers
- 3,813 Local Council Tax Support Customers
- 38,929 Council Taxpayers, and
- 2,118 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

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
	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.	Apr 2025	HR, CSC	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	Council Tax Collection	97.30%	98%	98%	98%	98%
RB02	Business Rate Collection	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					

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.
No. of accounts with prior year council tax arrears.			Expecting to see a decrease in number of accounts and overall total value with new EA contract in place. Also introducing some tools to help customers engage with us concerning arrears i.e. SMS messaging.

Page 155

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly.

This page is intentionally left blank

Customer Experience Service Delivery Plan 2025 – 2028

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 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	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	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>	<p>Launch and begin implementation of the adopted communications strategy</p>	<p>Corporate Communications Lead</p>	<p>To see all aspects of communications plan implemented as outlined in the policy.</p>	<p>March 2028</p>	<p>Customers Councillors Staff Partners</p>	<p>N/A</p>
<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>Procurement of CRM (Customer Relationship Management) platform and online service portal and consultation platform.</p>	<p>Digital Services Development Manager</p>	<p>Procurement of a customer relationship management platform and online portal, the awarding of a contract And the start of that contract.</p>	<p>March 2025</p>	<p>Customers Councillors Staff Partners Suppliers</p>	<p>Circa. £70k (agreed budget).</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
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership. • Supports and enables sustainable communities. • Achieve net-carbon zero and be climate resilient. • Expand our position as a great place to do business. 	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	TBA
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership. • Achieve net-carbon zero and be climate resilient. 	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	TBA

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 2024	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 2024	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%	92%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	21,500	22,500	23,500	24,500	25,500

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.

Page 174

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.

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

Delete all green text once completed

Service Overview

(Brief overview of the purpose of the specific service you are writing the service plan for)

Budget

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

Delete all green text once completed

Service purpose and core functions (business as usual work – add/delete rows as required. Add sub teams if necessary. Don't include any sensitive information or Officer names) . All 4 objectives do not need to be covered – delete the ones not applicable

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Sub team e.g. Corporate Services
Provide responsive and responsible local leadership	
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	
	Sub team e.g. Community Safety
Provide responsive and responsible local leadership	
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	

Delete all green text once completed

Service purpose and core functions (business as usual work – add/delete rows as required. Add sub teams if necessary. Don't include any sensitive information or Officer names) . All 4 objectives do not need to be covered – delete the ones not applicable

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Sub team e.g. Partnerships
Provide responsive and responsible local leadership	
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	
	Sub team e.g. Corporate Services
Provide responsive and responsible local leadership	
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	

Delete all green text once completed

Projects, Policies and Strategies

(detail specific projects (major or minor), policies & strategies you are going to start, review and/or complete in 2025/26 - may be carried over from previous SP. Don't include any sensitive information or Officer names)

Page 180

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

Delete all green text once completed

Projects, Policies and Strategies

(detail specific projects (major or minor), policies & strategies you are going to start, review and/or complete in 2025-26. Don't include any sensitive information or Officer names)

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

Page 181

Key Performance Indicators to support the Corporate Framework

Page 182

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	

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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
RRL	Online case management system (IKEN)	Associate Director Legal & Democratic Services	Fully digitalised case management system	Dec 2024	IKEN	N/A
RRL	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.	March 2025	Cllrs	N/A
RRL	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
RRL	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

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 completed by Committee Services within 5 working days of the meeting to be circulated to officers for review		85%	85%	90%	95%
ES01	Annual Canvass Return Rates		92%	92%	92%	
	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.

Page 192

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our 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 195 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
RRL GPB SC NZCR	Local Plan	Head of Planning Policy & Conservation	Delivery of the council's district plan, allocating land for development and containing planning policies.	March 2026 (expected adoption)	HCC External consultants assisting with evidence base: BNP Paribas, TRL Ltd, Exacom/ESRI, Lovell John, Place Services, Hatch Regeniris, Icen	TBC
RRL GPB SC NZCR	South West Herts Joint Strategic Plan	Head of Planning Policy & Conservation	Strategic plan prepared by TRD, 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	
RRL SC NZCR	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

Page 200

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
ESD01	Net additional homes provided	258	640	TBC	TBC	TBC
ESD02	Number of affordable homes delivered (gross)	3	224	TBC	TBC	TBC
ESD03	Housing Land Supply in years	TBC (currently 1.9)	5	5	5	5
ESD04	Percentage of new homes built on previously developed land	86.6%	60%	60%	60%	60%
ESD06	Percentage change in employment floorspace across the district (as a result of development and/or conversions)	-3.7%	+/-5%	+/-5%	+/-5%	+/-5%
ESD09	Vacancy rate for town and district centres	6.8%	<6%	<6%	<6%	<6%
New	Produce 2 Conservation Area Appraisals a year	0	2	2	2	2
New	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

Page 201

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

This page is intentionally left blank

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	

Page 2 of 11

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 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

Page 214

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

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.
	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.

P
 2018
 218

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
Sustainable Communities	Delivery of the Healthy Hubs. Identification and securing additional funding to support activities linked to the healthy hubs. (e.g Legacy Fund of Place Based Health Inequalities)	Partnerships Manager	<p>Quarterly targets for attendance at the Healthy Hub.</p> <p>Continue to work with HCC and partners to ensure funding continues.</p>	Quarterly, Annual Report April	HCC, Locality Board	Grant funded until March 2026. (not confirmed)
	Development of links and funding opportunities with South West Herts HCP partnership.	Partnerships Manager	<p>Directive workplan developed for SWH ICP.</p> <p>Securing funding for TRDC or ICB partners to delivered health improvement initiatives.</p>	Quarterly	ICB, ICS, VCFSE Alliance, ICP, SWHHCP	Within existing resources.

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	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
Sustainable Communities	Delivery of the Community Strategy including task groups and Connecting Three Rivers Grants (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

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
RRLL	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
RRLL	Corporate Framework	Head of Strategy and Partnerships	To review the Corporate Framework with staff, residents and members.	March 2025	n/a	None Required
RRLL	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 Hub	989	400	450	500	550

Key Performance Indicators to support the Corporate Framework

Page 224

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
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	24	24	24

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.
Number of people with mental health issues supported by the Community Support Service (Herts Mind Network)	160	160	Service is at capacity and operating a waiting list. No increase is possible without additional funds. However, it is projected that the waiting list will continue to increase unless closed.
Citizens Advice: Number of clients supported	8000	8500	The amount 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:			
Number of clients assisted with debt,	2000	2500	Cost of living has significantly impacted on the type and levels of debt residents are experiencing.
Amount of debt written off	£450,000	£450,000	
Average amount per client of any debts written off.	£14,000	£15,000	

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.

Page 226

Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.

**Policy & Resources Committee
11 November 2024**

PART I

**Risk Management Strategy
(ADCCC)**

1 Summary

- 1.1 The Risk Management Strategy was last reviewed in March 2022 and is reviewed every two years. Policy & Resources Committee is asked to consider the latest revision of the Councils Risk Management Strategy before it is presented to the Council's Policy and Resources Committee.
- 1.2 This strategy has been reviewed and agreed by the Councils Risk Management Group, and Corporate Management Team.

2 Details

- 2.1 The effective management of risk is a key component to demonstrating good corporate governance and is fundamental to sound management practices and informed decision-making.
- 2.2 The strategy is broken down into nine headings;
- Purpose Of The Strategy
 - Our Vision And Objectives
 - Background
 - Risk Management Strategy Objectives
 - Key Features Of The Risk Management Framework Page 9
 - Risk Appetite And Tolerance
 - Types Of Risk
 - Identification Of Risks Within Committee Reports
 - Roles And Responsibilities
- 2.3 The strategy aims to embed effective Risk Management principles across all areas of the Council.
- 2.4 The Risk Management Strategy has been updated to include our current Corporate Framework Objectives and old objectives removed.
- 2.4.1 The Risk Appetite and Tolerance section has been amended to include that there is a clear understanding that the activities with a high or very high-risk score may still go ahead, with appropriate mitigations. Each risk will be assessed and scored separately, and an appropriate treatment plan will be agreed.
- 2.4.2 The wording around risk scores in the Risk Appetite and Tolerance section has been amended to ensure it is clear the score is the residual risk score, after mitigations have been put in place, and not the inherent risk score.
- 2.5 References to Heads of Service have been amended to Corporate Management Team (CMT).

3 Options and Reasons for Recommendations

3.1 The Audit Committee is responsible for monitoring the effectiveness of the authority’s risk management arrangements. Therefore, Audit Committee is asked to comment on and recommend the Risk Management Strategy to the Policy and Resources Committee.

4 Policy/Budget Reference and Implications

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

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

5.1 None specific.

6 Recommendation

6.1 That Policy & Resources Committee recommend the adoption of the updated Risk Management Strategy to Full Council.

Report prepared by:

Phil King, Data Protection and Resilience Manager

Jamie Russell, Resilience and Risk Officer,

Data Quality

Data sources: n/a

Data checked by: n/a

Data rating: Tick

1	Poor	
2	Sufficient	X
3	High	

Background Papers

APPENDICES / ATTACHMENTS

Risk Management Strategy.

Three Rivers District Council

Risk Management Strategy

July 2024

Contents

1. Purpose Of The Strategy	2
2. Our Vision And Objectives	2
3. Background	2
4. Risk Management Strategy Objectives	3
5. Key Features Of The Risk Management Framework	4
6. Risk Appetite And Tolerance	6
7. Types Of Risk.....	9
8. Identification Of Risks Within Committee Reports.....	9
9. Roles And Responsibilities	10
Appendix A.....	12
Appendix B.....	14
Appendix C	15

1. Purpose Of The Strategy

- 1.1 Three Rivers District Council is a complex organisation, delivering a range of priorities against a backdrop of financial constraint and the need to demonstrate continuous improvement, efficiency, and customer focus. The management of risk, including the risk bought about by opportunity, is essential to ensure the achievement of our objectives.
- 1.2 The effective management of risk is a key component to demonstrating good corporate governance.
- 1.3 Employing a systematic approach to identifying, analysing, and mitigating risks enables the Council to strike a balance between embracing innovation and maintaining prudent risk management.
- 1.4 This strategy aims to establish a structured framework for the Council's risk management practices. By improving the management of risk, we will be better able to achieve our objectives and ensure best value in the services we provide.

2. Our Vision And Objectives

- 2.1 The Council's vision is "Three Rivers: A great place to live, work and visit".
- 2.2 The four objectives in the Framework are outlined below, and we shall work with public, private, and voluntary services to achieve these.
 - 1) Provide responsive and responsible local leadership.
 - 2) A great place to do business.
 - 3) Sustainable Communities.
 - 4) Net Carbon Zero and Climate Resilient.
- 2.3 The full Framework can be found [here](#).

3. Background

- 3.1 Effective risk management is fundamental to sound management practices and informed decision-making.
- 3.2 Risk management is embedded within both the Council's project management and decision-making frameworks.
- 3.3 This strategy outlines the Council's ongoing commitment to enhancing its risk management protocols, aligning with its overarching objectives of demonstrating robust corporate governance and prudent corporate management.
- 3.4 Definitions.
 - **Risk** is the effect of uncertainty on objectives. Effect can be positive as well as negative and is the combination of the likelihood of an event occurring and its consequences.
 - The process that is used to manage risk is known as **Risk Management**.
 - **Risk Appetite** is the amount and type of risk that an organisation is prepared to pursue, retain, or take. This is not just concentrating on the negatives, but also the benefits that taking calculated risks can bring to achieving our priorities.
 - The level of risk the Council is prepared to expose itself to is known as the **Risk Tolerance**.

- **Control Measures** are the actions taken to mitigate the likelihood and impact of a risk.

4. Risk Management Strategy Objectives

- 4.1 The objectives of the Council's risk management strategy are:
- 4.1.1 To identify and assess potential risks that could impact the organisation's objectives, projects, or operations.
 - 4.1.2 To evaluate the likelihood and potential impact of identified risks on the organisation, allowing for informed decision-making and prioritisation of resources.
 - 4.1.3 To develop and implement strategies to mitigate, minimise, or eliminate identified risks to an acceptable level, thereby reducing the likelihood of negative consequences.
 - 4.1.4 To recognise and capitalise on opportunities that may arise from effectively managing risks, such as innovation, strategic partnerships, or competitive advantages.
 - 4.1.5 To ensure compliance with legal, regulatory, and industry standards, thereby reducing the organisation's exposure to legal liabilities and reputational risks.
 - 4.1.6 To build organisational resilience by proactively addressing potential threats and vulnerabilities, enabling the organisation to adapt and thrive in a dynamic environment.
 - 4.1.7 To provide decision-makers with accurate and timely information regarding risks, enabling them to make well-informed decisions that align with organisational vision, objectives, and values.
 - 4.1.8 To foster a culture of accountability and transparency within the organisation, where individuals and teams take responsibility for managing risks within their areas of responsibility.
- 4.2 Good risk management is the key to the Council achieving all its objectives.
- 4.2.1 Additionally, it is a legal obligation - the Accounts and Audit Regulations 2006 state that the Council must publish an Annual Governance Statement alongside the Annual Statement of Accounts, detailing its risk management arrangements.
 - 4.2.2 The objectives of a Risk Management Strategy are typically achieved through several key actions and processes.
 - 4.2.3 Use various techniques such as risk assessments, brainstorming sessions, historical data analysis, and expert input to identify potential risks across all areas of the organisation's operations, projects, and objectives.
 - 4.2.4 Using Risk Assessments to evaluate the likelihood and potential impact of identified risks, using qualitative or quantitative methods to prioritise risks based on their severity and significance to the organisation.
 - 4.2.5 Develop and implement strategies and controls to reduce, mitigate, or eliminate identified risks to an acceptable level. This may involve implementing internal controls, contingency plans, risk transfer mechanisms (such as insurance), or process improvements.
 - 4.2.6 Continuously monitor and review the effectiveness of risk management activities, ensuring that risks are managed appropriately and in accordance with the organisation's risk tolerance and objectives. Regular reviews allow for adjustments to risk management strategies as the organisation's risk landscape evolves.
 - 4.2.7 Establish clear communication channels to ensure that risk information is

effectively communicated across the organisation. This includes reporting on risk exposures, mitigation efforts, and risk management performance to relevant stakeholders: Joint Leadership Team, Senior Leadership Team, Corporate Management Team, Members, employees, and external partners.

- 4.2.8 Integrate risk management considerations into decision-making processes at all levels of the organisation. This ensures that risks and opportunities are considered when making strategic, operational, and project-related decisions, helping to maximise value and minimise potential negative impacts.
- 4.2.9 Provide training and awareness programs to employees at all levels of the organisation to build a risk-aware culture and ensure that individuals understand their roles and responsibilities in managing risks effectively.
- 4.2.10 Adopt a culture of continuous improvement within the organisation by regularly reviewing and refining risk management practices and processes based on lessons learned, best practices, and changing internal and external factors.

5. Key Features Of The Risk Management Framework

- 5.1 The risk management process entails identifying, evaluating, and continuously managing risks to reduce them to an acceptable level, whenever feasible. However, not all risks can be mitigated adequately. In such cases, the focus shifts to ensuring robust controls and conducting regular monitoring. It is essential to ensure that control measures are proportionate to the risks they aim to mitigate.
- 5.2 Heads of Service and Project Leads have the responsibility to continually identify risks, maintain, review Operational Service, and Project Risk Registers.
- 5.3 Risk consideration is also integral to reports submitted to Committees. Officers with delegated decision-making authority must ensure thorough risk assessment when exercising this authority.
- 5.4 The Council maintains a Strategic Risk Register, which captures high-level strategic risks. A strategic risk is defined as one that could significantly hinder the achievement of one or more objectives outlined in the Corporate Framework.
- 5.5 The risk management cycle involves several key stages, as outlined below. Detailed procedures for scoring and recording risks are provided in Appendix A and Appendix B.
 - 5.5.1 **Stage 1: Identify the Risks**
 - 5.5.1.1 Outlining risks faced by the organisation in pursuit of its objectives and priorities.
 - 5.5.1.2 Maintaining a Strategic Risk Register, cataloguing major strategic risks to the Council.
 - 5.5.1.3 Maintaining a Financial and Budgetary Risk Register, noting significant financial risks to the Council.
 - 5.5.1.4 Managing departmental Operational Risk Registers, listing service-specific risks for each department.
 - 5.5.1.5 Recording project risks in Project Risk Registers.
 - 5.5.1.6 Incorporating risks impacting goal attainment in the risk management segment of all committee reports.
 - 5.5.2 **Stage 2: Assess and Score the Risks**

5.5.2.1 After identifying potential risk areas, the impact and likelihood are assessed to generate an **inherent** risk score, reflecting the risk without any mitigating measures. See Appendix A for the impact and likelihood scoring matrix.

5.5.2.2 Having evaluated the risk without controls in place, list the key controls / actions that will reduce the risk of non-achievement. Re-evaluate using the risk matrix to arrive at the **residual** risk score.

5.5.2.3 This whole risk process records the controls that are required to be put in place to reduce the likelihood of the risk occurring and the impact upon Council objectives and will include such actions as:

Tolerate	<p>The Council may tolerate a risk where:</p> <ul style="list-style-type: none"> • The risk is effectively mitigated by internal controls, even if it is high. • The risk cannot be mitigated cost effectively. • The risk allows for greater benefits. <p>These risks must be monitored, and contingency plans should be put in place in case the risks occur.</p>
Treat	<p>The aim of addressing a risk is to proceed with the associated activity while reducing the risk to an acceptable level. This is achieved by implementing control measures, either through containment actions (which decrease the likelihood or severity of a risk and are applied proactively) or contingency actions (implemented after the risk occurs to minimize its impact, requiring prior planning).</p>
Terminate	<p>Doing things differently and therefore removing the risk. This is particularly important in terms of project risk. This may be difficult to achieve with the Council's strategic risks.</p>
Transfer	<p>Transferring some aspects of the risk to a third party, for example by insurance or paying a third party to take the risk.</p>

5.5.2.4 Positive risks are called **opportunities** and have the following possible actions.

Enhance	Take actions to increase the likelihood and / or impact of the opportunity
Exploit	Take actions to ensure the opportunity will happen and the impact will be realised
Share	With a partner, supplier, etc and in so doing, share the use of resources, technology, etc.
Reject	Take no action

5.5.3 Stage 3: **Recording the Risks**

Each risk needs to be allocated an accountable risk owner to take responsibility for managing the risk, ensuring controls remain effective and

actions are taken. The Risk Register Template is at Appendix B.

5.5.4 Stage 4: **Monitoring and reporting**

5.5.4.1 Based on the risk score, risks are categorised as red, amber, or green. Risks scoring nine or above after mitigation must be actively monitored in the relevant risk register. Risks scoring between 12 and 16 should be brought to the Corporate Management Team for quarterly monitoring.

5.5.4.2 Heads of Service must review their operational risk registers quarterly, while project managers should review project risk registers at every project board meeting.

5.5.4.3 The Strategic Risk Register will be annually reported to the Policy and Resources Committee, and the Financial and Budgetary Risk Register will be reported to the Audit Committee on a quarterly basis.

5.5.4.4 Operational Risk Registers, included in each department's Service Plans, are reported to the relevant Service Committee annually.

6. **Risk Appetite And Tolerance**

6.1 Risk management goes beyond avoiding risks entirely. The Council acknowledges that embracing calculated, responsible, and informed risks is essential for fostering innovation and maximising value for money. Therefore, the risk management process is centred around managing risks to maintain an acceptable level.

6.2 Every decision made by the Council carries inherent risks, and it is crucial to acknowledge that articulating a level of risk tolerance is necessary to leverage positive benefits while mitigating negative consequences for the Council.

6.3 Risk appetites range from being risk-averse to risk-hungry. While a risk-averse approach actively avoids risks, it may also hinder innovation. On the other hand, a risk-hungry stance embraces innovative approaches, potentially leading to greater long-term benefits despite higher inherent risks.

6.4 Risk appetite varies depending on the nature of risks and services involved. It is not a uniform concept that can be applied equally to all situations.

6.5 The matrix provided serves as a tool for managers during project evaluation and decision-making processes, aiding in clarifying the levels of risk the Council is willing to take, accept, or tolerate.

6.6 Establishing a clear risk appetite offers several benefits:

6.6.1 It highlights instances where risks might be overly managed, or opportunities underutilised.

6.6.2 Discrepancies between risk appetite and existing control levels can be addressed by refocusing controls on priority areas.

6.6.3 The Council communicates its risk tolerance levels transparently after implementing control and risk mitigation measures.

6.6.4 Decision-making becomes more focused and aligned with organisational objectives.

The table below sets out the Council's current risk appetite with residual risk scores

IMPACT	LIKELIHOOD			
	1 Remote (≤ 5%)	2 Unlikely (6 – 20%)	3 Likely (21 – 79%)	4 Very Likely (≥ 80%)
4 (Catastrophic)	4 Low	8 High	12 Very High	16 Very High
3 (Critical)	3 Low	6 Medium	9 High	12 Very High
2 (Significant)	2 Low	4 Low	6 Medium	8 High
1 (Marginal)	1 Low	2 Low	3 Low	4 Low

6.6.5 The objective of risk management is to minimise risks to a level just below the risk appetite line (depicted as a thick black line above). This entails implementing sufficient controls to reduce the risk to an acceptable level, finding a balance between excessive or insufficient control measures.

6.6.6 In some circumstances a risk that has a residual score above the thick black line may still be acceptable if sufficient and appropriate mitigation is in place.

Risk Appetite Matrix

	1 Averse	2 Cautious	3 Open	4 Hungry
	Avoidance of risk and uncertainty is a key driver in decision making	There is a general preference for safe options that have a low degree of inherent risk and may only have limited potential for reward	All potential options are considered, and the decision will be the course of action that is likely to result in successful delivery and an acceptable level of reward – which will include value for money	Eager to innovate and explore novel options that offer a potentially higher level of reward, but with a higher level of inherent risk
Risk category	Examples of behaviours when taking decisions			
Reputation	Minimal tolerance of any activity that could lead to press scrutiny of the Council	Tolerance is limited to decisions where there is little chance of significant reputational repercussions for the Council should there be a failure	Appetite to take decisions where there is a potential to expose the Council to scrutiny but only if appropriate measures have been taken to minimise exposure	Appetite to take decisions that are likely to bring scrutiny of the Council, but the potential benefits outweigh the risks
Operational & Policy Delivery	Defensive approach which aims to defend or protect rather than create or innovate. Tight management controls and oversight with limited devolved decision. General avoidance of system or technological developments	Tendency to stick to the status quo with innovation avoided unless necessary. Decision making with senior management. Systems / technology developments are limited to protection of current operations.	Innovation is supported, with demonstrable improvements in management control. Systems and technological developments are considered to enable operational delivery. Responsibility for non-critical decisions may be devolved.	Innovation is pursued – there is a desire to challenge current working practices. Innovative technologies are viewed as a means of improving operational delivery. Management is by trust rather than tight control and authority is devolved.

7. Types Of Risk

7.1 Categories of risk identified by the Council are as follows:

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

8. Identification Of Risks Within Committee Reports

8.1 Decisions should be recorded by the author of the report in the section "Potential Risks" as follows:

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

8.2 If any risk, even after implementing control measures, scores eight or higher, provide a detailed explanation in the report regarding why you recommend that the risk should be accepted, or detail plans to transfer the risk.

8.3 Outline the procedure for continuous monitoring of all listed risks and specify the circumstances under which termination may be considered.

8.4 For risks scoring eight or more after implementing controls, ensure they are documented in the relevant risk register and flag them for review by the Corporate Management Team for potential inclusion in the strategic risk register.

9. Roles And Responsibilities

<p>The roles and responsibilities of all those involved in the risk management process can be summarised as follows:</p>	<p>Role</p>
<p>Chief Executive and Directors / Associate Directors</p>	<ul style="list-style-type: none"> • Leads on the wider corporate governance agenda, of which risk management is a part. • Signs off the annual Governance and Assurance Statements. • Ensures that risks are fully considered in all strategic decision making and that the Risk Management Strategy helps the Council to achieve its objectives and protection of its assets.
<p>Data Protection & Resilience Manager</p>	<ul style="list-style-type: none"> • Lead officer for risk management. • Owner of risk management strategy. • Chairs Officer Risk Management Group.
<p>Joint Leadership Team (JLT)</p>	<ul style="list-style-type: none"> • Ensures the Council manages risk effectively through the development of a comprehensive Risk Management Strategy. • Monitors progress against strategic and cross-cutting risk action plans. • Attends risk management training as appropriate. • Lead Member for Resources acts as Risk Champion.
<p>Corporate Management Team (CMT)</p>	<ul style="list-style-type: none"> • Ensure the Council manages risk effectively in each service within the agreed corporate strategy. • Participate in relevant risk management training sessions. • Promote the principles of sound risk management throughout their Service. • Report potential strategic risks to the Corporate Management Team, and oversee all risks associated with their Service. • Ensure comprehensive consideration of risks in the decision-making process. • Conduct regular reviews of risks, with a minimum frequency of quarterly assessments. • Appropriately manage risks in any projects and partnerships they oversee or participate in. • Ensure that reports, policies, or procedures within their oversight incorporate relevant connections to risk management.
<p>Officer Risk Management Group (RMG)</p>	<p>The purpose of the group is to ensure the Risk Management Strategy is seen as a key element of the Councils strategic and service planning process, with particular focus on</p> <ul style="list-style-type: none"> • Strategic, operational and project risk registers • Resilience plans • Monitoring and reporting procedures. • Review and updating procedures. • Specification of standards • Provision of appropriate training • Protection of core information systems and infrastructure • Risk management within partnerships.

Audit Committee	<ul style="list-style-type: none"> • Considers and reviews the Council’s risk management strategy. • Conducts quarterly assessments of the Council’s budgetary and financial risks. • Conducts annual assessments of the Council’s operational risk registers. • Participates in relevant risk management training sessions. • Oversees the efficiency of the authority’s risk management protocols. • Seeks confirmation that steps are being taken regarding risk-related matters highlighted by auditors and inspectors.
All members	<ul style="list-style-type: none"> • Responsibility to understand the strategic risks the authority faces, to oversee the effective management of these risks by officers. • Ensure that all identified risks have been considered in decision-making. • Seek clarification from report authors and/or lead Members if risks are not specifically shown in report.
Insurance Officer	<ul style="list-style-type: none"> • Oversee the day-to-day administration of the insurance function, including claims management. • Track and analyse claims data, providing relevant insights to Heads of Service and Managers to proactively manage risk and reduce the frequency of claims.
Project managers and managers of Partnerships	<ul style="list-style-type: none"> • Use the project risk register template to identify and manage their risks. • Report their risks to the appropriate partnership/project board on a regular basis. • Ensure that their risks are included in the appropriate risk register.
Employees	<ul style="list-style-type: none"> • Manage risk effectively in their job. • Attend risk management training as appropriate.

Appendix A

SCORING RISK

The impact and likelihood of any risk is evaluated on a scale of 1 – 4, with the product of the two representing the risk score.

Very Likely -----> Remove LIKELIHOOD	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	IMPACT Low -----> Unacceptable			

The interpretation of the scores is as follows:

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

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

Overall Risk Score

The overall risk score can be interpreted as follows:

Risk Score	Description
12 – 16	Very High – risk must be reduced through planned actions
8 – 9	High risk – take further action to manage the risk and reduce its impact and/or likelihood
6	Medium risk – consider further action
1 – 4	Low risk – monitor to ensure it remains low

RISK REGISTER

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates	Comments on last risk review
<i>dd/mm/yy</i>	<i>Unique reference number</i>	<i>Who is responsible for the risk?</i>	<i>Strategic, Operational or Financial</i>	<i>What is the risk?</i>	<i>Any other information about the risk, e.g. cause/trigger, consequences, etc</i>	<i>What is the likelihood score with no controls in place? 1=≤5% 2=6-20% 3=21-79% 4=≥80%</i>	<i>What is the impact score with no controls in place? 1=marginal 2=significant 3=critical 4=catastrophic</i>	<i>Likelihood X Impact</i>	<i>List existing controls</i>	<i>Who is responsible for the current controls</i>	<i>What is the likelihood score with the controls in place? 1=≤5% 2=6-20% 3=21-79% 4=≥80%</i>	<i>What is the impact score with no controls in place? 1=marginal 2=significant 3=critical 4=catastrophic</i>	<i>Likelihood X Impact</i>		<i>What further controls can be used to reduce the risk further or maintain the current residual score?</i>	<i>Who is responsible for implementing and monitoring the action plan?</i>	<i>When will items on the action plan be completed?</i>	<i>What has changed since the risk was last reviewed?</i>

DOCUMENT INFORMATION
Approval of Document

	Name	Job Title	Date
Prepared by:	Jamie Russell	Resilience and Risk Officer	June 2024
Checked & reviewed by:	Phil King	Data Protection and Resilience Manager	July 2024
Approved by:	Pending - Audit Committee		
	Pending - Policy & Resources Committee		
Date Document is due for Review:	September 2026		
Version:	1.0		
Purpose of Document Issue:			

Distribution List

Organisation	Name	Format and quantity issued
TRDC	Risk Management Shared Folder	Electronic x 1
TRDC	Website	Electronic x 1
TRDC	Intranet	Electronic x 1

Amendment and Revision Record

Version	Purpose of Issue	Date
1.0		

This page is intentionally left blank

**POLICY AND RESOURCES COMMITTEE
11 NOVEMBER 2024**

PART I

CIL SPENDING APPLICATIONS – JUNE to JULY 2024

(DoF)

1 Summary

1.1 This report details a request for £1,503,532. CIL funding but seeks to allocate a total of £1,245,332 for four infrastructure projects from the second application process (June to December) in 2024 to support growth in Three Rivers.

1.2 The 4 applications received for funding are:

- £365,000 – To upgrade King George pavilion to conform with safeguarding standards, environmental, energy efficiency and hygiene requirements (submitted by Sarratt Parish Council)
- £68,832.00 – Purchase of 8 x CCTV cameras to be sited in Rickmansworth, Abbots Langley and South Oxhey. 2 x cameras to be deployed throughout the district to hotspot areas of anti-social behaviour and crimes (submitted by Three Rivers Community Safety Partnership)
- £10,500.00 - Reconfiguration of the Young Adult Area and Local Studies Area at Croxley Green Library Croxley Green Library (submitted by HCC)
- £966,000.00 – Replacement of existing grass football pitch with a sustainable full-size 3G Football Turf Pitch (FTP), improvements to pitch access including disabled entrances, renovation of the OJFC clubhouse and team changing facilities. (submitted by Oxhey Jets FC).

1.3 In addition, 2 further CIL funding requests were received but were not considered to be eligible for CIL funding. Further details are below at paragraph 3.2.

2 Details

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

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

2.3 Since the introduction of the CIL Charging Schedule in April 2015 a total of £13,285,293 has been collected.

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

2.5 This report relates only to the Main CIL Pot which, as of 6 September 2024, amounts to £5,843,153 (excludes previously agreed spend). Appendix 1 refers to previously agreed CIL spend.

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

2.7 What can CIL be spent on?

2.8 Regulation 59 of the CIL Regulations states:

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

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

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

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

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

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

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

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

3 Applications for CIL Funds

3.1 The second CIL application process for 2024 started on the 1 June 2024 and was open for 6 weeks. During the application window 6 CIL applications were received. These were assessed in line with the Governance arrangements agreed at P& R Committee in March 2023: [governance report](#) . This report details and seeks approval for 4 applications to be progressed, however, details are provided for reference in the next paragraph on the 2 applications not to be progressed.

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

3.2 Detail of the 2 unsuccessful applications and the reasons why not progressed:

Applicant & Project Name	Infrastructure	CIL Amount	Reason unsuccessful
Expedite	Second-hand van based electric MPV.	£20,000.00	Not considered strategic infrastructure - proposal is for a vehicle for transportation of prayer mats to meetings. Not CIL eligible. However, Officers are considering alternative funding streams to ascertain if assistance can be offered elsewhere via Watford and Three Rivers Trust.
HCC	Church Street, Rickmansworth Zebra Crossing Enhancement	£66,000.00	These highway proposals from HCC are not in HCC programmed or scheduled works. No match funding has been proposed from HCC. The project did not score a minimum of 73 points against the CIL scoring criteria and therefore would not be progressed.

3.3 The 4 applications below all requested CIL funding for strategic infrastructure projects. The table below provides a brief summary with the full details of each application contained in Appendices 1 to 4 to this report and at **paragraph 3.5**

3.4 Table 1:

Applicant & Project Name	Infrastructure	Total Cost of Project	Additional Funding Identified	CIL Amount	Year funds required
Sarratt Parish Council KGV pavilion	To improve the existing local multiple sport and recreation facilities	£395,000	KGV Charity £10K Sarratt Parish Council £10K Donation from local resident £10k Hertfordshire FA via the Football Foundation have confirmed they will support the project to reach targeted costs	£365,000 requested Officers recommend £200,000	2024/2025

Three Rivers Community Safety Partnership	X 8 CCTV cameras	£92,753.71	Three Rivers Community Safety Budget £22,721.71 £1200 from existing Council budgets	£68,832	2024/2025
HCC Croxley Green Library	Reconfiguration of the Young Adult Area and Local Studies Area at Croxley Green Library	£24,845	S106 Developer Contributions £14,345	£10,500	2024/2025
Oxhey Jets Football Club	Installation of a full-size 3G Football Turf Pitch (FTP) and the refurbishment of the clubhouse.	£1,509,200 (Including VAT of £93,200.)	Fundraising £50,000 Football Foundation £400,000	£966,000. (excluding VAT)	2024/2025

3.5 Details

The four applications considered are detailed below. An assessment of the applications was undertaken by the Community Infrastructure Officers and Head of Regulatory Services and the CIL Working Groups to determine whether the applications meet the definition of ‘infrastructure’, meet the requirement to ‘support the development’ of the area and are included on the Infrastructure Funding List. These applications were all determined to be CIL eligible and scored sufficiently against the agreed eligibility criteria to be progressed.

3.6 **A) KGV pavilion upgrade, Sarratt.** To improve the existing local multiple sport and recreation facilities by upgrading the KGV pavilion, Sarratt

Sarratt Parish Council have applied for £365,000 to improve the existing local multiple sport and recreation facilities by upgrading the KGV Pavilion.

3.6.1 The pavilion, built in the 1970s, was last refurbished in the late 80s and is now in urgent need of an upgrade to ensure it meets the needs of the sports teams and communities now using the facility and specifically to meet safeguarding and safety requirements.

3.6.2 The pavilion needs a complete refurbishment: upgrading the changing rooms, replacement of single glazed windows and doors with double glazed units, a complete re-wire, asbestos removal, installation of energy efficient lighting, improved insulation and upgrade of fire safety standards to meet regulations. In the Three Rivers Local Football Facility Plan which is supported by The FA, Herts Sports Partnership, Hertfordshire County FA, The Football Foundation, and Sport England the changing rooms are identified as requiring refurbishment. It states *‘the current ancillary offering on the site is poor quality and in need of improvement to ensure that the site remains fit for purpose for the future’*.

3.6.3 The current users and beneficiaries of the pavilion are:

- Sarratt Rebels Youth Football Club - consisting of 12 junior teams, both male and female. Players aged between 6 - 18. There are ca. 200 players in total. The new facilities, particularly the changing rooms, will enable the club to continue to grow their female membership.
- Sarratt Football Club - Two men’s teams. Ca. 80+ players, aged between 16 - 48. Players are from Sarratt and the wider TRDC district and surrounding areas such as Watford and Hemel.
- Sarratt Tennis Club: Adults - 83 (47 male, 36 female), Juniors, under 17’s - 14 (10 male, 4 female)
- Sarratt Bowls Clubs - ca.20 people, typically of age 60+
- Sarratt ‘Mums and Toddlers’ group - attended by ca. 15 families and up to 30 young children.
- Children’s School Holiday Clubs - circa 240 children each school holiday
- The public at special events with up to 60 persons attending.

The Tennis Club and both football clubs participate in leagues and tournaments with Clubs outside the immediate area who would benefit from the new pavilion facilities when they play fixtures / matches at the KGV playing fields

3.6.4 In support of the application the Parish Council have advised,

- The renovation and improved facilities would encourage greater membership of clubs. The addition of female changing rooms would attract more females to join the football and tennis clubs.
- The upgrade of the hall and kitchen will provide an attractive facility for special events, including fund-raising events generating much needed income for the KGV Charity and

- member clubs.
- The new kitchen facilities will also enable the KGV members clubs and associations to prepare and sell refreshments to their members, vastly increasing an existing revenue stream.
 - Renovation of the pavilion will provide the facilities for other organisations such as the local Scout Group and keep fit classes thus bringing more revenue to the pavilion.
- 3.6.5 Additional funding for the project is being provided by the following:
- KGV Charity £10,000
 - Sarratt Parish Council £10,000
 - Donation from local resident £10,000
- 3.6.6 Further additional funding has been sought and if successful would provide:
- Lottery Fund £20,000
 - Bernard Sunley Trust £15,000
 - Howdens Game Changer Programme £10,000 (towards the new kitchen)
- 3.6.7 The Parish Council have also stated that Hertfordshire FA via the Football Foundation has confirmed that once funding applications have been successfully received and further fundraising activities have been explored, Hertfordshire FA will assist Sarratt Rebels and Sarratt FC to reach the targeted project costs through support from the Football Foundation in supporting the development of facilities to ensure they are more inclusive and that there is provision for both male and female match officials on site.
- 3.6.8 Planning permission has been granted for the upgrade works, planning reference 23/1534/FUL.
- 3.6.9 The project is considered to be CIL eligible and deliverable and would support the achievement of the Corporate Framework under the following:
- A great place to live, work and visit
 - Maintain and expand our leisure and cultural offer
 - Where local infrastructure supports healthy lifestyles and addresses health inequalities
 - That supports and enables sustainable communities.
- 3.6.10 In summary, the application supports local leisure facilities, is considered deliverable in terms of planning permission granted and with the identification of additional funding streams. Officers are also mindful the Parish expects to commence works in Spring 2025.
- 3.6.11 However, whilst the application is for £365k the CIL Working Group is aware of the limited match funding (7.59%) proposed currently and the outstanding funding applications to be determined. In addition, a previous SPC CIL funding application was recently approved (refurbishment of a play area in Sarratt) with limited match funding (6%) and given these circumstances it is considered a contribution to their funding of £200k is offered which is over 50% of the request.
- 3.7 **B) Three Rivers Closed Circuit Television (CCTV), District wide - Three Rivers Community Partnership have applied for £68,832 for 8 CCTV cameras.**
- 3.7.1 The CIL funding would provide 8 CCTV cameras, the beneficiaries of 6 of the cameras would serve:
- Altham Way, South Oxhey
 - Station Approach, South Oxhey

- Swannels Walk, Mill End
- High Street, Rickmansworth (x 2)
- Langley Road, Abbots Langley

The 2 remaining cameras would be placed in problematic areas when needed.

- 3.7.2 The cameras would support the work of the Council's Community Safety Team who manage anti-social behaviour and assist our Registered Housing Providers to gain evidence that will deter and detect crime amongst their tenants. The key element of the CCTV cameras will allow residents to feel safe in their communities.
- 3.7.3 In support of the application it is stated, 'The new cameras will also provide clear and impactful footage compared to the distorted footage of the existing cameras aiding the police and community safety partnership in providing good evidence to support criminal investigation and protecting our residents and property. Evidence gained from the cameras will aid prosecution cases such as fly tipping, burglary, vehicle theft, anti-social behaviour, hate crime, domestic abuse, violence against women and girls, and more.'
- 3.7.4 There are currently 6 Community Safety Partnership cameras across the whole of Three Rivers District. They are situated in various hotspots, some historic but generally where there is a heavy flow of traffic from vehicles or people. The cameras are 6 years old and have come to the end of their lifespan in terms of usable footage. The CIL application would provide new cameras and increase the current stock from 6 cameras to 8 cameras. Three Rivers residential dwellings and properties are growing at a rapid pace, increasing the number of residents and traffic.
- 3.7.5 Additional funding for the project is being provided by the following:
- £22,721.71 from Three Rivers Community Safety budget.
 - £1,200 from existing Council budgets.
- 3.7.6 The project will support the achievement of the Corporate Framework under the following:
- Expand our position as a great place to do business
 - Is inclusive and where people feel welcome, belong and are safe
 - Where local infrastructure supports healthy lifestyle and addresses health inequalities: - (i.e. the cameras are a detection resource enabling police to remove anyone that threatens the disruption of Three Rivers District Council, the use of CCTV as evidence of County Lines and organised crime, e.g. sale of illegal drugs that devastate the lives of young people preventing them from living healthy and fulfilled lives).
 - Where our most vulnerable residents are supported
 - Where local people, organisations and businesses benefit from the prosperity of the district.
- 3.7.7 In summary, the application supports community safety throughout the district and the CIL funding opportunity supports match funding to make the project deliverable. It is proposed the full request is granted.
- 3.8 **C) HCC Croxley Green Library** - Hertfordshire County Council have applied for £10,500.00 for Reconfiguration of the Young Adult Area and Local Studies Area at Croxley Green Library.
- 3.8.1 The application states, the CIL funding 'would allow reconfiguration of the existing library facilities to move the local studies section to an area better suited for this material. This will free up space for a more extensive, more appropriate configuration of the young adult area, enhancing its functionality and the range of activities that can be delivered to this age group increasing the capacity of the internal area without necessitating significant construction works.'

- 3.8.2 In addition, the reconfiguration would allow space for delivery of events for young adults, and a more appropriate space to study. All learning and reference material will be consolidated and stored in the relevant area creating easier access for all.
- 3.8.3 HCC have confirmed, 'the project will increase capacity of space for more shelves, stock and furniture. Issues of young adult stock at Croxley Green is higher than libraries of a similar size (as evidenced by Stock Performance Indicators 2023-24) so by adding more stock it will increase the choice of titles available to select from. The shelving will be flexible so that it can be moved to create an area for events and activities. Creating a more attractive area for young adults will encourage greater use and give this age group a place to meet in the community.'
- 3.8.4 Planning permission is not required for this project
- 3.8.5 Additional funding for the project is being provided by the following:
£14,345 from S106 Developer Contributions.
- 3.8.6 The project will support the achievement of the Corporate Framework under the following:
- Support and enable sustainable communities
 - Achieve net carbon zero and be climate resilient - With improved stock and facilities young adults will have local access negating the need to travel to other facilities.
 - Manage a well- run council that delivers efficient and effective services
 - Provide and nurture an attractive environment for sustainable business and green jobs
 - Physical environments that are clean, green and safe
- 3.8.7 In summary this project is part of a programmed HCC library project due to commence in early 2025 Whilst historic S106 contributions are available these developer contributions are now delivered via CIL hence the HCC request for additional funds from the District to support this project. This project is considered to fit the criteria in our Infrastructure Funding list and is considered to be deliverable.
- 3.9 **D) Oxhey Jets Football Club** - Oxhey Jets Football Club (OJFC) application for the installation of a full size 3G Football Turf Pitch (FTP) and the refurbishment of the existing clubhouse totals £1,509,200. They have already secured funding of £450,000 and the remaining amount of £1,059,200 has been applied for via the CIL spending application. The requested sum of £559,200 for the clubhouse and changing rooms refurbishment includes VAT of £93,200 which cannot be funded via CIL. With the deduction of the VAT element the requested amount has been reduced from £1,059,200 to £966,000.
- 3.9.1 The Oxhey Jets football club existing facilities comprise a fullsize 3G football pitch with terracing and floodlighting, and clubhouse with changing facilities. The existing pitch and clubhouse are now in a state of disrepair, tired and no longer fit for purpose. The site is owned by HCC and whilst currently leased to TRDC the longer term plan is for the lease to be renegotiated between Oxhey Jets and Herts County Council. It should be noted that the existing multi use games area (MUGA) is owned by TRDC and is out of the remit of this application.
- 3.9.2 Founded in 1972, Oxhey Jets provides football and social activities for South Oxhey and 'strives to be a positive influence within the community.' The club is run by volunteers and provides football-related activities for all ages, starting with 4 to 5-year-old 'mini's' up to the veterans in the Herts Senior County league.
- 3.9.3 The pitch needs complete refurbishment with replacement of the existing grass pitch to a sustainable full size 3G football turf pitch, LED floodlighting, fencing, terracing, storage and equipment such as goal posts, netting, footballs, and maintenance equipment for the pitch.
- 3.9.4 The clubhouse and changing rooms require complete renovation both internally and externally. In addition to updating the facilities changes to the internal layout are required to increase the building's community use. Additionally, OJFC have advised, 'it needs updating to better cater for female members, disabled, and walking football teams.'

- 3.9.5 With regard to the clubhouse and changing room works, externally the timber cladding needs to be replaced with longer lasting PVC equivalent, replacement of the roofing material, reinstatement and making good of paved area, correction of external brickwork. Internally the changing rooms require new showers, toilets, wash hand basins, new flooring and new doors. Dividing walls require updating and re waterproofing. A new boiler is required and update to inadequate air conditioning in the bar and gym area. All internal lighting to be replaced with cost effective LED, replacement ceiling to bar area and general redecoration throughout. Accessibility improvements will be made to accommodate increased demand for disabled use.
- 3.9.6 In support of the application the applicant has provided details of the existing user groups:
- Current users of the facility include:
- Oxhey Jets Senior Teams - Approx.70 players
 - Jets Youth (age 4-18) – 400 plus members
- 3.9.7 It is proposed a renovated club will enable provision for:
- Ladies Football Teams
 - Walking Football teams
 - Oxhey Jets Academy (16-18 year olds) currently working outside the area because of inadequate facilities.
 - Other local football teams that can hire the grounds
 - Watford Sunday League
 - Northwood HQ
 - Jack Wilshere/Arsenal FC – Elites programme for 10-16 year olds
 - Previous users of closed Altham Way MUGA
 - Local schools
 - Recreational football users
- 3.9.8 Additional funding for the project is being funded by the following:
- £50,000 Fundraising
 - £400,00 Football Federation.
- 3.9.9 Planning permission will be required for this project but has not yet been sought whilst OJFC and HCC continue to discuss the lease arrangements for the site. However, Officers understand this is progressing and a planning application will follow.
- 3.9.10 The project will support the achievement of the Corporate Framework under the following:
- Local infrastructure supports healthy lifestyles and addresses health inequalities
 - Support and enable sustainable communities
 - Achieve net carbon zero and be climate resilient With the installation of energy saving lighting (LED) providing an energy saving of 56% compared to existing conventional lighting.
 - Manage a well- run council that delivers efficient and effective services
 - Provide and nurture an attractive environment for sustainable business and green jobs
 - Physical environments that are clean, green and safe
- 3.9.11 In summary, this club plays a key role in the community and the provision of facilities for existing sporting teams that has the potential to be expanded significantly. The project has anticipated significant financial support from the Football Foundation and evidence of wide community support and will provide a modern, fit for purpose leisure facility.

4. Next Steps

- 4.1 As the CIL Charging Authority it is for the Council to decide how to spend the CIL Main Pot.
- 4.2 A decision needs to be made as to whether CIL funds are allocated to these infrastructure projects and, if so, the amount to be allocated.
- 4.3 Where funding is agreed, a legal agreement will be put in place between TRDC and the

infrastructure provider to ensure any allocated CIL funding is spent in the correct way. The infrastructure provider will also be expected to provide information until the scheme has been completed and all CIL funding has been spent. In addition, an annual report will need to provide information on the progress of each scheme that funding has been allocated to. A requirement to submit this information will form part of the legal agreement that the successful applicant is required to sign.

- 4.4 If an applicant does not spend CIL money within five years of receipt or does not spend it as agreed, then the Council may require the applicant to repay some or all of those funds.
- 4.5 Details about planning obligation receipts and anticipated expenditure in relation to CIL and S106 is published in the Infrastructure Funding Statement by the 31 December each year in accordance with Regulation 121A of the CIL Regulations.

5 Future CIL Income

- 5.1 Up to September 2024 liability notices relating to the 'district pot' for a potential value of £3,137,838 have been issued. These notices are raised following the grant of planning permission and set out what the liable charge would be should work on the development start and no exemptions are applied. The realisation of the remainder of these monies is therefore totally dependent on a developer implementing their planning permission and not benefiting from any exemptions. It is common to have multiple planning permissions on a site, for permission not to be implemented and exemptions to be granted (mainly for self-build). This figure, while informative, should not therefore be treated as a guaranteed future income.

Where a demand notice has been issued, this means that development has commenced, and that CIL is now due for payment. The council's CIL instalment policy allows developers fixed timescales at 60, 120 and 360 days (post-commencement) to pay the amount due. The number of instalments available is dependent on the total amount of CIL due, with higher CIL charges allowing for more time to pay. A further £193,473 is due to be collected relating to the 'district pot' over the next year on developments that have already commenced. Further demand notices may also be issued if other developments commence.

6 Options and Reasons for Recommendations

- 6.1 To ensure the delivery of important community infrastructure to support growth and development strategic CIL can be spent anywhere within the district, it is not bound by the area of development where funds are received.
- 6.2 It is proposed the 4 applications detailed are agreed and receive the CIL funding as detailed under section 3.4. If Members do not consider they can fully support these projects alternative funding amounts could be considered.
- 6.3 The applications support the Corporate Framework under the following objectives/priorities:

Three Rivers will be a district:

- Where local infrastructure supports healthy lifestyles and addresses health inequalities
- That supports and enables sustainable communities
- That can achieve net carbon zero and be climate resilient
- Expand our position as a great place to do business
- To ensure the delivery of important community infrastructure to support sustainable growth..

7 Policy/Budget Reference and Implications

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

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

- 8.1 None specific.

9 Financial Implications

- 9.1 The commitment of CIL funds of £4,382,652 previously agreed, plus the proposed funding of £1,245,332. will leave a balance of £4,597,821. in the CIL Main Pot for infrastructure projects going forward. *
- 9.2 The CIL funds committed in relation to the Three Rivers Community Safety Partnership will mean that £68,832 will not need to be committed from the Capital Budget to deliver the infrastructure.
- 9.3 As with previous CIL applications it is identified that due to delay between application submission (and initial project quotes) and works being implemented, and given the current economic conditions, there could be further pressures on project costs. It is proposed through the recommendation delegation is given to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to be able to consider any reasonable change to the CIL funding to enable the project to proceed.

10 Legal Implications

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

11 Risk Management

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.	Council could be challenged on CIL expenditure	Governance Arrangements	Tolerate	4
Projects are not progressed/delivered/meet specified objectives	Monitoring required, CIL monies are paid on project completion,	Relevant Legal Agreements in place to ensure a level of control remains	Treat	4

11.3 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%))

11.4 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.

12 Recommendation

12.1 That Members 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)	Provision of CCTV cameras	£68,832
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.

- (ii) The 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.

Report prepared by: Kimberley Rowley Head of Regulatory Services and Debbie Wilson, Land and Property Manager

Data Quality

Data sources: Exacom (Planning Obligations Software) Data Checked

by: Jo Welton, Senior CIL Officer

1	Poor	
2	Sufficient	
3	High	X

Background Papers

The Community Infrastructure Regulations (2010) (As amended)

<https://www.legislation.gov.uk/ukdsi/2010/9780111492390/contents>

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

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

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

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

APPENDICES

Appendix 1 – Previous approved Infrastructure Projects

Appendix 2 Sarratt Parish Council KGV pavilion CIL funding request application

Appendix 3 Three Rivers Community Safety partnership (CCTV) CIL funding request application

Appendix 4 HCC Croxley Green Library CIL funding request application

Appendix 5 Oxhey Jets Football Club CIL funding request application

This page is intentionally left blank



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Email: cil@threerivers.gov.uk

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

Please Note

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

Bid Reference (Internal Reference):

Section A: Applicant Contact Information

Name and address of your organisation

Sarratt Parish Council, Parish Office, Sarratt Village Hall, The Green, Sarratt, Hertfordshire, WD3 6AS

Name and position of main contact

Chair of Sarratt Parish Council - Sarah Dobson
Project Manager / KGV Management Trustee - Tom Shurville
Clerk to the Council - Lena Mortimer

Applicant contact details (phone number, email and address)	Sarah Dobson: sarah.dobson@sarrattparishcouncil.gov.uk / 07881 500488 Tom Shurville: tom@distinctly.co / 07837 264002 Lena Mortimer: clerk@sarrattparishcouncil.gov.uk / 01923 262025
Type of organisation (If a charity, please provide registration number)	Sarratt Parish Council is the Custodian Trustee and registered owner of the recreation ground and playing fields registered with the Charity Commission as King George's Field, Sarratt (Charity Number 266708)
Describe your organisation's main purpose and regular activities	Our role as the Parish Council includes maintaining and improving the land and buildings at the King George V Playing Fields (KGV) Sarratt for the benefit of the local and wider community. Regular users of the KGV pavilion include the local football clubs (adult and youth teams), cricket, tennis and indoor bowls clubs plus Childcare activities and Children's Summer Camps.
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	KGV Pavilion Extension and Refurbishment
Summary of the project proposal	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. The improvements will increase usage of the pavilion and sports field by providing the required facilities for the expanding female youth football teams. It will also ensure the pavilion is accessible to all by installing facilities to cater for disabled users. In addition to the above benefits the improvements will increase the attractiveness of the playing fields and pavilion to a wider range of users and so generate increased income for the KGV Charity that can be reinvested in the facilities, thus making the facilities more sustainable in the long term.

The project entails:

- Modernising and extending the size, number and design of the changing rooms, originally built in 1976, to meet modern standards required by both the Football Association and the Lawn Tennis Association.
- The new layout will have 4 separate changing areas enabling segregation of males and females and adults and under 18s. The addition of individual shower cubicles further meets safeguarding standards
- Addition of a disabled toilet and shower facility (currently none exist).
- Having separate changing facilities for match officials and umpires to accommodate both males and females.
- Modernising the kitchen/bar area to provide adequate services for individual clubs and catering for special events which will generate additional revenue streams for the Clubs and the KGV Charity.
- Increased storage to accommodate equipment required for the Sarratt Rebels Youth Football Club, which require additional space following the recent and increasing growth in both boys and girls teams.

In addition, the project will also benefit the facilities by:

- Removing quantities of asbestos material from the property as identified by a specialist survey and the restoration of the fabric, including upgrading the loft insulation standards above the ceilings.
- Total re-wiring the electrical installation of the building so it is compliant with current safety regulations.
- Replacement of single-glazed windows and doors to double-glazed panels to improve the energy efficiency and security of the building.
- A new floor surface
- The fire safety installations will be updated to meet current standards.

<p>Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)</p>	<p>The primary project to upgrade the changing facilities, storage facilities and kitchen/bar area in accordance with planning approval 23/1534/FUL will cost ca. £300k (obtained from three estimates from local building companies) plus a further £95K for additional work to make the adjoining hall area safer and more energy efficient, resulting in a total upgrade cost for the pavilion of £395K (exclusive of VAT). See accompanying estimates ranging from £271k to £396k excluding VAT. Currently our preference is for the proposals put forward by either Hipgrave or Prestige, which are the most comprehensive quotes. Both are also well known reputable local firms.</p> <p>The need for the additional urgent work to the pavilion hall area and veranda became apparent following the results of both an asbestos survey and an electrical installation survey undertaken for the whole building as a preliminary phase of the changing rooms project. The estimated additional cost of £95K is required for the removal of hazardous materials and the restoration of the fabric, including upgrading the loft insulation standards above the ceilings, a new floor surface, rewiring of the electrical circuits and installing energy efficient lighting, plus replacing single glazed windows with new double glazed energy efficient versions and new access doors with safety glass.</p> <p>The project already has confirmed funds from Sarratt Parish Council (£10k) and the KGV Charity (£10k)</p> <p>CIL funding is therefore sought to cover the remaining £375k. However we continue to actively pursue other funding sources such as the Football Foundation and other grant bodies such as the Bernard Sunley Trust and to raise funds through club associations, local community appeals and events. Unfortunately an approach to the HS2 Community & Environment funding for “off route” locations, was not successful, despite Hertfordshire appearing to be eligible for applications being in the category of an area that has received less funds than others.</p>
<p>Full address of project location</p>	<p>King George V Playing Fields, George V Way, Sarratt, WD3 6AU</p>

Project partner (if applicable)	Selected building contractor.
--	-------------------------------

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</small></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 265</p>	<p>The pavilion, built in the 1970's, was last refurbished in the late 80s is now in urgent need of an upgrade to ensure it meets the needs of the sports teams and communities now using the facility, and specifically to meet safeguarding and safety requirements. As owners of the KGV playing fields and pavilion, Sarratt Parish Council does not have sufficient funds to pay for the work required (Precept for the 2024/25 financial year = £108,337.00, total funds in bank at time of writing including the 2024/25 precept and reserves = £156,682.24). Similarly the KGV Charity holds funds of ca. £17K. As such funding is sought from the TRDC CIL funds and from other funding bodies to enable the project.</p> <p>The current users and beneficiaries of the pavilion are:</p> <ul style="list-style-type: none"> ● Sarratt Rebels Youth Football Club - consisting of 12 junior teams, both male and female. Players aged between 6 - 18. There are ca. 200 players in total. The new facilities, particularly the changing rooms, will enable the club to continue to grow their female membership. ● Sarratt Football Club - Two mens teams. Ca. 80+ players, aged between 16 - 48. Players are from Sarratt and the wider TRDC district and surrounding areas such as Watford and Hemel. ● Sarratt Tennis Club: Adults - 83 (47 male, 36 female), Juniors, under 17's - 14 (10 male, 4 female) ● Sarratt Bowls Clubs - ca.20 people, typically of age 60+ ● Sarratt 'Mums and Toddlers' group - attended by ca. 15 families and up to 30 young children ● Children's School Holiday Clubs - circa 240 children each school holiday ● The public at special events with up to 60 persons attending. <p>The Tennis Club and both football clubs participate in leagues and tournaments with clubs outside the immediate area who would benefit from the new pavilion facilities when they play fixtures / matches at the KGV playing fields.</p>

<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</p>	<p>The project is of public benefit by improving local multi-sports and recreation facilities which addresses the overdue needs of existing clubs, plus local householders needs as identified in the 2018 Parish Survey, and highlighted in the almost completed Sarratt Neighbourhood Plan as a valuable community asset.</p> <p>When completed it will also be an attractive facility along with the recreation field and new playground recently installed.</p> <p>We are also mindful of the recently approved planning applications (on Appeal) for over 100 new homes in Sarratt as put forward by the Burlington Property Group and Clovercourt, all on nearby Church Lane. Many of these homes will be affordable dwellings attracting young families who will benefit from the use of the upgraded pavilion, sports clubs and facilities at the KGV Playing Fields.</p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p> <p>Please refer to CIL Scoring Criteria Guidance under: Deliverability</p>	<p>Yes, planning permission has been granted.</p> <p>23/1534/FUL</p> <p>https://www3.threerivers.gov.uk/online-applications/applicationDetails.do?activeTab=neighbourComments&keyVal=S0M2JXQFH0100</p>
<p>Please provide details of any supporting policy from the Local Plan</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</p>	<p>This project aligns with the TRDC Local Plan and in particular the following TRDC objectives, policies and strategies:</p> <p>Sport & Physical Activity Strategy: Supporting Healthy Lifestyles and Infrastructure; Safeguarding Children, Young People & Adults Policy; Inclusivity; Community Strategy; Climate Emergency & Sustainability Strategy, and and will contribute to the wider Hertfordshire County strategies.</p>
<p>Would the community support the project?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>Yes: There are many supportive comments from the community recorded on the TRDC Planning Portal during the consultation process for the recently approved planning application 23/1534/FUL.</p> <p>In addition, we have conducted an online survey to assess support for the new pavilion proposals. To date</p>

	<p>there have been 179 completions of this survey from members of the sports clubs, local residents and others. Of the 179 responses, 175 (97.7%) are supportive, with 3 'undecided', and one opposed - although no comment was made as to why they were opposed to the project. Accompanying this document is a summary of the survey results together with a list of the many positive comments made in support of the pavilion refurbishment.</p> <p>Sarratt Parish Council, the KGV Management Trustees / Committee, and the associated KGV members clubs and associations, plus the Sarratt & Chipperfield Community Foundation, are in full agreement with, and support this project.</p>
<p>Please outline how the project will demonstrate value for money <small>Please refer to CIL Scoring Criteria Guidance under Project cost</small></p> <p>Page 267</p>	<p>We are undertaking a complete refurbishment of the pavilion and combining a number of different elements of work into one project, rather than adopting a more costly piecemeal approach to the different improvements required.</p> <p>These include</p> <ul style="list-style-type: none">- Upgrading the changing rooms to modern standards and to meet safeguarding and accessibility requirements, and creation of a more attractive facility, will attract more club members and users of the pavilion.- Replacing the rotten frames of single glazed windows and doors with new double glazed windows and doors, which will improve the energy efficiency of the building.- Re-wiring the building so it meets current safety standards.- Removal of all asbestos from the building.- Improving the insulation of the building and installing energy efficient lighting.- Upgrading fire safety standards to meet current regulations.

Would the project lead to any income generation?

Please refer to CIL Scoring Criteria

Guidance under: Project Cost

Yes

- The new pavilion changing facilities will be much more attractive and safer for club members to use, encouraging greater membership of the member clubs.
- The separate changing area for males and females will allow Sarratt Rebels and the Tennis Club to attract more women/girls to participate in sport and also improve their membership revenue.
- The upgrade of the hall and kitchen will create a more modern, attractive facility for special events, including fund-raising events, to generate much needed income for the KGV Charity and member clubs.
- The new kitchen facilities will also enable the KGV members clubs and associations to be in a better position to sell refreshments to their members, vastly increasing an existing revenue stream.

In addition, Sarratt Village Hall is currently at maximum capacity and requests have been received by the KGV Management Trustees from other organisations, including the local Scout Group, Youth Club and Keep fit classes to use the KGV pavilion. It is recognised that Planning Permission may be required to extend the multifunctional use of the pavilion's sport and recreation facilities to additional local organisations, but if possible, the refurbishment of the pavilion would create an attractive, fit-for-purpose building for other organisations that would generate further income for the KGV Charity that could be reinvested in the facilities at the KGV Playing Fields.

Section D: Financial information

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

Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount	Detail
Please indicate total cost of project	£395,000	£300K for the pavilion extension, refurbishment of the changing rooms and additional storage £95K for work to bring the pavilion up to current standards (including asbestos removal and the restoration of the fabric including upgrading the loft insulation standards above the ceilings; a new floor surface; rewiring of the electrical circuits and installing energy efficient lighting; plus replacing single glazed windows with new double glazed energy efficient versions and new access doors with safety glass).
Please provide a detailed breakdown of the costs for the project	Please see quotes attached	
Please provide a detailed summary of the total CIL funding required, including phasing	Please see quotes attached	CIL funding of £375k assuming bids from other funding sources are not successful. We are expecting some form of phased payment plan from the building contractors - mostly likely a certain percentage up front before the building work commences, an interim payment, and then a final payment on completion of the works. The exact details are still to be finalised.
How much funding does the project currently have?	£20K	From the KGV Charity, and Sarratt Parish Council.

<p>Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?</p>	<p>No - apart from electricity and water supplies for the contractors, as the pavilion will be closed during construction ?</p>	<p>There are no other revenue costs associated with the project. The project will be managed by a Project Manager (Tom Shurville) and a subcommittee of the KGV Management Trustees, including the Chair of Sarratt Parish Council, all of whom are volunteers.</p>
---	---	---

<p>Please indicate in the table below the source of additional funding that has been secured/ is being sought.</p>				
Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
KGV Charity	£10K	None	N/A	Yes
Sarratt Parish Council	£10K	None	N/A	Yes
Sarratt & Chipperfield Community Foundation	£5K			Declined
Football Foundation	Up to £25k	None	N/A	No
Chiltern Water Society	Not eligible			
HS2 Community & Environment - off route locations	Project outlined and advice sought on potential and level of an HS2 grant.	Yes	2025	<i>Declined but Groundwork Trust provided some alternative organisations to approach for a grant.</i>
Lottery Fund	Up to £20K			No
Bernard Sunley Trust	Up to £15K			No

Howdens Game Changer Programme	New kitchen (circa £10k)	No	Funds to be used within 6 months of award	No
--	--------------------------	----	---	----

Does the CIL funding help secure the release of additional funding?	Yes	From the Football Foundation - although they describe themselves as “ a funder of last resort”. We have been in dialogue with them and hopeful to get some monies from them.
---	-----	--

Section E: Delivery and On-Going Maintenance

What is the delivery timescale for the project? [Please refer to CIL Scoring Criteria Guidance under: Deliverability](#)

Delivery

Work will start in April 2025, with the aim of being completed by September 2025, ahead of the 2025/2026 football season.

We are conscious that most building contractors require staged payments - often a percentage of the quote paid before building works commence, an interim payment, and a final payment on completion of the works. We are working to get clarification from the building contractors who have quoted for the project on any staged payments they propose, but we would endeavor to push payment of monies due towards the back-end / completion of the project.

Ongoing Maintenance

Current maintenance of the 48 year old pavilion is undertaken by local volunteers and tradespeople in conjunction with the KGV Management Committee that spends on average £9K per year on pavilion maintenance and servicing costs (electricity/gas/water). This £9K spend constitutes 80% of the income obtained from the annual subscriptions of member clubs using the pavilion and the annual grant of £5,000 from Sarratt Parish Council. On completion of the new facilities, we expect ongoing maintenance to be considerably lower as the building will be newer and require less repairs - potentially around £3-4K per annum, possibly less.

We would also like to raise the issue of VAT payable on the building contractor's invoices: Should TRDC support funding of this project we respectfully ask TRDC to provide funding inclusive of VAT, simply because neither Sarratt Parish Council nor the KGV Charity have sufficient funds to pay the VAT element of the building contractor's invoices if any grants provided were exclusive of VAT. We would however return the VAT element paid by TRDC back to TRDC following reclamation of this from HMRC in the quarter following payment of the building contractor's invoice. Which is what Sarratt Parish Council has done with the TRDC grant for the new playground in Sarratt, and indeed Sarratt Parish Council pro-actively approached TRDC to suggest the HMRC VAT refund was transferred back to the TRDC account.

Section F: Additional Information

Is there any additional information that may support the application?

We believe the works to upgrade the pavilion will create a new, modern, safe, accessible facility that meets the requirements of the current member clubs and users, and also creates a facility that encourages growth amongst the member clubs, bringing benefits to more people in the community, and generating more income that can be reinvested in the facility. We therefore hope TRDC considers our application favorably and is able to support this project.

Section G: Declaration

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

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

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

Page 274



Signed: _____

Organisation: Chair, Sarratt Parish Council _____

Date: 10/07/2024 _____

All organisations involved with the application will need to sign and date the form.

T. Shurville

Signed: _____

Organisation: KGV Management Trustees and Project Manager of the KGV Pavilion project _____

Date: 10/07/2024 _____

This page is intentionally left blank



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Email: cil@threerivers.gov.uk

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

Page 277

Please Note

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

Bid Reference (Internal Reference):	
Section A: Applicant Contact Information	
Name and address of your organisation.	Three Rivers District Council Three Rivers House Northway, Rickmansworth WD3 1RL
Name and position of main contact.	Jemma Duffell Community Safety Officer
Applicants contact details (phone number, email and address)	01923 727243 Jemma.duffell@threerivers.gov.uk Three Rivers District Council Three Rivers House Northway, Rickmansworth WD3 1RL
Type of organisation (If a charity, please provide registration number)	Local Authority
Describe your organisation's main purpose and regular activities.	Three Rivers District Council is a Local authority which is inclusive and welcoming, giving people access to the quality housing they need; Where the paths they walk on, the parks and open spaces they enjoy and the infrastructure they experience every day are there to enable and support healthy living and diminish inequality; The organisation strives to put the health of our precious natural world at the top of its agenda and is welcoming to diverse businesses, organisations and people in order to promote, share and support prosperity. Three Rivers District Council is an organisation that continually works to support residents to a happy, healthy life where they feel safe and seen.
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	Three Rivers Closed Circuit Television (CCTV)

<p>Summary of the project proposal</p>	<p>This projects aim is to purchase 8 new CCTV cameras for the benefit of visitors, the community and residents of Three Rivers. To enable, the Police to collect positive CCTV evidence that aids convictions that keep Three Rivers known as a great place to live and work. As the current CCTV cameras reach their expiry date and the current contracts end, now is the right time to enhance and enable the supply of 8 new CCTV cameras throughout the Three Rivers District. The project is looking to provide Rickmansworth, Abbots Langley and South Oxhey with two cameras each, that remain in the area according to police consultation. The remaining two cameras will be deployed throughout the district to those hotspot areas of anti-social behaviour and crime and approved by the Community Safety Partnership. All cameras are movable and can provide the strategic crime prevention infrastructure needed. CCTV aids the police in their criminal investigations and supports Three Rivers to be a safe district as whole. It also ensures that layer of security continues to make our residents and our communities feel safe whilst contributing to the infrastructure of the district and how it operates as a society.</p>																																							
<p>Estimated project cost (including breakdown of the overall cost and what the CiL funding requested will cover)</p>	<p>The project cost for the next two years will be £92,753.71 broken down as follows.</p> <table border="1" data-bbox="562 643 1830 1262"> <thead> <tr> <th></th> <th>Cost for the 2-year project</th> <th>CiL Bid amount requested</th> <th>Year 1 costs after bid 2024/2025</th> <th>Year 2 2025/2026</th> </tr> </thead> <tbody> <tr> <td>8 New cameras including installation and 1 year's data.</td> <td>£68,832.00</td> <td>£68,832.00</td> <td></td> <td></td> </tr> <tr> <td>Extension of existing monitoring and maintenance contract to cover additional cameras.</td> <td>£9273.55</td> <td></td> <td>£4636.75</td> <td>£4636.75</td> </tr> <tr> <td>Extension to current data contract dependant on CiL application process</td> <td>£1200</td> <td>£1200</td> <td></td> <td></td> </tr> <tr> <td>Second year data</td> <td>£5150</td> <td></td> <td></td> <td>£5150.00</td> </tr> <tr> <td>Existing contract</td> <td>£8,298.16</td> <td></td> <td>£4149.08</td> <td>£4149.08</td> </tr> <tr> <td></td> <td>£92,753.71</td> <td>£70,032.00</td> <td>£8785.83</td> <td>£13,935.78</td> </tr> </tbody> </table>						Cost for the 2-year project	CiL Bid amount requested	Year 1 costs after bid 2024/2025	Year 2 2025/2026	8 New cameras including installation and 1 year's data.	£68,832.00	£68,832.00			Extension of existing monitoring and maintenance contract to cover additional cameras.	£9273.55		£4636.75	£4636.75	Extension to current data contract dependant on CiL application process	£1200	£1200			Second year data	£5150			£5150.00	Existing contract	£8,298.16		£4149.08	£4149.08		£92,753.71	£70,032.00	£8785.83	£13,935.78
	Cost for the 2-year project	CiL Bid amount requested	Year 1 costs after bid 2024/2025	Year 2 2025/2026																																				
8 New cameras including installation and 1 year's data.	£68,832.00	£68,832.00																																						
Extension of existing monitoring and maintenance contract to cover additional cameras.	£9273.55		£4636.75	£4636.75																																				
Extension to current data contract dependant on CiL application process	£1200	£1200																																						
Second year data	£5150			£5150.00																																				
Existing contract	£8,298.16		£4149.08	£4149.08																																				
	£92,753.71	£70,032.00	£8785.83	£13,935.78																																				
<p>Full address of project location</p>	<p>The Three Rivers District Existing locations: Rickmansworth, Abbots Langley and South Oxhey (the mobile cameras will be used across the whole of the Three Rivers district)</p>																																							

Project partner (if applicable)	The cameras belong to the Three Rivers Community Safety Partnership which include our key partners, Police, Council, Fire and Rescue Service, Probation and Health. Along with a number of partner agencies. Hertfordshire CCTV will provide the cameras and hold the current Service Level Agreement for the monitoring and maintenance of our existing cameras until 2026.
--	--

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</p>	<p>The CIL funding is being sought to purchase 8 new CCTV cameras. To replace the existing 6 cameras and the extra 2 cameras will support demand in detecting ASB and Crime.</p> <p>The main beneficiaries of the project are, the residents, businesses, wider community and those visiting the Three Rivers District. The project will support the police in their roles and responsibilities in managing crime and disorder. The CCTV will support the work of the council's Community Safety Team who manage anti-social behaviour and assist our Registered Housing Providers to gain evidence that will deter and detect crime amongst their tenants. The key element of the CCTV cameras will allow residents to feel safe in their communities. The new cameras will also provide clear and impactful footage compared to the distorted footage of the existing cameras and aid the police and community safety partnership in providing good evidence to support criminal investigation and protecting our residents and property.</p>
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</p>	<p>The Community Safety CCTV cameras help the demands of development in Three Rivers in several aspects. While the cameras support police to reduce crime and disorder, they also ensure the safety of residents and those most vulnerable.</p> <p>The Environmental Protection team can bring about enforcement by way of evidencing fly tipping from the cameras, all of which makes Three Rivers the safe, clean, desirable area to live, work and invest in.</p> <p>As Three Rivers continuously develops and grows, so must the tools that are used to support the districts development. Modern, usable CCTV is one of those key tools that can provide good strategic infrastructure for the area.</p> <p>Requests for CCTV deployment around our district is evidence that this form of detection and monitoring is a very valuable resource that benefits all.</p> <p>CCTV recent deployment requests include:</p> <ul style="list-style-type: none"> • Langley Road, Abbots Langley – ASB around the Rose Garden, making older residents fearful. • Delta Gain, Carpenders Park – 50 incidents of shoplifting • Green Lane, South Oxhey – Nitrous oxide cannisters in the Pavilion car park • Manor Park, Abbots Langley – ASB in skate park, causing residents to feel intimidated and unsafe. • Woodhall Lane Garages, South Oxhey – Fly tipping <p>As the need to develop grows and there are more new areas with Housing developments, CCTV needs to be available as part of our local infrastructure. The purchase of 8 cameras will allow for us to move the cameras more often to areas where there are concerns. We hope that</p>

	<p>developments will be built for the future and create safe and healthy environments through how they are planned and CCTV can support this.</p> <p>The Community Safety Partnerships strategic priorities which were agreed in April 2024 are based on evidence and data gathered by police intelligence and supported by community evidence include:</p> <ul style="list-style-type: none"> • Burglary • Theft of and Theft from Motor Vehicle • Robbery (shop lifting) • Anti-social Behaviour, Youth Crime • Domestic Abuse • Violence against Women and Girls • Hate Crime <p>These issues and priorities for Three Rivers will all be supported by the implementation of new CCTV cameras.</p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number. Please refer to CIL Scoring Criteria Guidance under: Deliverability</p>	<p>No planning permission is needed to carry out this project.</p> <p>A legal agreement between Hertfordshire County Council and Three Rivers District Council will be put in place giving Three Rivers District Council the authority to use Hertfordshire County Council lampposts and columns to install CCTV. This is already in process for our current cameras so will not be a barrier to delivery.</p>
<p>Please provide details of any supporting policy from the Local Plan Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</p>	<p>The renewal of existing CCTV cameras and the need for additional cameras form an integral part of the safety and security of the communities in Three Rivers.</p> <p>The Council's commitment to understand the safety requirements of its residents is key. This is achieved by way of the correct tools. CCTV and making sure our residents feel safe form a clear thread that runs through the local plan.</p> <p>Local Plan, chapter 2, Background and context, states <i>an area of deprivation particularly affected by crime and disorder</i>. South Oxhey has been identified by Hertfordshire Police and the council as a key area for the installation of permanent CCTV cameras under the new proposal.</p> <p>While the Three Rivers District, as a whole is ranked low in terms of deprivation, there are inequalities. South Oxhey is particularly affected by income, barriers to education, skills and training, living</p>

environment and crime and disorder. There are also areas of deprivation in Mill End, Maple Cross and Abbots Langley.

The plan continues to address the need to tackle the fear of crime and anti-social behaviour in the district. Levels of crime in the district are low; however, there is a need to tackle fear of crime and antisocial behaviour.

The key issue for the future of Three Rivers will be making provision for new development required in the district to meet local needs whilst protecting the environment and maintaining or improving the quality of life of Three Rivers' communities.

The Strategic Objectives laid out in the plan stipulates the Council's commitment to securing contributions towards increased police resources of which the renewal of CCTV cameras is paramount.

S12. To promote safety and security as a high priority in the design of new developments in order to create attractive and safe places in which to live, work and play Reducing crime, fear of crime and anti-social behaviour are key community priorities that can be addressed by the Local Development Framework by promoting good design, securing contributions towards increased police resources and improving access to training facilities provided by the Learning and Skills Council and other agencies.

The importance of supporting the need for new CCTV cameras runs like a golden thread through the corporate framework. It supports all the overarching objectives including:

- Provide responsive and reasonable local leadership
- Expand our position as a great place to do business
- Support and enable sustainable communities
- Achieve net carbon zero and be climate resilient.

It can also be seen in four of the six vision statements.

We want Three Rivers to be a district.

- ***That is inclusive and where people feel welcome, belong and are safe*** – CCTV acts as a deterrent from criminal activity and a detection of both criminality and incidents of hate crimes, should they occur. Its presence allows police to use their powers to make people feel safe and for minority groups to feel welcome and belong within the community.
- ***Where local infrastructure supports healthy lifestyle and addresses health inequalities.*** - CCTV as a detection resource that enables police to remove from the district anyone that threatens the disruption of Three Rivers District Council supporting healthy lifestyles. The use of

CCTV as evidence of County Lines and organised crime stops the sale of illegal drugs that devastate the lives of young people preventing them from living the healthy and fulfilled lives they deserve.

- **Where our most vulnerable residents are supported** – Not only does the use of CCTV support incidents of hate crime against minority groups but it empowers women to feel safer in their communities and live their lives freely. The feelings of safety survey below advised that cctv would make respondents feel safer, over 80% of respondents were women.
- **Where local people, organisations and businesses benefit from the prosperity of the district** – The ability to deploy CCTV to hotspots around the area enables the capture of persons who come into the district to commit crime that reduces the sustainability of new shops and businesses through loss.

The Council's objectives for sustainable communities are also supported by the use of CCTV

- **Physical environments that are clean, green, and safe are a critical factor in the sustainability of our communities.**
- **Work collaboratively with partners to reduce violence, exploitation, and the drivers of crime.**

CCTV is an integral part of the Community Safety Partnership in Three Rivers.

Would the community support the project?

Please refer to CIL Scoring Criteria Guidance under: Community Support

In June 2022 the Three Rivers Community Safety Partnership carried out a feelings of safety survey to ascertain how safe people felt in their community. The result showed that a large percentage of residents felt unsafe in their community.

Feelings of Safety	Abbots Langley	Rickmansworth	South Oxhey
% of respondents that did not feel safe in their community	51.3	31	69.5

The survey asked respondents 'what do you think the police and the council could do to make you feel safer - CCTV was named as a way of making people feel safer.

In June 2024 a consultation was carried out on the communities' feelings about CCTV specifically. The results re-enforced the community support for CCTV to be a priority in Three Rivers.

Question	Responses
Do you think CCTV is important in the area you live in?	92.9% answered Yes
Do you feel safer when you know there is CCTV in the area?	78.6% answered yes

Do you consider CCTV to be an essential resource for police?	85.7% answered Yes
How would you feel if CCTV was no longer provided in the area you live in?	78.5% of respondents said that they would be unhappy or very unhappy if CCTV was no longer provided in their area.



The importance of CCTV to residents is evident, with 92.9% of respondents stating that they consider CCTV an important part of their areas infrastructure and just under 80% stating that they feel safer knowing it is there. The results from the consultation aside from anything else so that residents understand the importance of CCTV in their area, the role that it plays as a police resource and most importantly that they feel safer when it is there. By providing CCTV in Three Rivers the Council is fulfilling its commitment to be a place '***That is inclusive and where people feel welcome, belong and are safe***'.

Three Rivers Police have also provided supporting evidence through a statement provided by Chief Inspector Andrew Palfreyman which reads. '*Due to the nature of the crime any opportunities to assist local policing and the community would be most welcome. Enhanced, improved and 'smart' local CCTV could assist investigations into reported offences and, as technology continues to evolve, my officers and I are always looking to embrace crime prevention and detection opportunities.*' April 2024.

Please outline how the project will demonstrate value for money.
 Please refer to CIL Scoring Criteria Guidance under Project cost

To ensure value for money, companies were approached and asked for quotations to provide the cameras and data only. The three companies below agreed to provide a quotation. The quotation from HCCTV was the most competitive, they also hold the existing Monitoring and maintenance contract and have a proven track record for fast and efficient service delivery. Full quotations can be provided if needed.

The purchase of the new cameras, data, installation, monitoring and maintenance for the next two years will cost the Council on average £11,594.22 per camera until July 2026, £682.01 a month or £22.73 a day. HCCTV have provided the quote that is most competitive in price and value for money in terms of the service we will receive.

	WCCTV	CLEARWAY	HCCTV
8 CCTV cameras (4g mini domes or like for like) Including installation and year one data including VAT	£76,800.00  WCCTV Public Sector Proposal = Thre River	Company did not provide quotation after 2months of waiting, stating the below: I have struggled to find a really competitive solution that would be happy to specify for your needs as an organisation.	£68,832.00  HCCTVP-RAPID-3RIVE RS-N-HD-IR-8 2024.pt

<p>Would the project lead to any income generation? Please refer to CIL Scoring Criteria Guidance under: Project Cost</p>	<p>The project is a nonprofit making project in terms of monetary gain.</p> <p>However, by allowing the camera's to be recycled we will receive £1200 in credit towards the costs of camera deployments.</p> <p>The project will also support the local economy by deterring crime in homes as well as from shops and businesses ensuring the income can generated and not lost due to increases in theft, robbery and burglaries.</p>
---	--

Section D: Financial information

Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme.
Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount			Detail
Please indicate total cost of project	£92,753.71			
Please provide a detailed breakdown of the costs for the project		Cost for the 2-year project	CiL Bid	Includes supply of 8 new cameras including data for 2 years, installation, monitoring and maintenance until contract ends in July 2026. The current data contract ends on 13 th December, should this application not be seen at full Council until December 2024, we would need to extend the current data package until February to ensure no break in coverage this will add an additional cost of £1200 to the CiL application amount.
	8 New cameras including installation and 1 year's data.	£68,832.00	£68,832.00	
	Extension of existing monitoring and maintenance contract to cover additional cameras.	£9273.55		
	Extension to current data contract dependant	£1200	£1200	

Page 286

	on CiL application process			
	Second year data	£5150		
	Existing contract	£8,298.16		
		£92,753.71	£70,032.00	
<p>Please provide a detailed summary of the total CiL funding required, including phasing</p>	<p>The CiL Funding required is ££70,032.00 for the initial purchase cost of 8 new cameras. The request is for a one-off payment to cover the cost of the initial purchase.</p> <p>There are currently 6 Community Safety Partnership cameras across the whole of Three Rivers District. They are situated in either hotspots, some historic but where we have a heavy flow of traffic from vehicles or people. The cameras are 6 years old and have come to the end of their lifespan in terms of usable footage. The CiL application is to provide new cameras and increase the current stock from 6 cameras to 8 cameras. Three Rivers residential dwellings and properties are growing at a rapid pace, increasing the number of residents and traffic. It is evitable that this will increase requests for cameras to be deployed to particular blocks of flats and new residential areas to deter or detect ASB and/or other criminal activity. These moves are necessary to keep residents safe but there are also certain places in the district that we do not want to move cameras from. For example, Rickmansworth High Street and the main parade of shops in South Oxhey. By increasing the camera stock, it will be possible to deploy to areas of need without utilising the cameras that need to remain in fixed areas.</p> <p>The Three Rivers Community Safety Budget currently pays for the monitoring and maintenance of the existing cameras and will continue to do so following the purchase of the new cameras.</p>			
<p>How much funding does the project currently have?</p>	<p>Three Rivers Community Safety budget currently funds the monitoring, maintenance, and data costs for CCTV and will contribute the additional project costs (£22,721.71) after the purchase of the new cameras, this means that the project is 25% match funded by Community Safety. Three Rivers Community Safety Partnership will investigate any possible funding streams that become available to assist with the running costs of the CCTV project. On going running costs of the scheme will be funding by Three Rivers District Council and the Community Safety Partnership.</p>			
<p>Are there any revenue costs (i.e. day-to-day running costs, maintenance cost) associated with the project and if so, how will they be funded and has that funding been secured?</p>	<p>In addition to the annual running costs of the project, £11,360.86, which will be funded by the Community Safety budget; there is an additional cost for every deployment that is completed of between £200-£500 +VAT dependant on the work that is needed to complete the deployment. It is the responsibility of the Community Safety Partnership to decide how the deployment will be funded in accordance with Three Rivers CCTV Policy 2024.</p> <p>In the instance that a camera breaks or is damaged, Three Rivers Strategy and Partnerships budget has a £6,000 capital contingency that can only be used for this purpose.</p>			

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

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

Section E: Delivery and on-Going Maintenance

What is the delivery timescale for the project?
Please refer to CIL Scoring Criteria Guidance under: Deliverability

To ensure that Three Rivers District Council do not incur additional costs from the existing data contract, the project would ideally be in place by the 1st of December 2024. (This would save the Council £1200).
However, we are aware that one of the dates for full Council is not until December and therefore this would not be possible. Should this happen, we would need to extend the data contract for two months (until February 2025) at a cost of £1200 and start the changeover in February instead of December.

HCCTV have advised that there is an 8-week lead time on the new cameras meaning that the agreement to purchase needs to be made no later than 31st December 2024 to ensure that all cameras are delivered and ready to be installed and in place by the 13th February 2024.

HCCTV will be responsible for the removal of the existing cameras which they will buy back and repurpose, Three Rivers Community Safety Partnership will be compensated for the old cameras by means of a credit note towards deployment.

HCCTV will coordinate the delivery, removal and installation of the cameras to ensure that there is no gap in CCTV coverage.

We have also ensured that the Cameras are refurbished for resale instead of going to land fill by selling them to HCCTV for a credit towards deployment costs.

The ongoing monitoring and maintenance contract for the cameras is already in place under a service level agreement between HCCTV and Three Rivers District Council which will remain in place and will be adjusted to include the addition of the two extra cameras.

Section F: Additional Information

Is there any additional information that may support the application?

The CCTV cameras in Three Rivers are at the end of their life span, they are an integral part of the resources that help police to keep Three Rivers safe and the footage that police are obtaining from them is becoming unusable. Therefore, they are effectively dummy cameras.

We strive to ensure that people and businesses see Three Rivers District as an attractive place to live. We need to ensure our existing residents feel that Three Rivers is a great place to live and work and that this is reflected in communications with potential new developers, business owners and potential new residents. We want potential residents and businesses to read about how safe it is to live here and what we do to make them feel this way and that this is reflected in our residents' surveys and supporting data available.

Crime rates in an area form a huge part of these decisions and good CCTV coverage allows for increased deterrence and detection of crime. Assistance from the Community Infrastructure Levy is currently the only way that the new cameras can be purchased, the responsibility for the CCTV predominately sits on the Community Safety budget but is actually a whole district resource and responsibility that benefits the council, developers, businesses, housing providers and most importantly the residents of Three Rivers and should therefore be considered an integral part of the Infrastructure of Three Rivers.

Section G: Declaration

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

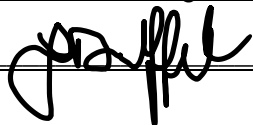
To the best of my knowledge the information I have provided on this application form is correct.

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

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

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

Signed: _____



Organisation: ___Three Rivers District Council_____

Date: _____10/07/2024_____

All organisations involved with the application will need to sign and date the form.

Signed: _____

Organisation: _____

Date: _____



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Email: cil@threerivers.gov.uk

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

Please Note

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

Bid Reference (Internal Reference):	
Section A: Applicant Contact Information	
Name and address of your organisation	Hertfordshire County Council Farnham House, Six Hills Way, Stevenage, SG1 2ST
Name and position of main contact	Sarah McLaughlin Head of Growth & Infrastructure
Applicant contact details (phone number, email and address)	Sarah.McLaughlin@hertfordshire.gov.uk 07812 324626 Hertfordshire County Council, Farnham House, Six Hills Way, Stevenage, SG1 2ST
Type of organisation (If a charity, please provide registration number)	County Council
Describe your organisation's main purpose and regular activities	Hertfordshire County Council's responsibilities include statutory provision for education, highways, sustainable transport, adult social care, fire and rescue, libraries, youth services and waste disposal.
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	Reconfiguration of the Young Adult Area and Local Studies Area at Croxley Green Library
Summary of the project proposal	The library will be reconfigured to move the local studies section to an area better suited for this material. This will then free up space for a more extensive, more appropriate configuration of the young adult area, enhancing its functionality and the range of activities that can be delivered to this age group, increasing the capacity of the internal area without necessitating significant construction works.
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	Total project approx. £24,845 £14,345 to be funded from held S106 contributions Seeking £10,500 from TRDC CIL Fund See Section D for further details of costs.
Full address of project location	Croxley Green Library, Barton Way, Croxley Green WD3 3HB
Project partner (if applicable)	N/A

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</p>	<p>The 10-year Library Strategy: My Place 2022-2032 positions libraries at the heart of the community and one of its themes is Libraries as My Place to Connect. The young adult area needs more capacity to meet the needs of additional library users as it is restricted by its location in the wrong area of the library and is too small for the delivery of events for this age group. Feedback from Youth Volunteers is that young adults want a space where they can come to relax and study, and this is not currently possible in the current configuration. Moving the local studies material means that all the elements of the local studies collection, for example maps, books and photographs, can be consolidated in one area of the library along with powered study benches for people wanting to use this collection.</p>
<p>How does the project help address the demands of development in the area. What evidence is there to support this? Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</p>	<p>The project will increase capacity for young adults by relocating this section to an area with more space for shelves, stock and furniture. Issues of young adult stock at Croxley Green is higher than libraries of a similar size (as evidenced by Stock Performance Indicators 2023-24) so by adding more stock we can increase the choice of titles available to select from. The shelving will be flexible so that it can be moved to create an area for events and activities.</p> <p>11% of the registered borrowers at Croxley Green Library are aged between 13-24 (the target age for My Voice Volunteering) and the changes proposed would directly benefit these residents.</p> <p>Customers wishing to use local studies material will also find it easier to access the collection if all the materials are consolidated to a single area in the library with additional space to make best use of the collection.</p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number Please refer to CIL Scoring Criteria Guidance under: Deliverability</p>	<p>N/A Planning permission is not required to implement the project.</p>
<p>Please provide details of any supporting policy from the Local Plan Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</p>	<p>The most recently published TRDC IDP requires updating but supports the provision of enhanced stock and facilities at existing libraries. As the emerging Local Plan progresses, HCC will work with TRDC to ensure content of the HCC's Inspiring Libraries Strategy are included within the updated IDP being proposed to support the Local Plan and HCC will continue to promote enhancements of existing libraries to provide additional capacity to the service.</p>
<p>Would the community support the project? Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>This project will benefit young adults and anyone interested in the local history of the area. Creating a more attractive area for young adults will encourage greater use and give this age group a place to meet in the community. We anticipate that the community would support the project as it would provide a space for young people in the community. With more young people using the service, this could lead to an increase in volunteers through the My</p>

	Voice Youth Volunteering programme – this is an opportunity for young volunteers to co-create activities for their peers, thereby increasing use and expanding the number of young volunteers supporting library initiatives eg Summer Reading Challenge Volunteers. There would also be increased signposting opportunities for young people eg mental health, sexual health.
Please outline how the project will demonstrate value for money <small>Please refer to CIL Scoring Criteria Guidance under Project cost</small>	The project will utilise the Eastern Shires Procurement Organisation (ESPO) framework for the furniture elements of the project to ensure cost-effectiveness. The benefit of using the ESPO framework is that the suppliers must meet competitive pricing requirements to be included within the framework. The project will use a combination of Section 106 and CIL funding ensuring the scheme is fully funded by developer contributions and will create a fully flexible space for young adults so that the available space can be used as efficiently as possible.
Would the project lead to any income generation? <small>Please refer to CIL Scoring Criteria Guidance under: Project Cost</small>	N/A

Section D: Financial information

Please show in the table below the amount of CIL funding being sought and any other contributions that may have been allocated for this scheme. **PLEASE ENSURE THE AMOUNT BEING SOUGHT FROM TRDC CIL EXCLUDES VAT**
 Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount	Detail
Please indicate total cost of project	£24,845	
Please provide a detailed breakdown of the costs for the project	£15,000 £4,845 £5,000	Furniture Internal building works and fitting Additional stock and equipment
Please provide a detailed summary of the total CIL funding required, including phasing	£10,500	Required at the start of the project so furniture orders can be placed for the project. Delivery of the project will be in one phase in 2025.
How much funding does the project currently have?	£14,345	This funding is from S106 contributions the county council has collected and holds for expenditure on Library Services (as specified by individual clauses within S106 legal agreements).
Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	N/A	The project will not affect the running costs of the library which will remain budgeted for by HCC.

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

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
S106 Developer Contributions	£14,345	None	26 October 2025	Yes

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

Section E: Delivery Timescales

What is the delivery timescale for the project?

Please refer to CIL Scoring Criteria Guidance under: Deliverability

We anticipate delivering the project in 2025. The lead in time for furniture is likely to be 12 weeks from order to delivery. Once work starts on site, we would expect the project to take approximately 3 weeks to deliver.

Section F: Additional Information

Is there any additional information that may support the application?

N/A

Section G: Declaration

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

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

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

Page 298



Signed: _____, Head of Growth and Infrastructure, Hertfordshire County Council

Organisation: Hertfordshire County Council

Date: 12 July 2024

All organisations involved with the application will need to sign and date the form.

Signed: _____

Organisation: _____

Date: _____



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Page
669

Email: cil@threerivers.gov.uk

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

Please Note

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

Bid Reference (Internal Reference):	
Section A: Applicant Contact Information	
Name and address of your organisation	Oxhey Jets Football Club (OJFC) The Boundary Stadium Altham Way South Oxhey WD19 6FW
Name and position of main contact	Tony Eatough, Oxhey Jets FC Marketing Manager
Applicant contact details (phone number, email and address)	0783 4227224 tony.eatough@hey.com 11 Regent Close, Kings Langley, Herts. WD4 8TP
Type of organisation (If a charity, please provide registration number)	Sports and Social Club
Describe your organisation's main purpose and regular activities	<p>To promote local adult and youth football. Provide a sporting and social hub for the community.</p> <p>Founded in 1972, Oxhey Jets has always worked to provide football and social activities for South Oxhey and to be a positive influence within the community.</p> <p>When John Elliott, the founder and owner of the club, was awarded a BEM by Her Majesty the Queen in 2013, the award was not for running a football club but <i>"for services to young people and the community in South Oxhey, Hertfordshire."</i></p> <p>Run by volunteers, Oxhey Jets provides football-related activities for all ages, starting with our 4 to 5-year-old 'mini's" up to our veterans in the Herts Senior County league.</p>

	<p>We are a Football Association Charter Standard club. Our First team plays in the FA pyramid in the Combined Counties League.</p> <p>Our youth section continues to grow with teams aged from 4-18. We have a strong 16 to 18-year-old Academy and Senior teams in the Herts Senior County leagues. Some local families now have generations of Jets players and in recent seasons we have had several fathers and sons involved together, either as coach and player or sometimes as two players in the same team.</p> <p>This funding request is essential to our plans to grow the club, support the community and, importantly, create facilities and opportunities for girls, ladies, disabled and walking football teams.</p>
Is the organisation able to reclaim VAT?	Yes

Section B: Project Overview	
Project Title	Oxhey Jets Football Club – Installation of a full-size 3G Football Turf Pitch (FTP) and the refurbishment of the clubhouse.
Summary of the project proposal	<p>- Replacement of existing grass football pitch with a sustainable full-size 3G Football Turf Pitch (FTP), a turnkey installation that includes 3G pitch, LED floodlighting, fencing, terracing, storage and equipment.</p> <p>- Improvements to pitch access including disabled entrances.</p> <p>- Renovation of the OJFC clubhouse and team changing facilities.</p> <p>The aims of this project are: -</p> <ul style="list-style-type: none"> • To provide a sustainable future for Oxhey Jets football club, bringing all the Jets teams back together at a single base, and providing a revenue stream to maintain the club. • To enable us to grow the club, especially in updating our facilities to cater for girls, ladies, disabled and walking football teams. • To improve our club facilities to make the clubhouse more attractive and available for use by other community groups and as a community hub.
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	<p>Total estimated cost of £1,509,200</p> <p>The full-size 3G FTP estimated to cost £950,000</p> <p>Clubhouse renovations £559,200 including VAT (see quotations in Supporting Information document)</p> <p>CIL funding requested of £1,059,200 towards these costs. (£500,000 towards the Football Pitch, £559,200 for the Clubhouse and changing rooms refurbishment).</p> <p>OJFC to raise £50,000 from fundraising activities.</p> <p>The remaining Pitch funds to come from the Football Foundation.</p> <p>Notes:</p>

	<p>1. 3G Football Turf Pitch: The CIL funding and our fundraising are required to enable us to go to the Football Foundation with a Business Plan for the site. If approved, the Football Foundation will allocate this project to one of its providers who will then do a detailed costing for approval and go-ahead. The Football Foundation would then pay the difference between our funding in the Business Plan (CIL plus our fundraising) and the total actual cost. At this stage, we are advised to assume a total cost at current prices of approximately £950,000. This is based on current costs for comparable sites and the Herts FA have not identified any reasons why our costs should differ from this.</p> <p>2. Clubhouse/Changing Rooms: We have received quotations for the work from Wilson Smith Developments that have enabled us to create a budget of £559,200. The tight timelines for the CIL submission –TRDC inspected the clubhouse on 4th June and issued their findings on 13th June suggesting that we added these costs into the CIL application - has precluded us from getting further competitive quotes before the CIL application deadline.</p>
<p>Full address of project location</p>	<p>Oxhey Jets Football Club, The Boundary Stadium, Altham Way, South Oxhey, Watford, Herts. WD19 6FW</p>
<p>Project partner (if applicable)</p>	<p>Not applicable</p>

Section C: Strategic Case

Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate

Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support

As a volunteer organisation, OJFC simply does not have the funds to complete this project without CIL funding.

CIL funding, and the visible support of TRDC and our local community, should also enable the club to gain the remaining funding required from the Football Foundation to complete the project.

There is an urgent need for the club to secure its long-term financial sustainability and viability through the creation of a full-size 3G pitch and ground/clubhouse improvements – for which CIL funding is being sought and will contribute towards.

The project will involve

- Turning the main pitch at Boundary Way Stadium into a FA Standard 3G pitch
- Essential External and Internal Repairs and Refurbishment to the Clubhouse
- Providing improved changing space – including facilities for women’s and girls’ teams
- Accessibility improvements to accommodate increased demand for disabled use
- Providing a solution to the existing Altham Way Astro MUGA (Multi Use Games Area) managed by 3RDC that is now in disrepair and needs substantial refurbishment and ongoing operating costs.
- Expand availability of facilities to the community and enable our youth teams and general community use to grow.

Beneficiaries to the project include

- Oxhey Jets Senior Teams (First Team in the FA Pyramid, playing the Combined Counties League; Development and Vets/‘A’ teams playing in the Herts County Leagues). Matchday and training facilities. Approximately 70 players. This will secure the Oxhey Jets FC men’s first team future and eliminate the postponement of matches due to waterlogging on the

clay-based pitch. The OJFC Vets and Development Teams will be able to play at their club again instead of finding park and school pitches (without proper changing facilities) wherever they can to play their matches.

- Jets Youth (ages 4-18). Matchday and training facilities. Currently 180 players but with the potential to significantly expand by meeting a growing demand and providing dedicated girls teams. Combined, this can increase our youth numbers to 400+
- New Ladies Football Teams. This has been a long held ambition but is not feasible with the current resources, especially the lack of appropriate changing facilities.
- New Walking Football Teams.
- HCC Day Centre and Assisted Living for Adults with complex needs. They have expressed a strong interest in having access to the 3G FTP for both a disability football team and for general outside recreation, and we would intend to include good disabled access to the pitch for them and other disabled users.
- Oxhey Jets Academy for 16-18 year olds. Established in 2015 but now has to operate outside TRDC as our grass pitch and clubhouse are inadequate for their needs. The Academy takes in 25 new students each year so runs with around 50 students at any one time. It has been very successful in developing youngsters, and we have had students becoming Professional and even International footballers.
- Local football teams (both adult and youth) who will be able to access and hire a 3G FTP for training and matchday use.
- Partner Organisations who will use the new pitch/clubhouse:
 - Watford Sunday League - 2nd largest football provider in Hertfordshire. Use OJFC clubhouse for monthly meetings and the Boundary Stadium for their cup finals. Would grow their usage.
 - Northwood HQ - We have a strong relationship, working together on Remembrance Day matches and fundraising, that has a positive impact on the local community. They would look to use the pitch for their training needs.
 - Jack Wilshere/Arsenal FC - Expanding their NCF Elites programme for 10-16-year-olds into our area and would look to use the 3G pitch.
- Previous Users of the Closed Altham Way MUGA. This project provides replacement facilities for these users and prevents them from having to travel out of the area to facilities elsewhere.

	<ul style="list-style-type: none"> ▪ Local schools and organisations that we can offer attractive off-peak rates. ▪ Local informal and recreational football users. <p><i>Partner Letters and Letters of Support can be found in the OJFC CIL Funding Application – Supporting Information document.</i></p>
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</small></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 306</p>	<p>OJFC is currently unable to meet the demand for football in the South Oxhey area and beyond. The full-size 3G Football Turf Pitch has a capacity of 1200 users per week, creating the opportunity to add extra teams and, along with the changing room improvements, to provide football for girls, ladies and disabled teams.</p> <p>The clubhouse improvements will make it a more attractive venue for community activities, social functions, group meetings and training courses.</p> <p>Supporting evidence:</p> <ul style="list-style-type: none"> • Closure of the Altham Way MUGA leaves the area without a 3G area for training and small-sided matches. • OJFC are struggling to find suitable pitches for matches/training which is limiting growth. • The 2019 Three Rivers Playing Pitch Audit and Three Rivers Local Football Facility Plan (LFFP) identified many of the local playing pitch sites as of poor quality/standard. • The growth in housing over the last 5-10 years through the South Oxhey Regeneration Project has placed a significant strain on the existing infrastructure. <p><i>MUGA Petition and General Community Letters of Support can be found in the OJFC CIL Funding Application – Supporting Information document</i></p>

<p>Do you have planning permission in place to carry out the works? If so, please provide the application number Please refer to CIL Scoring Criteria Guidance under: Deliverability</p>	<p>No. Planning permission will be required for the Boundary Stadium changes but this has not yet been sought. We plan to do this at the start of 2025 if we are successful with this CIL application and able to work with the Football Foundation to implement the project.</p> <p>Regarding the Clubhouse and Changing rooms, we are refurbishing the existing building with no fundamental changes that would need planning permission.</p>
<p>Please provide details of any supporting policy from the Local Plan Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</p>	<p>The TRDC Local Football Facility Plan (LFFP) is aligned with the National Football Facilities Strategy whose key aims include: -</p> <ul style="list-style-type: none"> • 1000 new 3G Football Turf Pitches (FTPs) • 1000 new changing pavilions/clubhouses • Growth in small-sided facilities and informal play <p>This project is in line with all these objectives.</p> <ul style="list-style-type: none"> • It looks to bring national investment into a deprived area via the Football Foundation investment in 3G FTPs. • It looks to improve the clubhouse and changing rooms to support the substantially increased football capacity at the Boundary Stadium. • It provides a facility for small-sided and informal play, as the pitch will have markings and goals for quarter-pitch and half-pitch size games suitable for five, seven and nine-a-side games. <p>The LFFP identified the Altham Way MUGA as one of 4 priority projects due to its high level of informal and recreational use (small-sided games) in a lower socio-economic area.</p> <p>Five years later, however, the MUGA is closed and there are no plans to reopen it, and no alternative facilities available to the local community. This project will resolve that problem providing the community with a state-of-the-art 3G FTP to meet the demand for football.</p>

	<p><i>Further comments re the TRDC LFFP can be found in the OJFC CIL Funding Application – Supporting Information document.</i></p>
<p>Would the community support the project? Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>Yes. The community are concerned by the closure of the Altham Way MUGA and are looking to Oxhey Jets to find a replacement facility. A petition raised independently from Jets has had 1380 signatures and many comments about the negative impact of this closure.</p> <p><i>Details of the petition and comments are included in the OJFC CIL Funding Application - Supporting Information document, section 6.</i></p> <p>We have also received the following support: -</p> <ul style="list-style-type: none"> • Hertfordshire Football Association (Supporting the club to continue the good work it already does in the community). • Herts Sport & Physical Activity Partnership (Sport England’s voice in Hertfordshire) • Oxhey Jets Youth (Growth potential, girls’ teams, ability to continue into Senior football). • Girls/Ladies teams (Local volunteers who want to start girls and ladies’ teams). • New HCC Day Centre (Football Opportunities for their attendees). • Walking Football (The club is now over 50 years old. We have Jets Vets in their 50’s/60’s who still want to play organised football). • Northwood HQ (Want to strengthen our partnership, need a local training facility). • Watford Sunday League (See the opportunity to increase their matches at the Boundary Stadium and expand their cup competitions). • Jack Wilshere/Arsenal FC (Want to expand their scouting and coaching into our area). • Watford FC Youth (Want to expand their scouting and training in our area). • Watford Rural Parish Council (Long standing support for Jets. Believe the project will grow essential health and social activities) • South Oxhey Police (An expanded football facility will reduce anti-social behaviour and be a positive force in the community).

	<i>Letters of support, partner letters and community letters are included in the OJFC CIL Funding Application - Supporting Information document, sections 1, 3, 4, 11</i>
<p>Please outline how the project will demonstrate value for money</p> <p>Please refer to CIL Scoring Criteria Guidance under Project cost</p>	<p>In the case of the 3G FTP the CIL money (£500,000) will enable us to source approximately £400,000 of Football Foundation funds, plus their expertise, to create a valuable football asset for the community.</p> <p>For the clubhouse refurbishments we will go to a full competitive tender process once this application is approved. We have businesses that are very supportive of Oxhey Jets and we would look to them to provide cost effective services to complete the project. If we are able to get lower quotes for the clubhouse we will return any unused CIL to the Council.</p>

<p>Would the project lead to any income generation?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Project Cost</p>	<p>Yes. The project will lead to significantly improved revenue streams from the usage of the 3G FTP and higher clubhouse usage from function hires and daily opening. This will enable Oxhey Jets to maintain the facilities, grow its activity, and be sustainable as a strong provider of football and social support within the community.</p> <p>A full Business Plan will be prepared with the Football Foundation, subject to successful CIL funding, in February 2025.</p>
---	--

Section D: Financial information

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

Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount	Detail
Please indicate total cost of project	£1,509,200	Pitch costs are based on a Football Foundation estimate. Clubhouse/Changing room costs include VAT and are based on quotations from Wilson Smith Developments.
Please provide a detailed breakdown of the costs for the project	£950,000	Estimate from Football Foundation for full-sized 3G Football Turf Pitch (This also includes floodlighting, fencing, terracing, storage and equipment).
	£237,600 (incl VAT)	Exterior work on OJFC Clubhouse

	£321,600 (incl VAT)	Interior work on OJFC Clubhouse including changing rooms <i>TRDC Surveyor Assessment, Clubhouse Photos and Quotations for clubhouse work are included in the OJFC CIL Funding Application - Supporting Information document, sections 7 & 8</i>
Please provide a detailed summary of the total CIL funding required, including phasing	£1,059,200	Exterior and Interior Clubhouse Work £559,200 (incl VAT) 1st half 2025 Full-sized 3G Football Turf Pitch £500,000. Across the duration of the project from 2025 through to completion Summer/Autumn 2026
How much funding does the project currently have?	£8,000	We have kick-started our fundraising activities with an Astro Fun Day in June 2024, and will launch our Blue Button and 'Buy the Club a Pint' campaigns at the start of the new 2024/25 Football Season in August, and add further fundraising social events. A previous Blue Button campaign in 2015 aimed at supporters, followers, parents and local businesses raised £20,000 in 2015, and we are targeting £30,000 from this campaign this season, with other activities taking total fundraising up to £50,000.
Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	£5,000 p.a. 3G FTP. The pitch comes with an 8-year warranty including maintenance for the first year; a tractor and a brush are provided for the mat, as well as rubber crumbs and suitable goal posts. Minimal for Clubhouse and Changing Rooms for several years after project completion.	A full-sized 3G Football Turf Pitch will generate revenues from third party hires that will cover both running costs and a sinking fund for future pitch replacement. This financial model is now proven at multiple sites across the country, and the levels of pitch demand we have show that we can generate the revenues needed. A refurbished clubhouse will also provide increased revenues from function hires and daily openings. The main pitch maintenance will be the replacement of the rubber crumb required on top of the surface (Estimated at £5,000 per annum), and the sinking fund we would make for future pitch resurfacing (estimated at 12-15 years life, so a reserve of £25,000 p.a. is required after the pitch builds up its activity levels in the first 2-3 years).

		<p>Ongoing maintenance for both the 3G FTP and the Clubhouse/Changing Rooms will be covered by the increased revenues from pitch and clubhouse usage.</p> <p>The work done by the TRDC surveyors and ourselves in identifying what maintenance is needed on the Clubhouse, and submitted in this application, is explicitly designed to minimise maintenance costs over the next 15-20 years.</p> <p>We would maintain separate sinking funds, for both the 3G FTP and the Clubhouse, for longer term repairs and renewals.</p>
--	--	---

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

Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
Football Foundation	The remaining 3G Football Turf Pitch cost after CIL and Club Fundraising monies.	Work to the Football Foundation model	n/a	Not until we can show them CIL/Community funding.

--	--	--

Does the CIL funding help secure the release of additional funding?	Yes	It enables us to go to the Football Foundation to get the go-ahead for the 3G FTP part of this project.
---	-----	---

Section E: Delivery and on Going Maintenance

What is the delivery timescale for the project?

Please refer to CIL Scoring Criteria Guidance under: Deliverability

Subject to CIL funding, the plan is to present our Business Plan for the full-size 3G FTP to the Football Foundation in February 2025.

With final approval from the Football Foundation we would be allocated a sports construction provider (for example - <https://www.slattersportsconstruction.com>) who would do a detailed project implementation plan and costing. After this is signed off by the Football Foundation our project would be put on a schedule for completion. Best estimate for this at the moment is that the approximately 18 weeks of ground work would be undertaken in the Summer/Autumn of 2026.

For the Clubhouse and Changing Room refurbishments we would look to carry out this work in Spring/Summer 2025.

Ongoing maintenance for both the 3G FTP and the Clubhouse/Changing Rooms will be covered by the increased revenues from pitch and clubhouse usage. As stated above, the work we have done with the TRDC surveyors is the foundation of the Clubhouse refurbishment costs, and explicitly looked at to minimise clubhouse maintenance costs over the next 15-20 years.

We would maintain separate sinking funds, for both the 3G FTP and the Clubhouse, for longer term repairs and renewals.

Section F: Additional Information

Is there any additional information that may support the application?

New Lease between OJFC and HCC

We understand that a decision to award OJFC CIL funding is dependent on us having a new lease in place with HCC.

After the decision was made by TRDC not to renew their lease on the Altham Way land, we have been required to negotiate directly with HCC ourselves.

Progress has been substantial and we are, as at 8th July 2024, very close to being ready to submit to a solicitor. Discussions have been positive and pro-active and we are now finalising some minor details. (in practice we would sign this lease today if it was essential now to get the proposed funding, but we are still trying to win on a couple of points).

TRDC have been helpful in helping us resolve some issues. The TRDC Principal Trees and Woodlands Officer has replied to HCC about some trees that concerned us and his summary findings are as follows:

“We carried out some maintenance on some recently planted trees and have asked [TRDC’s] Grounds Maintenance to pick up some redundant stakes and guards. But there did not seem to be any trees in a dangerous condition, that required tree surgery.”

This has resolved one of our main concerns in the lease. Also, we are pleased that these trees are in a good condition because they act as a light and noise reducer for the Cherry Hills estate.

There are no negative issues from HCC about having OJFC as their tenant. In fact, they have been very positive throughout the process.

The new lease will be for a 25-year term commencing from the date of completion of the lease. This will give TRDC and the Football Association confidence that the ownership and management of the 3G FTP and the clubhouse will continue with Oxhey Jets FC. It will also reopen OJFC’s ability to get grants from the Football Association to meet FA guidelines and requirements to play in leagues up to FA Non-league Step 4.

We will keep you updated on our lease negotiations but we fully intend to go to completion as soon as possible. Further information is included in separate attachments: -

Page 313

Additional Documents in the OJFC CIL Funding Application

- OJFC Equality Impact and Outcome Assessment
- OJFC CIL Funding Application - Supporting Information
- OJFC CIL Funding Architect Report
- OJFC Scoring Criteria Assessment

Football Foundation Funding

1. We are very optimistic about being able to gain Football Foundation money if we have CIL funding, TRDC support and our own fundraising activity.
2. We have strong support from the Herts FA, the Herts Sport & Physical Activity Partnership (Sport England’s voice in Hertfordshire) and a number of strong letters of support.
3. The High Sheriff of Hertfordshire, Annie Brewster JP, is taking an interest in OJFC and is coming to see us at the end of July with the intention of adding her support to our project.

If despite this support we are not able to get Football Foundation funding we would propose that we then work with TRDC to identify what improvements are possible with the existing pitch to achieve some of this project's objectives within your funding support.

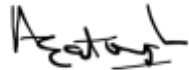
Section G: Declaration

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

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

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

Page 315



Signed:

Organisation: Oxhey Jets Football Club

Date: 12/07/2024

All organisations involved with the application will need to sign and date the form.

Signed: _____

Organisation: _____

Date: _____

Supplementary Information

The numbering and headings below refer to the various sections of the CIL Bid Scoring Criteria Document

1 Will the Project Contribute to the Delivery of the Infrastructure Funding List?

“In accordance with The Community Infrastructure Levy Regulations 2010 (as amended), we must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.”

This project contributes to a number of prioritised infrastructure categories, most notably the Open Space Provision – Outdoor and Indoor Leisure Facilities. The loss of the Altham Way MUGA has negatively impacted the provision of football facilities in the area. This project will replace and enhance the football facility for the community.

A refurbished clubhouse will also provide a social and community space that can be hired by other local community organisations, including the new day centre and assisted living flats to be built next to the clubhouse.

The Football Foundation report on Three Rivers Local Football Facility Plan highlights the local plan.

(<https://localplans.footballfoundation.org.uk/local-authorities-index/three-rivers/three-rivers-local-football-facility-plan/#tab-section-introduction>)

*“The Council's Sport and Physical Activity Strategy is; **GET ACTIVE: Three Rivers District Council Physical Activity Strategy (2018-2021)**. It incorporates the stated vision to 'reduce the levels of inactivity, increase regular participation and contribute to a healthier, more active Three Rivers.’”*

This project is fully aligned with this objective. OJFC will be able to expand both youth and senior teams, create girls, ladies and walking football teams, and provide a facility within South Oxhey that is available to the community.

*“The Authority **Playing Pitch Strategy** was finalised in 2019. It evidences a need to increase the overall supply of full sized 3G FTPs in the District to meet midweek training demand for affiliated football.”*

Again, the closure of the MUGA has removed a 3G half-pitch training facility in South Oxhey. This project will provide a full sized 3G for both match and training requirements.

In summary the local plan states that it is recommended that the future football development priorities for Three Rivers are:

1. **Increase the number of senior adult male football teams.**
2. **Increase the number of adult female football teams.**
3. **Support the transition of youth teams into adult football.**
4. **Increase the range of recreational programmes across the area.**
5. **Increase the provision of activities for those with a disability, via an increase in the number of teams and/or recreational football opportunity.**

Page 318

This project will enable OJFC to achieve all of the above.

2 Does the Project Link to the Three Rivers District Council Corporate Framework?

This project is strongly aligned to TRDC's corporate framework.

TRDC want to be a district "where local infrastructure supports healthy lifestyles and addresses health inequalities". This project enables OJFC to increase its ability to do this for the local community through improved facilities including the introduction of girls, ladies, disabled and walking football teams.

We also believe that OJFC play an important role in South Oxhey with another important element of the TRDC Corporate Framework – that of providing responsive and responsible local leadership. We aim to be a force for good in the local community. We have a large number of volunteers, and we now have generations of Jets within the community. Former players are now both coaches and role models. We are also seen as a place to turn to when in need – we will do our best to help.

This project will enable us to strengthen the clubhouse role as a community hub, provide more facilities to the community, and extend our positive influence.

3 Does the Project Support the Aims and Targets of the Council’s Climate Strategy?

Page 319
To be completed

4 Is There Evidence of a Public Benefit of the Project?

To be completed

5 Is There Evidence the Local Community Support the Project?

To be completed – use the petition

6 Is the Project Value for Money?

To be completed

7 Does the Project Have or Unlock additional Funding From Other Sources?

To be completed

8 What is the Status of this Extra Funding?

To be completed

9 What Evidence is There to suggest the Project is Deliverable?

To be completed –explain lease will be ok

10 What is the Delivery timescale for the Project?

To be completed –some quick like the clubhouse, laying the pitch projected as summer 2026 if we get funding sorted by early 2025.

11 Have Details Been Given as to How Ongoing Maintenance will be Provided For and Identification of the Responsible Party for the Maintenance?

To be completed – explain the maintenance fund reserve we have to make – also the revenue stream that will help us maintain the clubhouse going forward.

This page is intentionally left blank



Approved Infrastructure Projects Three Rivers District Council

Approved	Bid Ref	Project Description	Regulation 123/IFS Compliant	CIL Funds Allocated	Project Started	CIL Funds Released	Project Complete
2021/22	TR01	Denham Way Playing Fields Refurbishment of Outdoor Leisure Facilities	Yes	£347,000.00	Yes	Yes	Yes
2021/22	TR02	South Oxhey Playing Fields Refurbishment of existing and	Yes	£375,000.00	Yes	Yes	Yes

		installation of new facilities					
2021/22	TR03	Permanent enlargement of Breakspeare School.	Yes	£901,574.00	No	No	No
2022/23	TR04	Barton Way refurbishment of Multi Use Games Area (MUGA)	Yes	£29,979.00	Yes	Yes	Yes
2022/23	TR05	Electric Vehicle Charging Points (Throughout District)	Yes	£460,000.00	No	No	No
2022/23	TR06	Grand Union Canal Towpath Upgrade – Phase 6	Yes	£109,824.00	Yes	Yes	Yes

2022/23	TR07	Cost Uplift re Bid Ref:TR02 - South Oxhey Playing Fields Refurbishment of existing and installation of new facilities	Yes	£93,750.00	Yes	Yes	Yes
2022/23	TR08	Cost Uplift re Bid Ref:TR01 - Denham Way Playing Fields Refurbishment of Outdoor Leisure Facilities	Yes	£86,750.00	Yes	Yes	Yes
2022/23	TR09	Aquadrome Pedestrian Bridge	Yes	£320,524.00	No	No	No
	TR10	King George V Playing Fields –	Yes	£153,717.50*	Yes	Yes	Yes

		Multi Purpose Play Area					
	TR11	Aquadrome Pedestrian Bridge	Yes	£817,231.00	No	No	No
	TR12	Batchworth Depot	Yes	£456,400.00	No	No	No
	TR13	Beryl Bike Scheme	Yes	£45,000.00	No	No	No
	TR14	Chorleywood Youth Football Club	Yes	£185,903.00	No	No	No
Total				£4,382,652.50			

*CIL Funding amount for King George V Playing Fields reduced from £184,461.00 to £153,717.50. Project cost was less than originally budgeted for.

P&R WORK PROGRAMME 01/09/2024 - 31/08/2025

WORK PROGRAMME

No.	Items to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
1.	Data Management Policies - Protection, Privacy and Access		2 Dec 2024		Data Protection Policies and Procedures	Phil King, Risk and Emergency Planning Manager, Jamie Russell, Resilience and Risk Officer	
2.	Fees and Charges 2025/26		2 Dec 2024	To approve Fees and Charges increases for 2025/26	Fees and Charges 2025/26	Alison Scott, Shared Director of Finance	
3.	Council Tax Base 2025/26		2 Dec 2024	To set the council tax base for 2025/26	Council Tax Base 2025/26	Alison Scott, Shared Director of Finance	
4.	Business Rate Pooling 2025/26		2 Dec 2024	To agree to joining the Hertfordshire Business Rate Pool for 2025/26	Business Rate Pooling 2025/26	Alison Scott, Shared Director of Finance	

No.	Items to be considered	Link to Strategic Plan	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
5.	EV Strategy - final document for adoption		27 Jan 2025	Report following public consultation on the draft EV Strategy	EV Strategy - final document for adoption	Kimberley Rowley, Head of Regulatory Services	