

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Monday, 27 January 2025 at 7.30 pm at Penn Chamber, Three Rivers House, Rickmansworth.

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, 17 January 2025*

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

1. Apologies for absence

To note any apologies for absence

2. Declarations of interest

To receive any declarations of interest.

3. Notice of other business

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

4. Minutes

(Pages 5 - 14)

For the Committee to agree the minutes of the meetings held on 11 November and 2 December 2024

5. Electric Vehicle Charging Strategy - Public Consultation Feedback

(Pages 15 - 82)

Officers have been exploring opportunities to install Electric Vehicle Charge Points (EVCP) in council owned car parks using external government grants and/or Community Infrastructure Levy (CIL) funding and a decision was made at the General Public Services and Economic Development

Committee in March 2024 to progress a scheme. The Electric Vehicle Charging Strategy sits alongside and develops these proposals further for the provision of a publicly available electric vehicle charging network and details the Council's future rollout of EV charging infrastructure.

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

Recommendation

That:

- i) Members agree the Electric Vehicle Charging Strategy for adoption; and
- ii) Members agree that the Strategy is progressed to Full Council for final adoption.

6. Financial Planning - Recommendations

(Pages 83 - 90)

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

Recommendation:

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

7. Financial Planning - Revenue Services

(Pages 91 - 124)

The purpose of this report is to enable the Policy and Resources Committee to consider the updated revenue budget for 2024/25, proposed revenue budget for 2025/26 and indicative revenue budget for 2026/27 and 2027/28, allowing their referral to Council. These budgets form the Council's Medium Term Financial Plan (MTFP).

It is recommended to note the report

8. Financial Planning - Capital Strategy and the Treasury Management Policy

(Pages 125 - 156)

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

It is recommended to note the report

9. Amendment to the Constitution

(Pages 157 - 162)

This report proposes several amendments to the Council's constitution including group leader consents, the nature of motions and amendments and in respect of the Civil Contingencies Act 2004

The report seeks the Policy and Resources Committee to recommend to Council the proposed constitutional amendments set out in Appendix 1 of the report

10. Other business - If approved under item 3 above

11. 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



Three Rivers House
Northway
Rickmansworth
Herts WD3 1RL

POLICY AND RESOURCES COMMITTEE

MINUTES

THREE RIVERS DISTRICT COUNCIL

At a meeting of the Policy and Resources Committee held in the Penn Chamber, Three Rivers House, Rickmansworth, on Monday, 11 November 2024 from Times Not Specified

Present: Councillors Councillor Stephen Giles-Medhurst, Councillor Sarah Nelmes,

Steve Drury, Louise Price, Andrew Scarth, Jonathon Solomons, Tom Smith, Jon Tankard, Oliver Cooper, Vicky Edwards, Andrea Fraser, Elinor Gazzard, Philip Hearn, Abbas Merali, Reena Ranger, Narinder Sian and Stephen Cox

Also in Attendance:

Councillor Sara Bedford

Officers in Attendance:

Gabrielle Holt, Legal, Committee and Elections Assistant
Marko Kalik, Head of Planning Policy and Conservation
Phil King, Data Protection and Resilience Manager
Stephen Rix, Associate Director of Legal and Democratic Services
Kimberley Rowley, Head of Regulatory Services
Alison Scott, Director of Finance
Joanne Wagstaffe, Chief Executive
Michelle Wright, Community Safety and Safeguarding Manager
Rebecca Young, Head of Strategy and Partnerships

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Chris Lloyd, for whom Councillor Elinor Gazzard attended as a substitute, Councillor Chris Mitchell and Councillor Stephen King

PR224 MINUTES

RESOLVED: 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.

PR324 NOTICE OF URGENT BUSINESS

The Chair advised the committee that he had accepted an item of urgent business, Leavesden Country Park – Entrance Widening – Additional Fees, as the item proposed additional works and spend from the original plans totalling approximately £45,000, which required committee authorisation to proceed.

PR424 DECLARATIONS OF INTEREST

There were no declarations of interest

PR524 BUDGET MONITORING REPORT TO 30 SEPTEMBER 2024

Alison Scott, Director of Finance, presented the report.

The committee noted that the timing of the report meant the staff pay award of 3.4 – 4% was not accounted for in the figures, but that the money required to meet the commitment was held in contingency funds.

In response to questions, officers confirmed that the changes in insurance costs reflected the costs previously being set for a five-year period. As the contract had since been retendered the costs had changed, but contingencies had been held to account for increases in the costs of insurance. The committee noted that works on Three Rivers House had been accounted for in the capital programme and were within budget.

RESOLVED:

To recommend to Council:

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

PR624 LOCAL DEVELOPMENT SCHEME

Marko Kalik, Head of Planning Policy and Conservation, presented the report.

The committee discussed the delay to agreement of a new Local Plan, as recommended by the Local Plan Sub-Committee, and noted that a draft list of development sites was to be agreed by the Local Plan Sub-Committee. In his introduction, the Chair confirmed he had requested the Head of Planning Policy and Conservation whether opportunities could be taken to recover the delay. The committee discussed what opportunities there had been to take advantage of changes to the National Planning Policy Framework, the need to balance submitting a plan promptly but which was sound, the level of resource required within the planning policy team, the impact on the green belt, and the requirement to consider traveller sites within a Local Plan.

In response to questions, officers confirmed that the risk matrix for the Local Plan would be reviewed.

Councillor Oliver Cooper moved an amendment to the recommendations such that the Local Plan Regulation 19 consultation would open on 19 January 2025 and close on 25 February

2025, that the Council meeting of 25 February 2025 would be asked to approve the Local Plan for submission as soon as practicable following that meeting, for the evidence base to be updated during this time.

The Chair reminded the Committee of the advice given to the Local Plan Sub-Committee that moving forward to a similar timetable could risk the soundness of the local plan. Officers confirmed that the position of different Councils had to be considered on their own merits and why this course of action was necessary.

In order to progress to a decision, the amendment was seconded by Councillor Sarah Nelmes. The Chair confirmed with officers whether the matter could be put to the vote, given the potential risks relating to the soundness of the local plan if the amendment was agreed. The Director of Finance confirmed that a further budgetary provision would need to be agreed by Council if the amendment was agreed; the Chair, having taken advice, confirmed that a vote could not be taken on a budget allocation at the meeting.

The amendment, as originally proposed, was then put to the vote and fell.

Prior to taking the vote on the substantive motion, the Chair confirmed the intention to work with officers to try to reduce the timescale for commencing the consultation and submitting the local plan and would be committing resources within the budget to secure its completion.

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

PR724 THREE RIVERS DISTRICT COUNCIL CCTV POLICY 2024

Rebecca Young, Head of Strategy and Partnerships, presented the report. She explained that this was the first such policy to be considered by the Council.

The committee discussed the budget for CCTV camera maintenance, noting that maintenance costs were met from revenue budgets, which were under review, whereas the costs for new cameras were funded from Community Infrastructure Levy funding.

The Head of Strategy and Partnerships agreed to provide a written response to a question from Councillor Oliver Cooper relating to operating models for CCTV monitoring and maintenance.

RESOLVED:

1. That Policy and Resources to agree the adoption of the new CCTV policy 2024 – 2028 and recommends it to Council.
2. 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

PR824 ANTI-SOCIAL BEHAVIOUR POLICY

Michelle Wright, Community Safety and Safeguarding Manager, presented the report.

The committee noted that the proposed policy was to replace the policy having expired in July 2024 and that it had not been subject to any legal challenges during its period in effect.

The committee discussed the community threshold trigger within the policy, noting it had not been triggered previously, and considered the arrangements in place to monitor the anti-social behaviour.

The committee discussed whether there had been an error in the updated policy not mentioning that housing providers would monitor antisocial behaviour. In discussion on inserting this into the policy, it was agreed that any proposals to change wording within the policy could be sent to officers following the meeting and for said wording, as appropriate, to be inserted into the policy prior to it being reported to Council for agreement.

RESOLVED: that Policy and Resources Committee agrees the revised Anti-social Behaviour Policy and recommends it to Full Council.

PR924 DRAFT SERVICE PLANS 2025-28

Rebecca Young, Head of Strategy and Partnerships, presented the report. The Chair reminded members to focus their comments on the policy and resources area only.

The committee discussed the plans and associated key performance indicators, particularly the use of Three Rivers House, the number of conservation areas reviews and the presentation of Watersmeet Theatre in the plans.

RESOLVED:

1. To comment on the attached service plans for 2025 – 2028. Final Service Plans will be agreed by Council alongside the budget.
2. To note that the final service plans would be presented to Council for agreement alongside the budget in early 2025.

PR1024 RISK MANAGEMENT STRATEGY

Phil King, Data Protection and Resilience Manager, presented the report.

In discussion of the risk register, officers confirmed that the register was reviewed quarterly and, where required, updated, with any financial implications reflected in the budget updates.

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

PR1124 CIL SPENDING REQUESTS JULY 2024

The Chair outlined the applications to the Committee. The committee noted that the Oxhey Jets FC application would be accompanied by an application for funding from The Football Foundation charity.

Councillor Stephen Cox moved an amendment to the recommendations such that an additional camera was to be provided for South Oxhey, thereby bringing the total cost of this allocation to £76,716. This was seconded by Councillor Stephen Giles-Medhurst and agreed by assent.

The committee discussed whether it was clear what the process was for bidding for small amounts of Community Infrastructure Levy funding, the amount of Community Infrastructure Levy that had been allocated to Oxhey Jets FC and what other grants the club had sought, matched funding of schemes including for a zebra crossing and the locations in which CCTV cameras would be deployed. The chair confirmed that if members were concerned about any rejected applications or the policy, this should be discussed with officers in the first instance.

RESOLVED: That Members agree the recommendations within the report, with the addition of a CCTV camera for South Oxhey in respect of the Three Rivers Community Safety Partnership application:

1. Sarratt Parish Council KGV pavilion – £200,000

2. Three Rivers Community Safety Partnership – £76,716
3. HCC Croxley Green Library – £10,500
4. Oxhey Jets Football Club – £966,000

PR1224 WORK PROGRAMME

The Committee noted the work programme

PR1324 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

The Chair accepted the item Leavesden Country Park – Entrance Widening – Additional Fees. The Chair confirmed he was accepting that this item be dealt with under the Council's urgent procedure, allowing for group leaders, in conjunction with the Chief Executive, to allow the works to proceed if agreed by the Committee. It was highlighted that although the contractors were in place to undertake work, this would not proceed without the agreement of additional funding.

The committee discussed the budget for the works, the committed spend on the Section 106 budget, and whether Three Rivers District Council should seek higher up front full costs of works.

RESOLVED: To agree Option 1 to progress to complete the project at Leavesden Country Park, and in so doing to agree to increase the budget for this project by £45,197.01, utilising S106 funding from budget code 0193 – Reserve S106 Horsefield – Abbots Langley (Open Space), and for this to be resolved through use of the Council's urgency procedure.

PR1424 EXCLUSION OF PRESS AND PUBLIC

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

The meeting ended at 9:51pm

CHAIR

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POLICY AND RESOURCES COMMITTEE

MINUTES

THREE RIVERS DISTRICT COUNCIL

At a meeting of the Policy and Resources Committee held in the Penn Chamber, Three Rivers House, Rickmansworth, on Monday, 2 December 2024 from Times Not Specified

Present: Councillors Councillor Stephen Giles-Medhurst, Councillor Sarah Nelmes,

Steve Drury, Louise Price, Andrew Scarth, Jonathon Solomons, Jon Tankard, Raj Khiroya (In place of Chris Lloyd), Chris Whately-Smith (In place of Tom Smith), Andrea Fraser, Philip Hearn, Abbas Merali, Reena Ranger, Chris Mitchell, Narinder Sian, Stephen Cox and Stephen King

Officers in Attendance:

Stephen Rix, Associate Director of Legal and Democratic Services
Alison Scott, Director of Finance
Matthew Stickley, Interim Group Manager – Democratic and Electoral Services
Joanne Wagstaffe, Chief Executive

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Chris Lloyd, for whom Councillor Raj Khiroya attended as a substitute, and Councillor Tom Smith, for whom Councillor Chris Whately-Smith attended as a substitute.

PR224 NOTICE OF URGENT BUSINESS

There were no items of other business.

PR324 DECLARATIONS OF INTEREST

There were no declarations of interest

PR424 FEES AND CHARGES 2025/26

Alison Scott, Director of Finance, introduced the report.

In response to questions, officers confirmed that there were no changes proposed to services and so the report did not outline any environmental implications, but that the council's environmental strategy had been considered in preparing the proposals.

The committee discussed the proposals for increases of fines for fly tipping, noting that officers' advice was that setting fines at the highest level allowable in law would lead to the council being taken to court to challenge such fines. The committee discussed the likelihood of offenders being caught, the likelihood of court challenges being successful, and the possibility of introducing a tiered system of fines.

Councillor Oliver Cooper moved an amendment to the recommendations, seconded by Councillor Andrea Fraser, such that the fixed penalty notice rates for fly-tipping be set at the legal maximum. Following debate, Councillor Oliver Cooper withdrew the amendment.

The Leader proposed that a meeting be convened between the Lead Member, Associate Director for Environment, and the leaders of the political groups to discuss the charges for fly-tipping prior to the report being brought to Council, and that, subject to the outcome of that meeting, an updated version of the charges be brought to Council.

The committee debated the proposed increases for hire rates for Leavesden HIVE, noting that the percentage increase for the community rates being higher than the commercial rate was to ensure the difference in rates did not grow over time. The committee further discussed the rates differences between commercial and community rates at Watersmeet Theatre.

Councillor Philip Hearn moved an amendment to the recommendations, seconded by Councillor Oliver Cooper, such that 35 spaces at The Ferry Car Park be available at a rate of £4 per day. Officers confirmed that the council's fees and charges could be amended at any point during the fiscal year, and that there was scope for a report setting out such a proposal to be brought forward at pace. In response to a question, the Leader of the Council committed to a report on these proposals being brought forward early in the new year, and that any decision would be taken following consultation with residents and parishes. The amendment was subsequently withdrawn.

The committee discussed the charges for pre-application advice for both planning and licensing, both in terms of the structure and how these compared to neighbouring authorities, noting officers' advice was that pre-application advice fees for planning applications needed to be set at a rate which did not lead to applicants submitting planning applications directly and not using the pre-application process.

Councillor Oliver Cooper moved an amendment to the recommendations such that the pavement licence fee be halved to £250. The amendment was not seconded. In debate, the committee discussed proposals for pavement licensing, with the committee agreeing that a report on pavement licensing options be brought to the Licensing Committee for further consideration.

The committee welcomed the continued practice of not charging for the burial of children in council-owned cemeteries.

RESOLVED:

That Policy & Resources Committee recommends to Full Council:

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

The item was not moved.

PR624 BUSINESS RATE POOLING 2025/26

Alison Scott, Director of Finance, introduced the report.

The committee debated the risks of business rates appeals across the county, previous risks presented by Three Rivers District Council relating to the Warner Brothers site, and the possible composition of rates pools. Officers confirmed that Three Rivers District Council could only join a pool which had the County Council as a member.

RESOLVED:

That Policy & Resources Committee recommends to Full Council:

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

PR724 WREATH LAYING PROTOCOL

The Chair introduced the item, explaining that the changes reflected the request of Oxhey Jets FC to ensure the annual Remembrance Match was recorded.

Councillor Stephen Cox moved an amendment to the recommendations, seconded by Councillor Stephen King, such that paragraph 2.3 of the protocol be amended such that it finished:

In the event that no ward member is available to lay a wreath, the relevant group leader may ask another member to lay a ward wreath on their behalf.

The amendment was put to the vote and agreed.

The committee noted that ward councillors did lay wreaths at the Oxhey Jets FC Remembrance Match alongside specific council officeholders.

The committee discussed the need for councillors to mark Remembrance Day events as representatives of the council and the residents of their wards.

RESOLVED: To agree the revised Wreath Laying Protocol at Appendix 1, as amended.

PR824 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

There was no other business.

PR924 EXCLUSION OF PRESS AND PUBLIC

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

The meeting ended at 8:51pm

CHAIR

Policy and Resources Committee

– 27 January 2025

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

(DofF)

1. Overview

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

2 Background

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

- 2.7 The original proposals were aimed at two pilot schemes for Rapid chargers (in Rickmansworth and Abbots Langley car parks). No external funding was available for Rapid charging points at this time and Council funding (from existing budgets) was to be utilised.
- 2.8 The pandemic, with its resulting new priorities, subsequently led to the delay in progressing the EVCP programme.
- 2.9 In September 2022 a successful CIL application for £460k to support the implementation of EV infrastructure was submitted and Officers drafted a tender document to initiate a procurement exercise.
- 2.10 However, by this time, it was increasingly becoming apparent that the context of pursuing EVCP had progressed, and it was clear there was demand for a more expansive programme of delivery. It was also apparent new external funding was to become available (LEVI funding) to Tier 1 Authorities (i.e. Hertfordshire County Council) to support District and Borough Council's to deliver EV infrastructure across the County.
- 2.11 The TRDC Climate Emergency and Sustainability Strategy also highlighted the role of sustainable modes of travel in contributing to meeting sustainability objectives with the reduction on the reliance on carbon-fuelled transport and improving local air quality. One of the key objectives was to continue to expand and encourage electric vehicle charging infrastructure in the district.
- 2.12 In view of the changing context Officers started to reconsider the EV strategy and methods of delivery available to take full advantage of any external funding available. A new project to provide EV charging is currently underway (as agreed by GPSED Committee March 2024).
- 2.13 In response to the evolving context Officers drafted a Three Rivers Electric Vehicle Charging Strategy (Appendix 1). This Strategy covers the period 2024-2034, aligning to government policy to phase out the sale of new petrol\diesel vans and cars in 2035. While this is a 10-year strategy, it is accompanied by a 3-year action plan (2024-2027). Combining a long-term strategy with a short-term action plan enables us to work towards a strategic vision, but be agile to changing circumstances (e.g., demand for chargers, advancements in charging technology).
- 2.14 The document sets out how the Council will roll-out a public electric vehicle charging network across council owned car parks and on-street residential parking in the district. At the core of the strategy is the EV charger location hierarchy and indicative timeline.
- 2.15 Initial focus will be on Council owned car parks and visitor destinations prior to considering on street locations. This approach will be phased as new funding becomes available and as details of demand/usage of EVCP emerges. However, the cost of the Strategy implementation will initially be within existing budgets or through bidding for and use of CIL monies, with reliance on external Government funding (initially through Office for Zero Emissions Vehicles (OZEV) funding). In April 2024, the council was awarded an £101,250 OZEV grant to enable EV chargers to be installed in town-centre car parks in 2024/25.
- 2.16 On-street residential parking EV chargers will be installed in partnership with Hertfordshire County Council (HCC) using Local Electric Vehicle Infrastructure (LEVI) funding they are administering on behalf of district and boroughs. Officers are currently working with HCC to identify charger locations, which potentially includes Parish owned car parks. HCC currently predict that installations will start in late 2025 or early 2026.
- 2.17 The Strategy proposes to establish a series of charging units across the District. HCC now have demand-based mapping tools available in addition to a TRDC EV request list. These tools will assist in determining EV demand and potential future locations.
- 2.18 The TRDC strategy will be to provide a mix EV charging speeds which will help cater to different requirements for different groups and meet the projected demand as residents, visitors and those who work in TRDC transition to EVs. The Council seeks a solution using a

model that offers the best route to safeguard against tariff hikes and offers fair and equitable charging to the those who will depend on public access to charging with an initial focus on its main retail centres followed by secondary centres and leisure sites.

- 2.19 TRDC has assessed this requirement and understands that the following charging units are most appropriate (but can amend based on the outcome of any procurement processes for specific sites).

These units are:

Fast 7.1 - 22kW (which are most common in car parks/destinations)

And/Or

Rapid 22 - 50kW (en-route/ destination charging)

- 2.20 Rapid chargers (charging in 1-2 hours) will be considered in appropriate locations as part of a wider portfolio of EVCPs.

- 2.21 TRDC recognise that some car parks may not have the electrical capacity to allow Rapid EVCPs to be installed. In the event that there is not the capacity to provide the supply to the Rapid units, then TRDC would consider installing only Fast charge units.

- 2.22 The Council is seeking a uniformity of design as a standard for installation within its car parks. It is proposed that once installed, TRDC will be the owner of the infrastructure from the District Network Operator (DNO) to the charging unit (underground) and the Change Point Operator (CPO) will be the owner of the charger unit (above ground).

- 2.23 All Electric Vehicle charging points will be compliant with the latest OZEV and OCPP standards and will have regard to the accessibility standards detailed in PAS 1899:2022.

- 2.24 It is envisaged any CPO is fully responsible for the design and installation of the charging unit as well as the maintenance and operation. This includes all software and appropriate applications to enable a successful charge.

- 2.25 Typically, users will charge on visiting the car parks or visitor destinations and charging is available to users for out of hours (overnight in residential areas – such as Rickmansworth) when a car park remains open. The charging points must be publicly accessible with the core users being residents, shoppers, visitors and business employees including residents that have no access to private charging options. All chargers should be publicly available 24/7 unless this is shown non-viable such as in visitor destinations that close to the public overnight.

- 2.26 The draft Electric Vehicle Charging Strategy was approved for public consultation by the General Public Services, Community Safety & Infrastructure committee on the 23 July 2024.

3 Public Consultation Report

- 3.1 The public consultation ran from the 23 August 2024 to 4 October 2024, a period of 6 weeks. The consultation asked 8 closed-ended questions and 1 open-ended question.

- 3.2 The consultation received 454 visits and 40 responses throughout the 6-week period. This is an engagement rate of 10.6% which is largely similar to other council consultations. The consultation was most popular at the start of the 6-week period and near the end of August, the latter likely a result of its inclusion in council email newsletters. 17 respondents opted to skip the optional open-ended question.

- 3.3 The table below summarises the responses received to the closed-ended questions where we asked respondents to what extent they agree with each strategic objective.
- 3.3.1 Strategic objectives 1, 2, 3, 5, 7 saw strong support with over 75% respondents agreeing or strongly agreeing.
- 3.3.2 Strategic objective 4 saw support with 65% respondents agreeing or strongly agreeing, with a proportion of respondents (15%) choosing 'Neither Agree or Disagree'. This could be because the objective is not relevant to them if they have off-street parking.
- 3.3.3 Strategic objective 6 saw support with 72.5% respondents agreeing or strongly agreeing, with a proportion of respondents (10%) choosing 'Neither Agree or Disagree'.
- 3.3.4 Question 8, relating to the method and funding used to deploy chargers, saw support with 72.5% respondents agreeing or strongly agreeing. A proportion of respondents (15%) choosing 'Neither Agree or Disagree'. This could be because the question is not clear enough to be understood without reviewing the strategy document.

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

agile approach able to adapt to changing market trends					
The Electric Vehicle Strategy proposes what method and funding the council will use to deploy Fast and Rapid Chargers, as summarised in the table above. To what extent do you agree with this approach?	4	1	6	10	19

3.4 Question 9 was an open-ended question inviting any comments or feedback on the proposed Electric Vehicle Strategy. 23 responses were received, 17 respondents opted to skip this optional question.

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

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

4 Options and Reasons for Recommendations

4.1 Following a review of the strategy feedback (as detailed in part 3 of this report), officers propose no changes to the Electric Vehicle Charging Strategy. The feedback was overall positive and supportive of the strategy with concerns relating to specific issues created from the installation of EV infrastructure. Officers will record these concerns and review during the site selection process for future EV projects.

5 Policy/Budget Reference and Implications

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

6 Community Safety, Public Health, Customer Services Centre

6.1 None specific.

7 Legal Implications

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

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

8 Financial

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

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

9 Staffing Implications

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

10 Equal Opportunities Implications

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

11 Climate Change and Sustainability Implications

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

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.60

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

12 Communications and Website Implications

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

13 Risk and Health & Safety Implications

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

13.2 The subject of this report is covered by the Regulatory Services Service Plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

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

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

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

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

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

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

14 Recommendation

14.1 It is recommended that:

- i) Members agree the Electric Vehicle Charging Strategy for adoption
- ii) Members agree the Strategy is progressed to Full Council for final adoption

APPENDICES / ATTACHMENTS

Appendix 1: Draft Electric Vehicle Charging Strategy

Appendix 2: Response Data from public consultation

Appendix 3: EqlA

Appendix 4: Sustainability Impact Assessment

Electric Vehicle Charging Strategy

Public Charging Network

DRAFT STRATEGY NOTE

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

A more comprehensive electric vehicle charging strategy could include:

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

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

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

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

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

ELECTRIC VEHICLE CHARGING STRATEGY | PUBLIC CHARGING NETWORK

2024 - 2034

Foreword

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,

Cllr Stephen Giles-Medhurst
Leader, Three Rivers District Council

Cllr Sarah Nelmes
Lead Member for Public Services

1 Introduction

1.1 Background

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.1. Benefits of electric vehicles

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

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

1.2. Barriers to electric vehicle uptake

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

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

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

⁷ Source: Energy Saving Trust

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

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

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

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

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

1.3. Overview of charging

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

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

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

Other variables which can affect the charging speed include:

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

For example:

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

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

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

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

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

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

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

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

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



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



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

1.4. Scope and content of this strategy

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

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

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

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

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

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

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

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

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

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

1.5. Vision

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

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

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

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

1.6. Objectives

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

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

2 Policy Context

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

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

2.1. National policies

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

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

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

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

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

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

2.2. Regional policies

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

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

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

2.3. Local Policies

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

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

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

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

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

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

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

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

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

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

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

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

3 Electric Vehicle Charging in Three Rivers

3.1. Opportunities and challenges

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

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

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

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

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

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

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

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

3.2. Regional electric vehicle ownership

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

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

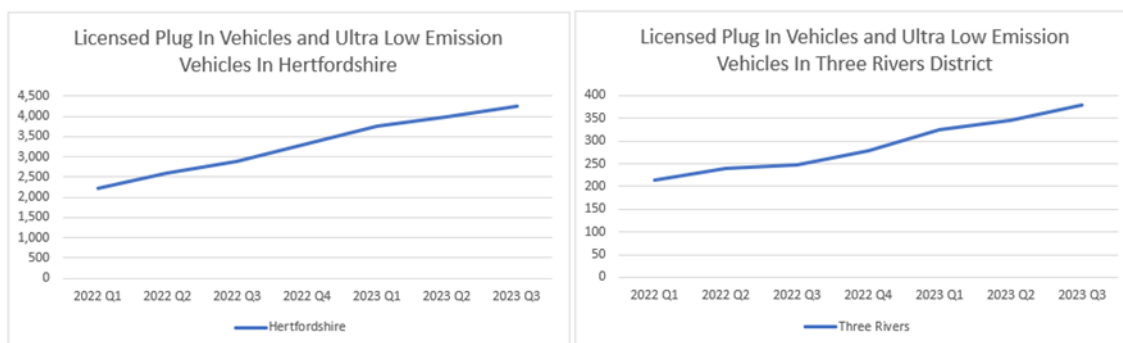


Figure 1

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

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

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

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

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

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

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

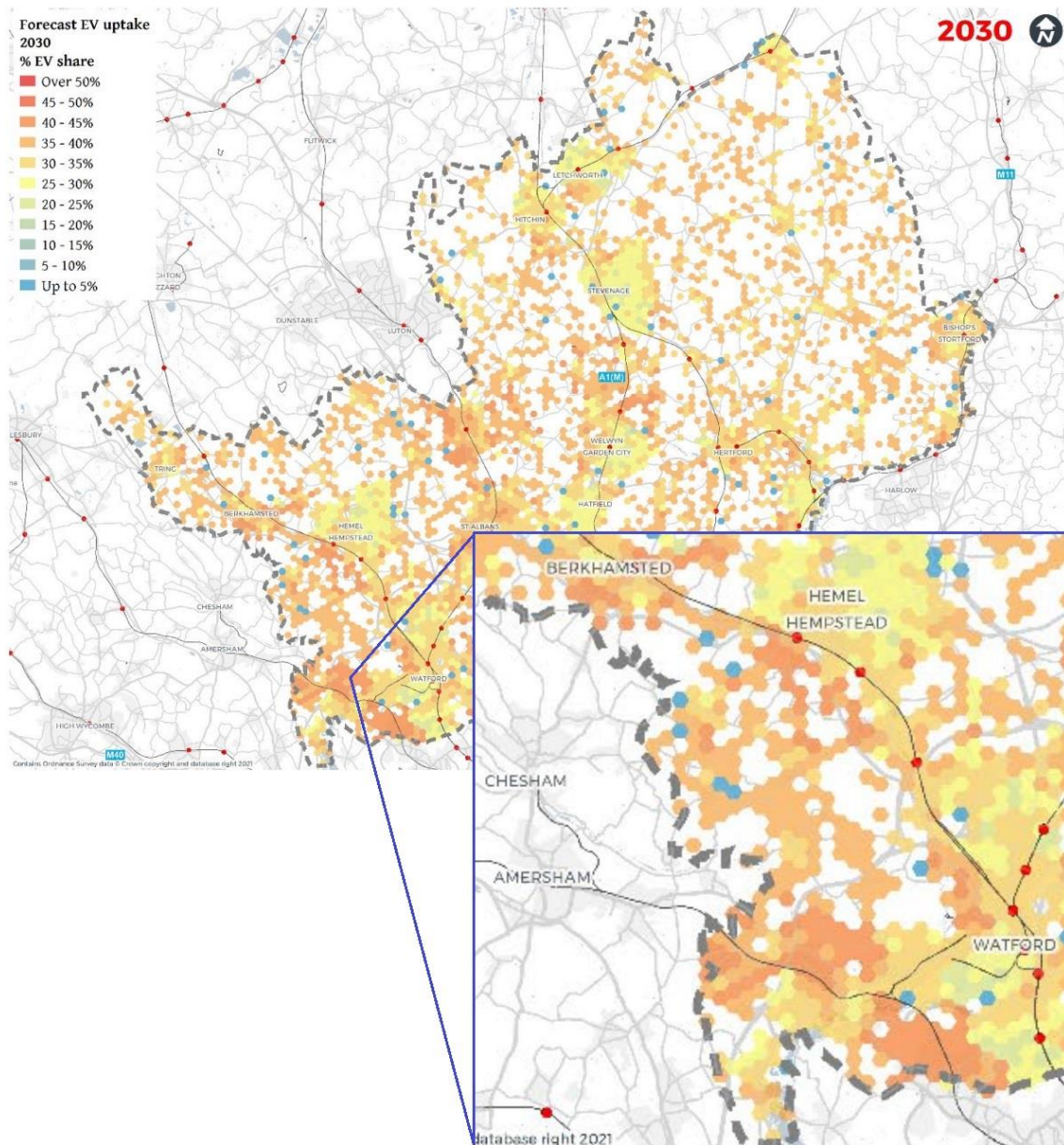


Figure 2

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

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

²⁸ National EV Insight & Strategy tool

3.3. Regional public charger network

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

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

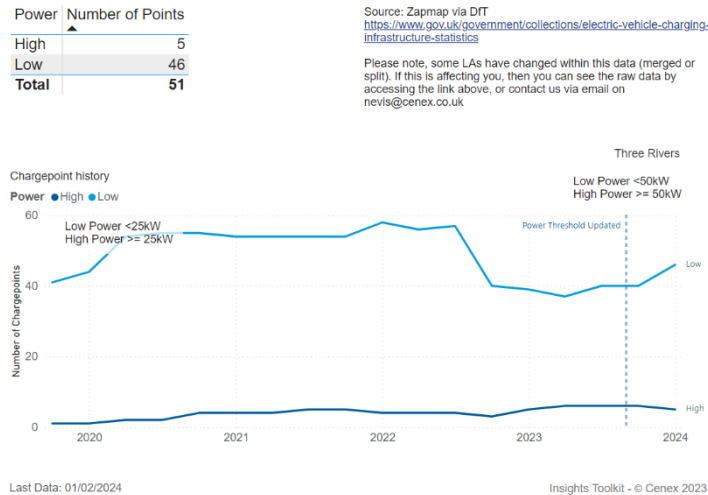


Figure 3

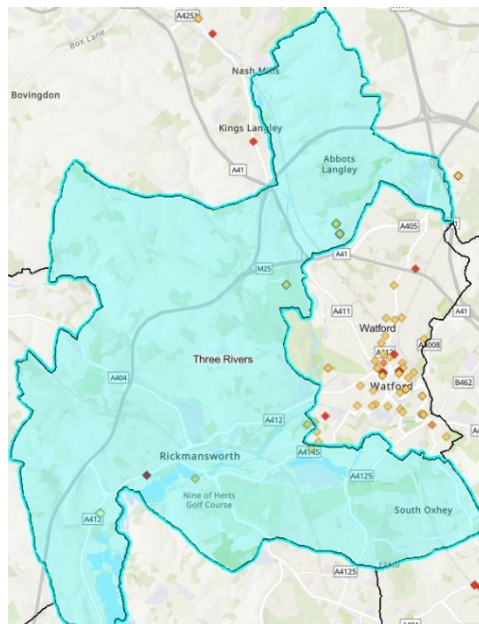


Figure 4

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

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

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

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

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

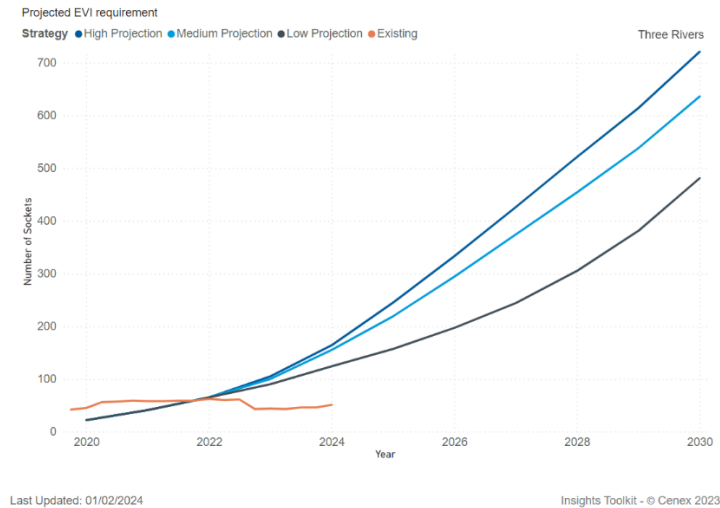


Figure 5

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

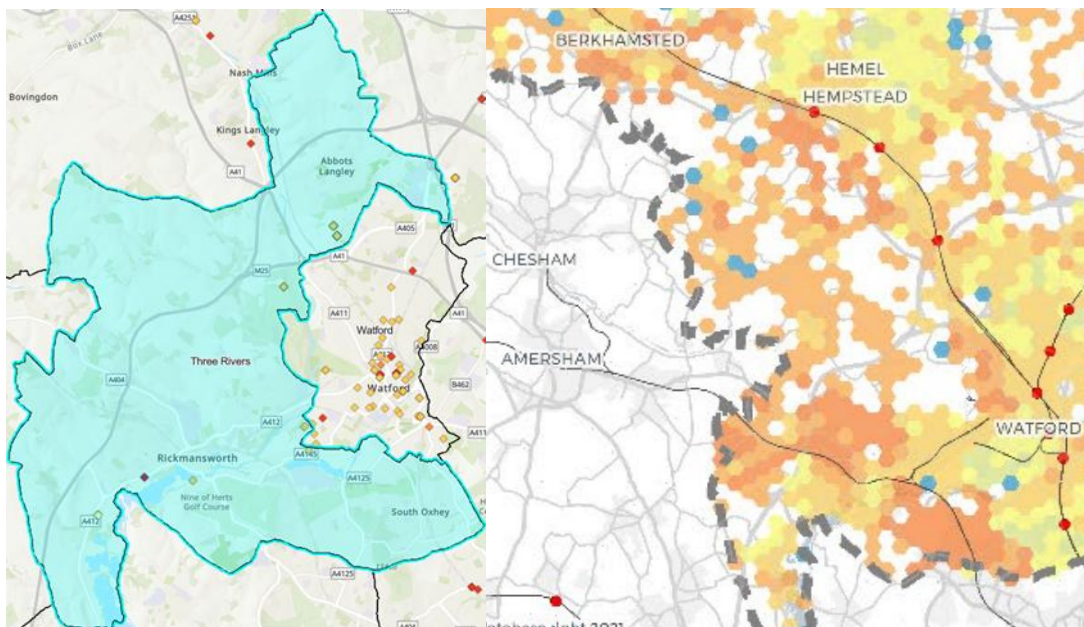


Figure 6

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

4 Public Charger Network Deployment Strategy

4.1. Charger location hierarchy

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

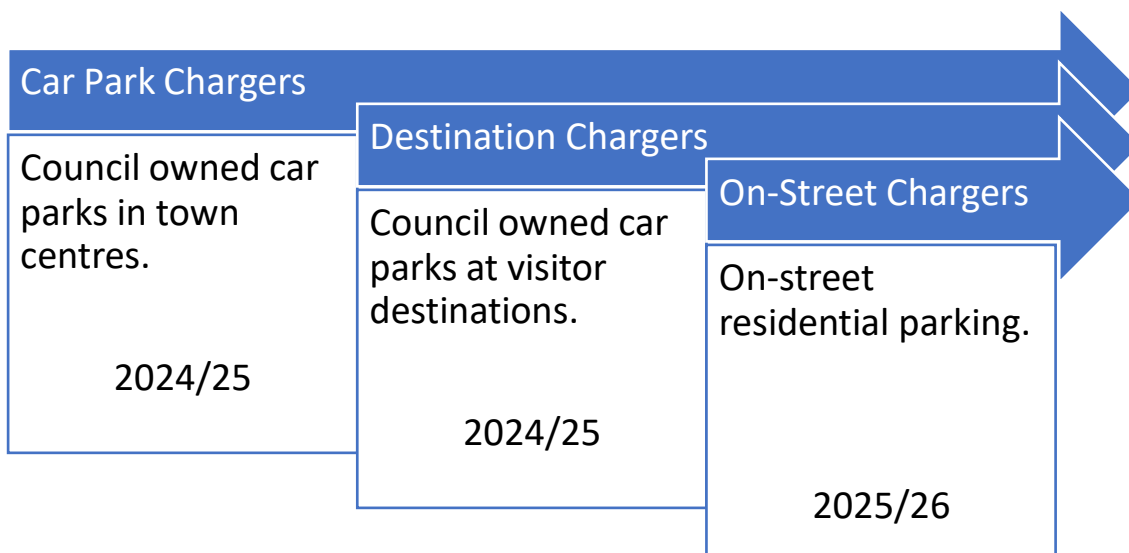


Figure 7

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

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

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

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

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

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

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

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

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

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

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

4.3. On-street chargers at residential parking locations

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

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

5 Funding, deployment, and operational model

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

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

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

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

5.1. Deployment Method

On-Street Residential

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

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

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

Tier 2 councils will:

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

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

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

HCC will:

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

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

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

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

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

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

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

Town Centre Council Owned Car Park

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

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

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

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

Destination Council Owned Car Park

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

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

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

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

5.2. Funding

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

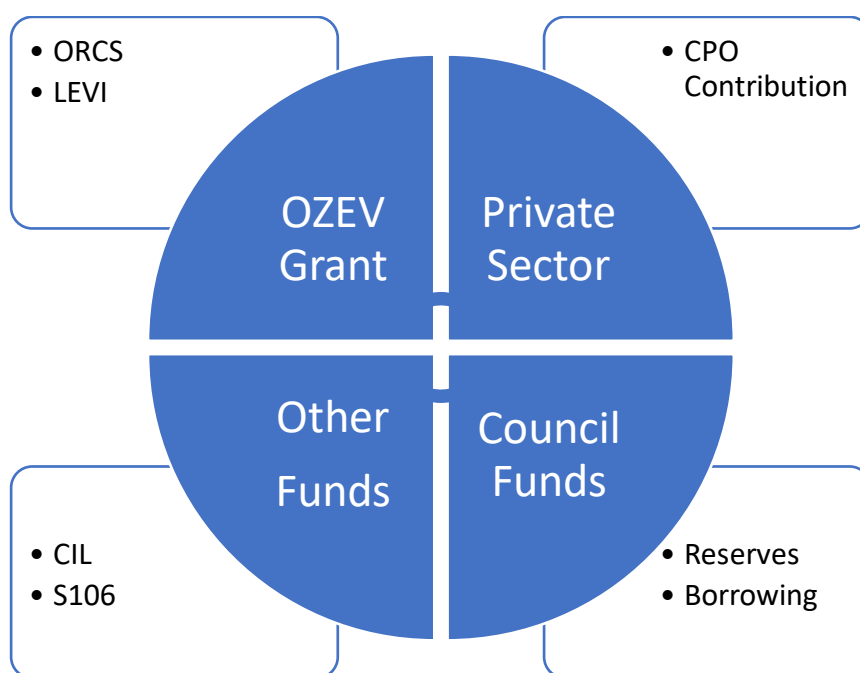


Figure 8

OZEV Grant Funding

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

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

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

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

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

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

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

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

Private Sector Funding

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

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

Council Funds

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

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

Other Funds

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

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

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

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

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

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

5.3. Operational Model

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

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

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

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

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

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

6 Action plan (2024 to 2027)

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

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

Appendix I Abbreviations

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

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Electric Vehicle Strategy Consultation

SURVEY RESPONSE REPORT

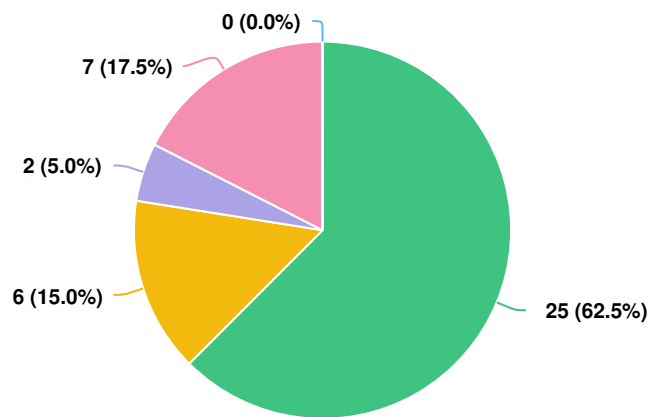
14 June 2023 - 05 November 2024

PROJECT NAME:

Electric Vehicle Strategy Public Consultation

SURVEY QUESTIONS

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

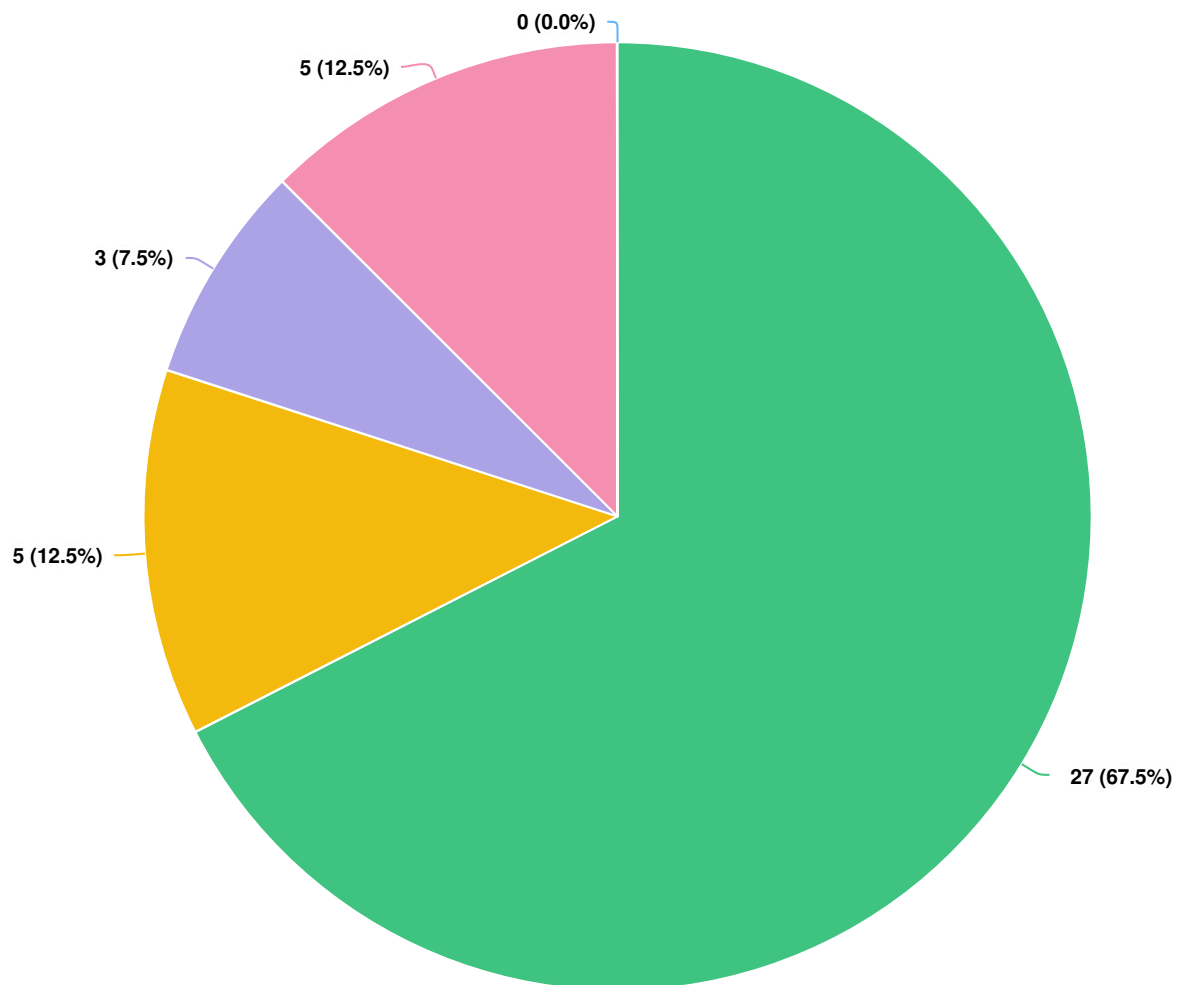


Question options

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

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

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



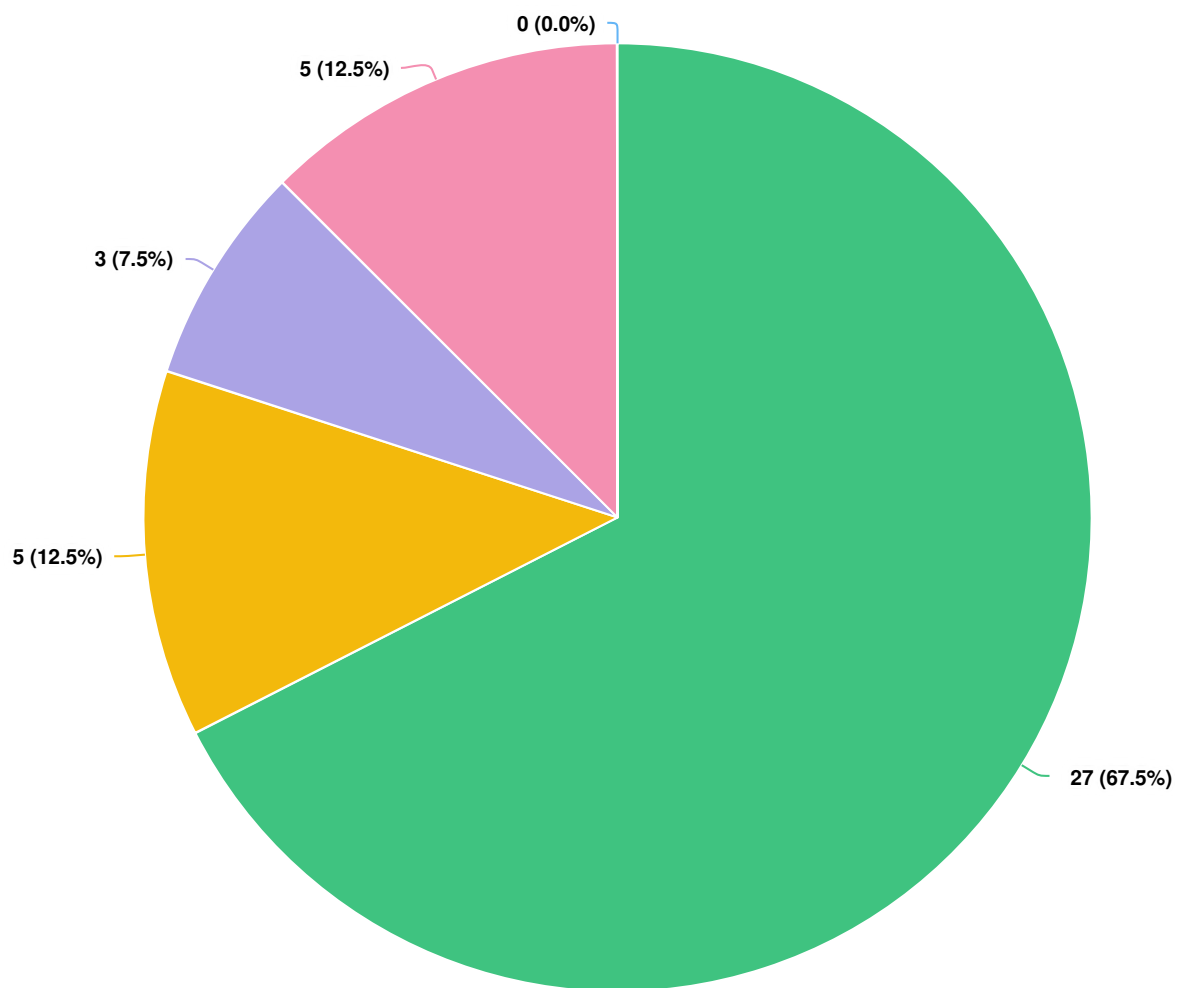
Question options

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

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

Question type: Radio Button Question

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



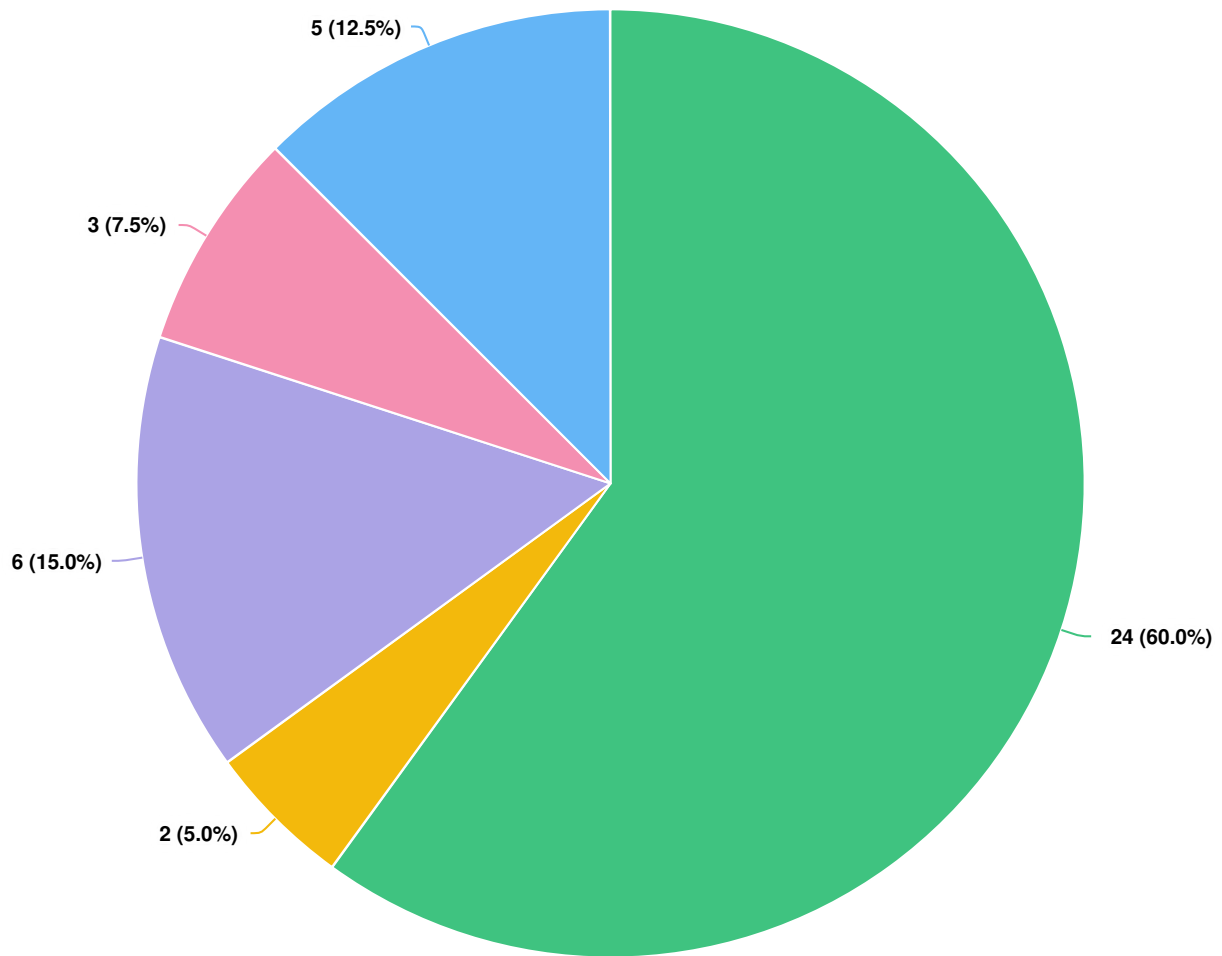
Question options

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

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

Question type: Radio Button Question

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



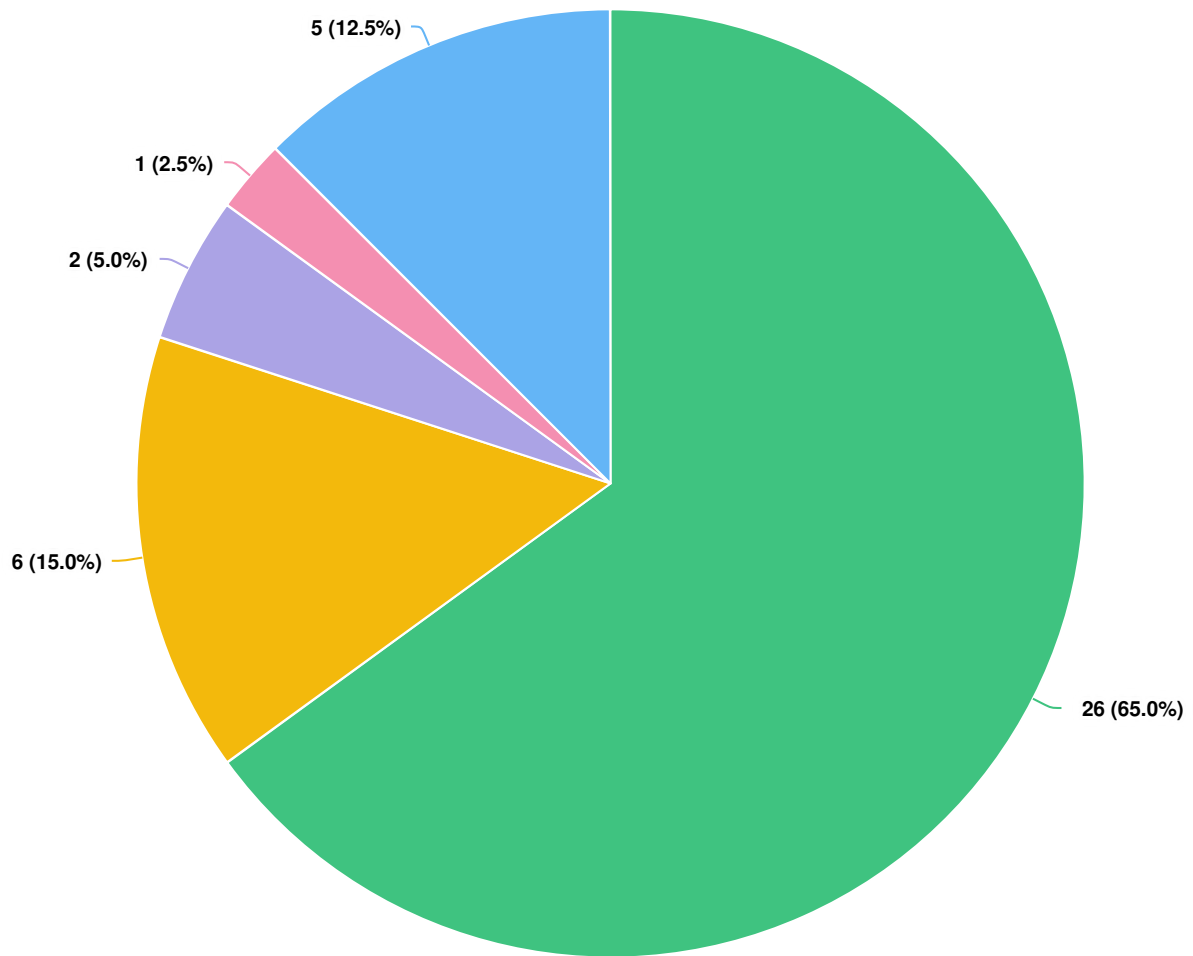
Question options

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

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

Question type: Radio Button Question

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



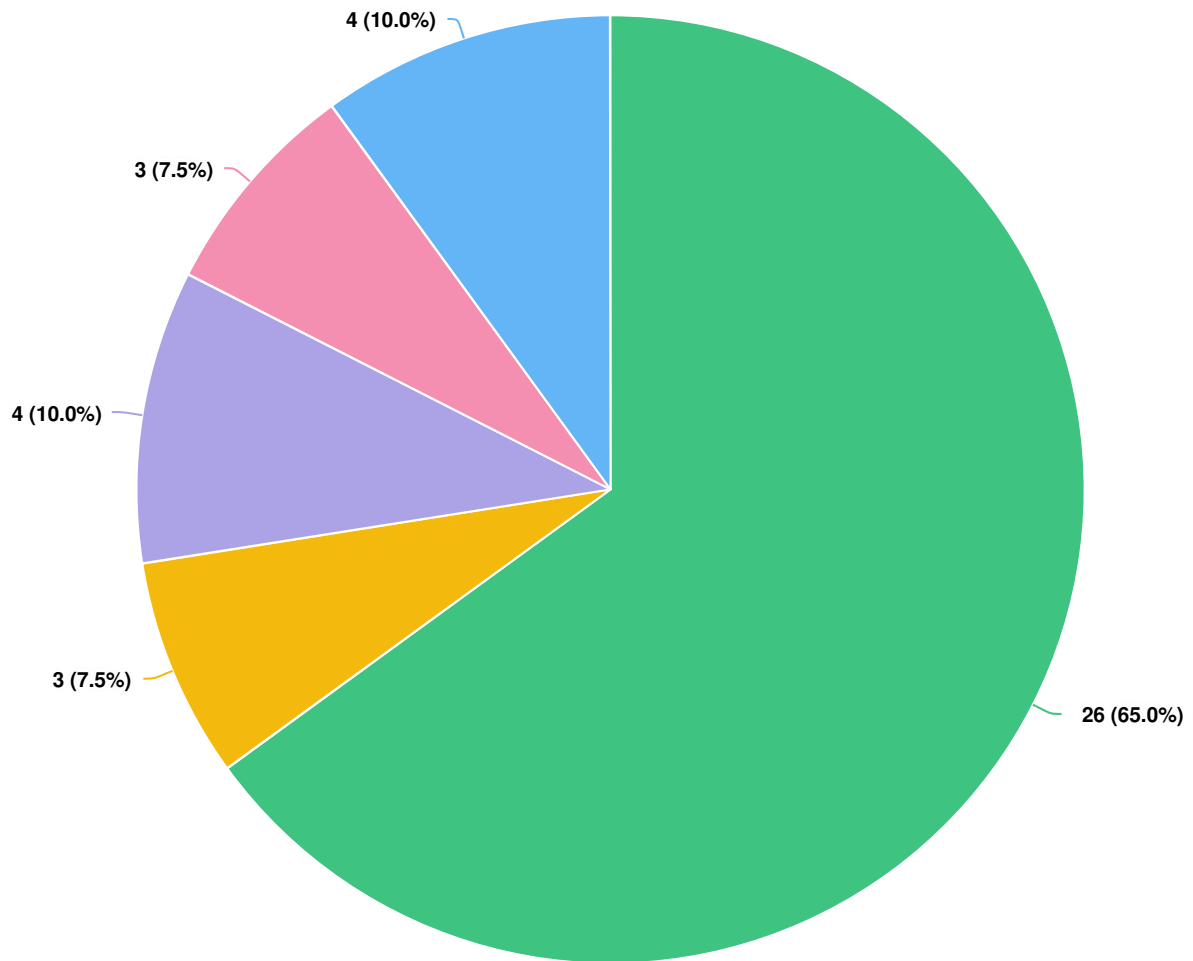
Question options

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

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

Question type: Radio Button Question

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

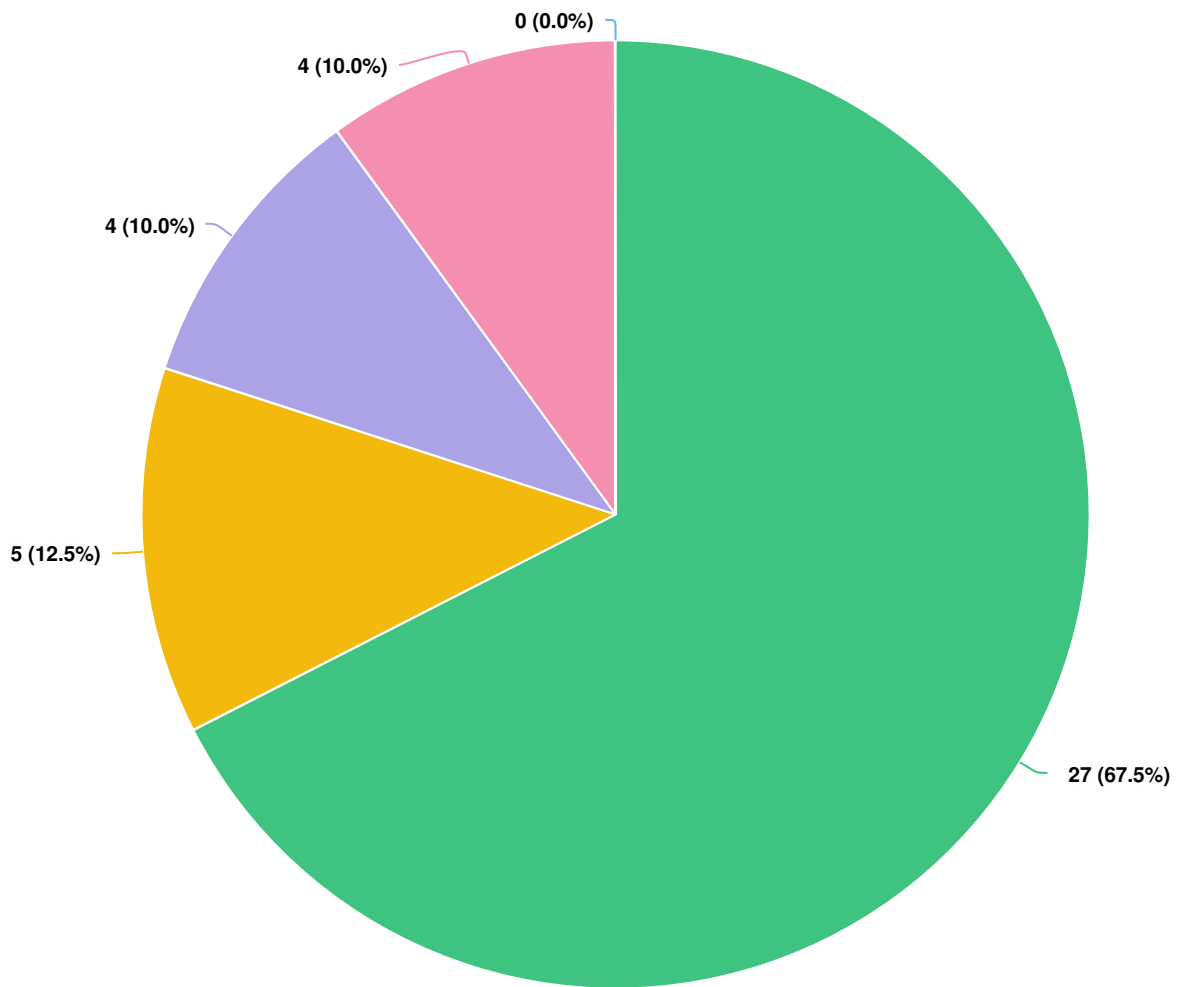


Question options

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

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

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



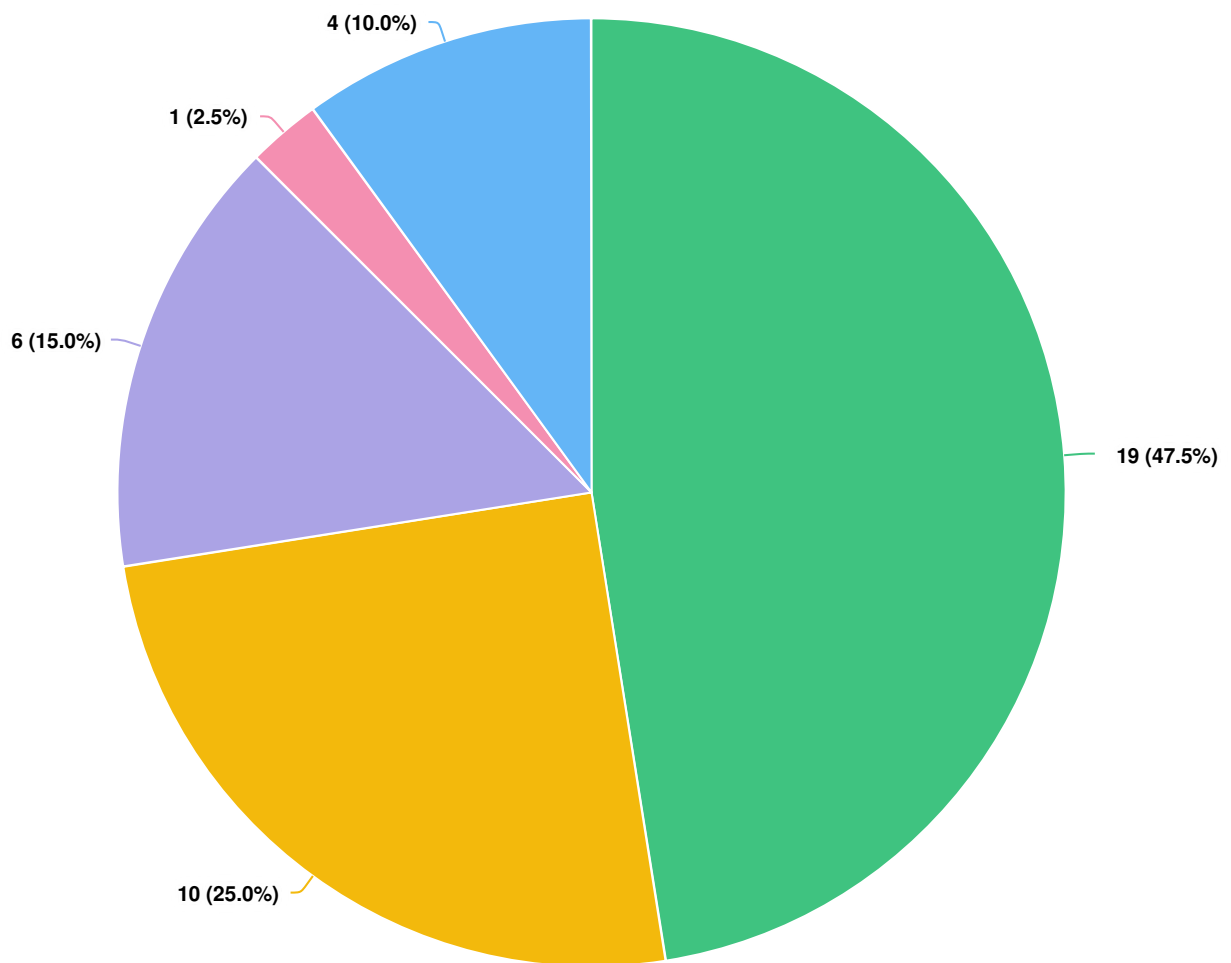
Question options

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

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

Question type: Radio Button Question

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



Question options

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

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

Question type: Radio Button Question

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

Screen Name Redacted

8/23/2024 02:12 PM

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

Screen Name Redacted

8/24/2024 11:05 PM

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

Screen Name Redacted

8/26/2024 12:14 PM

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

Screen Name Redacted

8/27/2024 10:48 AM

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

Screen Name Redacted

8/27/2024 11:10 AM

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

Screen Name Redacted

8/27/2024 12:57 PM

The sooner the better.

Screen Name Redacted

8/27/2024 05:49 PM

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

Screen Name Redacted

Rapid chargers are of less importance and fast chargers more

8/27/2024 11:10 PM

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

Screen Name Redacted

8/28/2024 10:33 AM

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

Screen Name Redacted

8/30/2024 05:23 AM

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

Screen Name Redacted

8/30/2024 10:12 AM

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

Screen Name Redacted

8/30/2024 03:56 PM

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

Screen Name Redacted

8/30/2024 06:36 PM

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

Screen Name Redacted

8/30/2024 06:40 PM

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

Screen Name Redacted

8/31/2024 08:22 AM

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

Screen Name Redacted

9/01/2024 12:43 PM

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

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

Screen Name Redacted

9/01/2024 12:49 PM

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

Screen Name Redacted

9/03/2024 05:49 PM

Parking spaces in the villages are already too limited. Losing even a single space to an EV charging point will add additional strain, more illegal parking and be detrimental to the high street. I object to my tax being used to pay for something I won't use. If people want an EV, they should pay to have one at home at their own expense. With the popularity of EV's falling dramatically, this is likely to be a huge waste of my money by the council. It's far too soon to commit so much money and land to such a scheme.

Screen Name Redacted

9/04/2024 03:44 PM

Most charging will be at home but reasonably priced away from home charging will also be important.

Screen Name Redacted

9/18/2024 02:34 PM

We must look to the future and plan now

Screen Name Redacted

9/27/2024 10:11 AM

Charger on street locations in town and village centres must not take up shopper parking spaces, which threatens the viability of our high street shops, especially in villages. Chargers should be put in car parks, where people can leave their car on charge for a lengthy time, so that shoppers can still park on street and do their shopping.

Screen Name Redacted

9/29/2024 03:29 PM

I object to my council tax being wasted on EV chargers in the district. EV's are not the sole solution and other more viable options exist. There are more important issues the council needs to address than wasting money on Net Zero projects.

Screen Name Redacted

9/29/2024 05:36 PM

The TRDC Electric Vehicle Charging Strategy focuses upon and addresses the need for providing EV charging points in locations accessible by the public. There appears to be no reference or suggested links to any current, emerging or planned TRDC policy to encourage EV charging points funded by private residents and

installed on their properties. And for TRDC to recognise a policy should include the production of guidelines for residents on an effective method on how to apply for applications for and obtain the associated Planning and Listed Building Consent for listed buildings or buildings located in Conservation Areas. Articles and significant comments can be found online regarding long delays and difficulties experienced by residents making such applications to Local Authorities in other areas

Optional question (23 response(s), 17 skipped)

Question type: Essay Question

Short Equality Impact and Outcome Assessment (EIA)

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how all our work as a council might impact differently on different groups²

They help us make good decisions and evidence how we have reached these decisions.³

See end notes for full guidance. For further support or advice please contact the Community Partnerships Team

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed⁴

Title ⁵	EV Charging Strategy	ID No ⁶	RS002
Team/Service ⁷	Transport and Parking Projects		
Focus of EIA ⁸	Officers have been exploring opportunities to install Electric Vehicle Charge Points (EVCP) in council owned car parks using external government grants and/or Community Infrastructure Levy (CIL) funding. Alongside this process a draft EV charging Strategy has been developed. The Strategy sets out how the Council will roll-out a public electric vehicle charging network across council owned car parks and on-street residential parking in the district over the next 10 years (with an accompanying 3 year action plan). The outcome for the Council and the District is to make substantive reductions in carbon emissions which will help improve air quality in the District and contribute towards a core objective of the new Corporate Framework which is to achieve carbon net zero and be climate resilient.		
Assessment of overall impacts and any further recommendations ⁹			
The aim of this Strategy is to maximise equality and inclusion, which is a co-benefit for tackling emissions because everyone, no matter what their protected characteristic maybe, is critical in tackling the climate emergency. In addition TRDC want to provide electric charging infrastructure, initially in car parks, to support residents and encourage shoppers and other visitors to local facilities and businesses.			
The total number of Ultra Low Emissions Vehicles (ULEVs) and Plug In Vehicles (PiVs) in Hertfordshire at the end of Q3 2022 was 4,261 according to Government data			

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

¹ <https://www.gov.uk/government/statistical-data-sets/vehicle-licensing-statistics-data-tables>

² <https://www.hertfordshire.gov.uk/doc/roads/ev-strategy-summary.pdf>

Impact of the Strategy on the following protected characteristics:

- Age – Positive and Negative. Evidence: People who are more dependent on a car due to age factors will need to be able to access electric vehicle charging points. However, ability to access EV chargers maybe challenging to some (strength and dexterity) (elderly and those with a disability) if charging infrastructure is heavy/difficult to insert into the sockets or the technology is difficult to use.
- Disability – Positive and Negative. Evidence: People who are dependent on the car due to a disability will need to be able to access electric vehicle charging points. See above.
- Gender reassignment - Neutral - not a factor in adoption and delivery of the Strategy
- Marriage or civil partnership (in employment only) - not a factor in adoption and delivery of the Strategy
- Pregnancy and maternity - not a factor in adoption and delivery of the Strategy albeit similar consideration to age/disability regarding use of infrastructure if heavy/challenging to connect.
- Race - not a factor in adoption and delivery Strategy
- Religion or belief - not a factor in adoption and delivery of the Strategy
- Sex - not a factor in adoption and delivery of the Strategy
- Sexual orientation - not a factor in adoption and delivery of the Strategy

Potential Issues

- Accessibility - since the delivery of EV charging points involves assets being added to the street scene, ensuring accessibility is key. The British Standards Institute launched the PAS 1899:2022 in October 2022 which has sought to make recommendations of how accessible public electric vehicle charging points should be delivered.

Mitigating Actions

- These are recommendations and are not yet mandatory but where possible provide a basis for how to deliver charging points in an accessible way. We should consider these recommendations as part of the EV Charging proposals and within future procurement of EV charging points. Design out trip hazards.
- Charge point design and placement (e.g. bay layout) compliance to PAS 1899:22 will be set out in the procurement criteria when appointing a Charge Point Operator.

<ul style="list-style-type: none"> • Disability – the provision of disabled bays which also provide access to charging infrastructure. • Technology - The scheme is a digital service and accessed via smart phone. We know that older people are less likely to have a smartphone than the population as a whole and, overall, are less likely to be digitally enabled/confident. • The service is cashless and debited to the passenger’s card/bank account via the App only. Around 1.5 million people in the UK do not have bank accounts. Impacting on residents with lower incomes. • Cost – Low-income residents ability to pay for both parking and charging. 	<ul style="list-style-type: none"> • On-street EV charging points will be installed following the Hertfordshire County Council siting criteria which sets out a range of guidelines to ensure accessibility and safety. • Disabled bays with EV charging provision will be deployed wherever feasible and practicable. EV parking bays will be laid out as per PAS 1899:22. • Increasingly, contactless payment is available, but is dependent on the Charge Point Operator and if they offer that charge point functionality. Contactless payment functionality will be considered in the procurement process when appointing a Charge Point Operator. • Work closely with Strategy and Partnerships team to signpost people to digital literacy courses, and award data if required following allocation through Good Things Foundation. • The price of charging is set by the Charge Point Operator. However, regional price benchmarking will be included in the charge point specification and will require the Charge Point Operator to prove their prices are aligned to other providers in the region.
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Actions Planned ¹⁰

The introduction of EV charging infrastructure in the Council owned car parks is a core component to enable the council to achieve net zero. All electric vehicle owners will be able to access charge points, with positive benefits for those who are reliant on using a car rather than other means of transport due to factors such as age or disability.

In delivery of the project and in awarding an external contract for the delivery of any EV proposals consideration will be given to the potential issues and mitigating actions detailed above.

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

Equality Impact Assessment officer: Kimberley Rowley

Date:

Equalities Lead Officer:

Date:

Guidance end-notes

¹ The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- Real Consideration: the duty must be an integral and rigorous part of your decision-making and influence the process. • Sufficient Information: you must assess what information you have and what is needed to give proper consideration.
- No delegation: the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- Review: the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- Proper Record Keeping: to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a tool to help us comply with our equality duty and as a record that to demonstrate that we have done so.

² **Our duties in the Equality Act 2010**

As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership).

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:

- avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- promote equality of opportunity. This means the need to: – Remove or minimise disadvantages suffered by equality groups – Take steps to meet the needs of equality groups – Encourage equality groups to participate in public life or any other activity where participation is disproportionately low – Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- foster good relations between people who share a protected characteristic and those who do not. This means: – Tackle prejudice – Promote understanding

³ EIAs are always proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

⁴ When to complete an EIA:

- When planning or developing a new service, policy or strategy

-
- When reviewing an existing service, policy or strategy
 - When ending or substantially changing a service, policy or strategy
 - When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?

How vulnerable are the people (potentially) affected? If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

⁵ **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

⁶ **ID no:** The unique reference for this EIA. This will be added by Community Partnerships

⁷ **Team/Service:** Main team responsible for the policy, practice, service or function being assessed

⁸ **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.

-
- How does it fit with other services?
 - Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
 - What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
 - What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

⁹ **Assessment of overall impacts and any further recommendations**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
- Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

¹⁰ **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

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TRDC Climate and Sustainability Impact Assessment

This toolkit is a self-assessment to help providers of goods, services or projects to the Council, and grant or Community Infrastructure Levy (CIL) applicants assess the environmental impact of their proposals. Applicants should think about how their project, goods or services align with Three Rivers' Climate Emergency and Sustainability Strategy. The toolkit also supports the sustainability section on a procurement tender.

How to use the tool

The self-assessment tool is intended to help authors reflect critically on their project, goods, or services' environmental impact. We envision this tool will be used early in the design of a project to identify areas where environmental harms can be mitigated, and environmental benefits enhanced. Once you are happy that your proposal is optimised, complete this form and return it with your project submission.

The next tab presents a set of questions about the proposal covering a range of sustainability criteria. Each answer is colour-coded to indicate its environmental impact as below:



Colour code	Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some negative impacts sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review these aspects and find mitigation
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Once you've selected your answer in the "Impact" column (C), then give the relevant score in the "Score" column (E). Higher scores indicate more sustainable proposals.

Against each area, the assessment presents prompts to highlight best practice suggestions and enable consideration of how adverse environmental impacts could be mitigated on a project.

This Toolkit was inspired by Jim Cunningham's "Climate Implications Toolkit" from Hammersmith and Fulham Council, and developed by officers of Three Rivers District Council.

Version Date

1

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review these aspects and find mitigations.
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for Use:

Please answer all questions from the drop-down options in the 'Impact' column (C), including 'Not applicable' as needed.

Please email your completed copy of the form to CIL@threeivers.gov.uk

Key to the colour coding of answers can be found at the top of the page.

Name of project/policy/procurement and date:	ELECTRIC VEHICLE STRATEGY
Brief description (1-2 sentences):	A Three Rivers District Council document outlining an electric vehicle charging strategy for a public charging network covering council owned car parks and on-street residential parking.

Homes, buildings, infrastructure, equipment and energy

Question	Impact (select from list)	Score (-1 to 4)	Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	energy projects in particular car park solar arrays, where possible opt for a renewable energy provider/tariff	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	This strategy is essential to the council's contribution to transitioning the transport industry to zero emission vehicles	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
3 Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Increases the utilisation of existing council land/ carparks	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
4 Will any new building constructed or refurbished be highly energy efficient in use? E.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent"	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	No direct changes to buildings embedded carbon of installation. Priorisation has been given to sites which require lower DNO alterations. Charging Point Operator to provide 'green' credentials of materials constructed off site ready for install to the 'passive' charging infrastructure. Operator/ installer to share details of estimated carbon impact of installation of passive and above energy generation but does support the transition to a renewable energy transport infrastructure. Explore opportunities to pair with community energy projects in particular	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
5 Does this make use of sustainable materials / inputs in your project? E.g. re-used or recycled construction materials, timber in place of concrete	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
6 Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3		Strong positive impacts for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Charging Point Operator to share details on energy efficiency/ charging losses of the proposed charging points.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		2.86			3.60

Ways to optimise sustainability and work towards net-zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improvement in EPC ratings.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heat Networks where appropriate.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances.
- Install low-energy (LED) lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Travel

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9 Reducing travel: what effect will this project have on overall vehicle use?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Whilst this strategy will not reduce vehicle use, it supports the transition to more sustainable, zero emission vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
10 Will this project use petrol or diesel vehicles?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	As part of the installation and maintenance of charging points it likely that ICE vehicles will be used. Explore opportunities to mitigate this with EVCP provider.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
11 Will this project support people to use active or low-carbon transport? E.g. cycling, walking, switching to electric transport	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Whilst this strategy will not reduce vehicle use, it supports the transition to more sustainable, zero emission vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
12 Will this project be easily accessible for all by foot, bike, or public transport, including for disabled people?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	All charging points will be compliant with accessibility standards detailed in PAS 1899:2022	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13 Has the project taken steps to reduce traffic? E.g. Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		3.50			4.00

Ways to optimise sustainability and work towards net-zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. re-timing the service or deliveries

Goods and Consumption

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14 Has this project considered ways to re-use existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
15 Does the project reduce reliance on buying newly manufactured goods? E.g. repair and re-use; sharing and lending goods between services or people, leasing or product-as-a-service rather than ownership	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Further plans for a wider scope strategy to also cover car sharing schemes is planned and referenced in this strategy.	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
16 Does the project use products and resources that are re-used, recycled, or renewable?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Transitions transport away from fossil fuels to the electric grid which is able to become renewable.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

Ways to optimise sustainability and work towards net-zero carbon:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Ensure meat and dairy is high-quality, high-welfare, if procured or consumed.
- Choose seasonal and locally sourced produce, and plant-rich meals.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

17	Does the project enable others to make sustainable choices within their lifestyles, or engage people about this?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Enables and encourages the uptake of zero emission vehicles through the provision of charging infrastructure and reliable information on the transition to EVs	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18	Does the project have a plan to reduce waste sent to landfill in manufacture?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Establish waste management process with EVCP provider/ installer	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
19	Will the material(s) used on the project be able to be re-used, re-purposed, or recycled at end of its life?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	repairability considered as part of construction design. EV's generally have less wear and tear parts than ICE vehicles and EV	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
20	Has the project taken steps to ensure any food offered or consumed is more sustainable? E.g. less and high-quality (high welfare) meat and dairy, minimise food waste, seasonal and locally sourced produce.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score			3.25			4.00

Ecology						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
22	Does the project create more habitat for nature? E.g. planting native plants, trees, and flowers, creation of ponds or wetlands, provision of bird or bat boxes, installation of log piles or insect hotels	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
23	Does the project make changes to existing habitats or have a negative impact on biodiversity? E.g. use of pesticides, reduced extent and variety of plants, planting non-native species, light pollution, noise pollution, water pollution, disturbance to habitat, soil erosion, fragmentation of habitat	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
24	Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Placement of the carparks at green spaces encourages the use of these community spaces.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4			4

Adaptation						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
25	Does any planned project, construction or building include measures to conserve water? E.g. low-flow taps and showerheads, water-efficient devices	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
26	Does the project consider how to protect people from the effects of extreme weather? E.g. including shading to prevent overheating	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
27	Has any planned building work or infrastructure on the project considered how to mitigate flood risk? E.g. implementing Sustainable Drainage Systems (SuDS), de-paving areas, installing green roofs	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
28	Does any planned building work or infrastructure on the project increase the total surface area covered by hard surfacing (as opposed to green or permeable surfacing)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	EVCPs will be built on existing hard standing areas.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
29	Has the project considered its own resilience to extreme heat, flooding, or drought resulting from climate change?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	drainage and flood resistance at carpark locations currently or likely to be susceptible to flooding.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Average Score			2.0			3.00

Engagement and Influence						
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)	
30	Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take to mitigate and adapt to these?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	This Strategy is a pivotal part of the councils Climate Change and Sustainability Strategy in promoting more sustainable transport in the district. The growing availability of EVCPs, information provision and other associated projects will support public opinion on the viability of electric vehicles.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4			4
Total Overall Average Score			3.27			3.8

Ways to optimise sustainability and work towards net-zero carbon:

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

Ways to optimise sustainability and work towards net-zero carbon:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Capture and re-use rainwater where possible e.g. water butts for use in car washing, watering garden, toilets
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SuDS).
- Plant drought-tolerant plants and mulch landscapes to avoid water loss through evaporation.

Ways to optimise sustainability and work towards net-zero carbon:

- 'Make every contact count' by using contact points with residents, businesses and community groups to promote understanding of the climate and ecological emergencies.

Now the assessment is complete, please include a copy of the completed assessment as part of your CIL application, and submit a copy of the form by email to Joanna.Hewitson@threeivers.gov.uk

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.60
Travel	4.00
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.00
Engagement and Influence	4
Total Overall Average Score	3.8

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Policy and Resources Committee – 27 January 2025

8. FINANCIAL PLANNING - RECOMMENDATIONS

(DoF)

1. Summary

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

2. Details

Context

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

Revenue Budget

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

Capital Strategy and Investment Programme

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

3. Options/Reasons for Recommendation

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

4. Policy/Budget Reference and Implications

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

5. Equal Opportunities Implications

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

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

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

6. Financial Implications

- 6.1 The key financial implications for the Council are: -

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

7. Legal Implications

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

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

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

8. Risk Management Implications

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

9. Recommendations

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

Appendices

Appendix 1 Equality Impact Assessment Relevance Test

Report prepared by:

Sally Riley - Finance Business Partner

Alison Scott – Director of Finance

Background Papers:

2024/25 Budget Monitoring Reports

Fees & Charges Reports to Council for 2025/26

2025-28 Financial Planning Report

Form A – Relevance Test

Function/Service Being Assessed: Financial Planning 2025/26

Officer completing form: Sally Riley

Date of completion: 16 December 2024

1. Populations served/affected:

Universal (service covering all residents)?

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

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

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

1 – Eliminating discrimination, harassment and victimisation

2 – Advancing equality of opportunity

3 – Fostering good relations

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

Yes

No

Which equality categories are affected?

Race

Age

Sexual Orientation

Disability

Sex

Religion

Gender reassignment

Marriage / civil partnership

Maternity / Pregnancy

3. What is the degree of relevance?

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

- Yes (specify which categories)
- No (specify which categories)

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

- Yes
- No

4. Conclusion

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

- Yes
- No

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

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Policy and Resources Committee – 27 January 2025

5. FINANCIAL PLANNING – REVENUE SERVICES

(DoF)

1 Summary

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

MEDIUM TERM FINANCIAL PLAN 2024/25 to 2027/28

Funding	2024/25					2025/26	2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,262,427)	(8,594,564)	(8,939,869)
<i>Parish Precepts (£)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>
Total Taxation (£)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,485,496)	(10,763,018)	(11,095,155)	(11,440,460)
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	2,049,852	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,500)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(273,000)	(300,000)	(300,000)
Total Grant Funding (£)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,423,103)	(3,264,908)	(2,995,000)	(2,795,000)
Total Taxation & Grant Funding (£)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(13,908,598)	(14,027,926)	(14,090,155)	(14,235,460)

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

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

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

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

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

2024/25 Forecast Position

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fees, Charges and Rents

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

Funding the Revenue Budget

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

Business rates

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

Un-ringfenced Government Grant

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

Council Tax for 2025/26

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

Council Tax Base

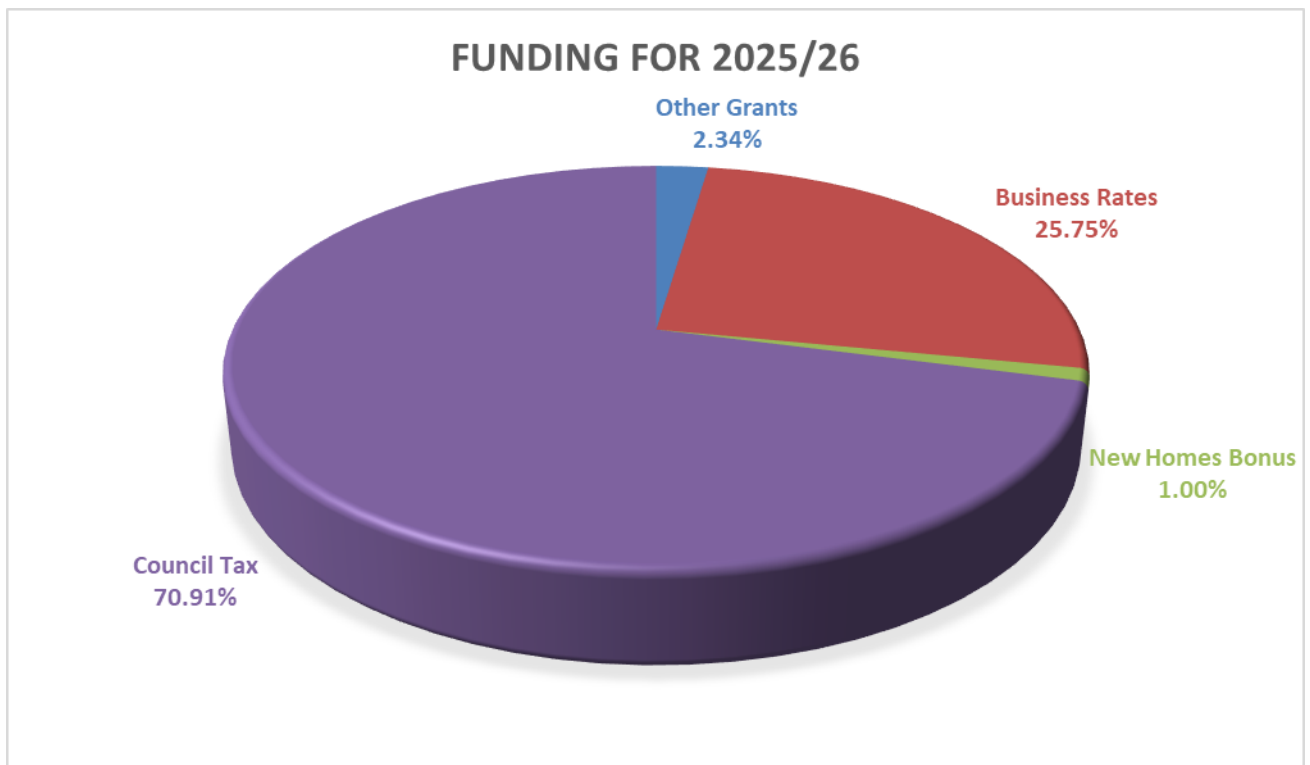
- 3.26 The Council Tax base for 2025/26 was set at the Council meeting on the 10 December 2024 and totalled 40,038.9.
- 3.27 A further increase of 1.0% is assumed for tax base growth in 2026/27 and 2027/28 in the MTFP. Despite this being higher than growth in 2024/25 and 2025/26, this remains a prudent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

Local Council Tax Reduction Scheme

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

Collection Fund

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



Draft Revenue Estimates and General Fund Balance

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

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

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

4 Options/Reasons for Recommendation

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

5 Policy/Budget Reference and Implications

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

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

6.1 See agenda item 8. Financial Planning Recommendations.

7 Financial Implications

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

8 Legal Implications

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

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

9 Staffing Implications

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

10 Risk Management Implications

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

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

11 Recommendation

11.1 That the report be noted.

Report prepared by: Sally Riley – Finance Business Partner

Checked by: Alison Scott – Director of Finance

Background Papers

Reports and Minutes of the Policy and Resources Committee and Council

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

Appendices

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

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

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

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

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

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

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

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

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

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

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

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

General Public Services, Community Safety and Infrastructure						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Development Management	Income	Income budget required for Enforcement fees from direct action	(6,129)	0	0	0
Development Plans	Supplies and Services	Increased budget required for Local Plan evidence work	45,000	0	0	0
	Income	Historical budgets for Publications and training course fees are no longer required	3,800	3,800	3,800	3,800
Total Economic Development & Planning Policy			42,671	3,800	3,800	3,800
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Licensing	Income	Reduction in income reported of £14,000 for Vehicles-Private Hire due to declining number of applications	14,000	0	0	0
Total Community Partnerships			14,000	0	0	0
Total General Public Services, Community Safety and Infrastructure			56,671	3,800	3,800	3,800
Climate Change, Leisure and Housing						
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Aquadrome	Premises	Increase in budgets required of £5,000 for survey of the road bridge, £16,500 for works to the sewage pumps and £22,120 for electricity due to the increase cost from supplier	43,620	0	0	0
Total Leisure			43,620	0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2025/26 £	2026/27 £
Rent Deposit Guarantee Scheme	Premises	Demand led service, full budget not required this year	(3,000)	0	0	0
Total Housing, Public Health and Wellbeing			(3,000)	0	0	0
Total Climate Change, Leisure and Housing			40,620	0	0	0

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

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

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

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

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

RESERVES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL AND BUDGETARY KEY RISKS

APPENDIX 6

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	The Budget has announced additional resources for local government but has been clear that this will be directed to those authorities with the highest need and lowest ability to raise resources, which is unlikely to include Three Rivers. This appears as item no.8 in the Council's strategic risk register.	3	4	12	The Council maintains a healthy level of balances and continues to actively monitor its budgets, taking action in year where necessary. Currently the Council is benefitting from a high level of interest income due to higher than anticipated interest rates and high levels of cash balances.	Head of Finance	3	2	6	↓	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial Resilience Indicators.	Heads of Service/ Head of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The 2024/25 pay award has been agreed at the employers offer and below that allowed for in the contingency.	2	3	6	The pay award is fully covered by the contingency within the budget. The MTFP contains an allowance for next year at slightly below this year's level. Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	2	2	4	↓	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back to balance.	Head of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/Head of Finance	2	2	4	→	Monitor future inflation projections. Actively manage budgets and contracts to contain inflation. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back to balance.	Head of Finance	Continuous
Jan-15	FIN10	Director of Finance	Budgetary	Interest rates increase or decrease resulting in significant variations in estimated interest income (investments) or interest expense (borrowing)	The Council remains cash positive so is experiencing a short term benefit from higher interest rates. Over the longer term rates are expected to come down allowing the Council to borrow for future capital projects.	3	2	6	The Council has a Treasury Management Strategy which is reviewed annually. The Council is looking to lend out over a longer period to maximised the benefit from temporary higher rates.	Head of Finance	3	2	6	→	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Head of Finance	2	2	4	→	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vatble	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	→	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFS agreed for next three years	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	→	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	Continuous
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks.	Thurrock has recently issued proceedings against 23 members of APSE. Whilst the Council is not one of these three it is an APSE member and may be drawn in at a later date. An initial estimate has been made of the maximum potential	3	3	9	Council procedures are adhered to. These will be reviewed in respect of member orgainsation and advice issued.	Solicitor to the Council	2	3	6	↑	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Pooling has been announced for 2025/26 and the Council is part of the Hertfordshire bid. The VOA has amended the Warner Bros rates valuation which negates the appeal risk. Business Rate reset has been announced for 2026/27	4	4	16	Maintain reserves against risk.	Head of Finance	4	2	8	↓	Hertfordshire CFOs continue to work with LG Futures to assess the impact on individual Councils in Hertfordshire and the impact on the ability to create a business rate pool for 2025/26. The scale of appeals is still unknown but this is likely to become clearer over the next 24 months as transitional relief reduces for businesses impacted by the increase in rateable value	Director of Finance	Continuous
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality occurring during any downtime. BCPs have recently been updated.	3	2	6	System migrated to latest version. Payments system updated.	Head of Finance	1	2	2	→	Monitor reliability	Head of Finance	Continuous
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its investment.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	→	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial investment.	3	2	6	Oversight mechanisms put in place to ensure oversight by PIB.	Head of Finance	2	2	4	→	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	→	The Finance team is currently fully staffed. All staff have an annual Personal Development Review which contains smart objectives including objectives related to career development and identification of training needs and	Chief Executive/ Director of Finance	Continuous

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Policy and Resources Committee – 27 January 2025

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

(DoF)

1. Summary

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

2. Details

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

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

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

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

Capital Investment Programme – Expenditure

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

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

2.5 Property, plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the

revenue account when it is incurred.

2.6 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.

2.7 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.

2.8 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.

2.9 **Appendix 1** shows the 2024/25 revised capital budget and draft capital budgets for the period 2025/26 to 2027/28. The appendix contains the title, description and officers' comments relating to the progress of the 2024/25 schemes. A summary of the proposed capital programme is set out in the following table:

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

2.11 The £9.823M for major projects mostly relates to the Local Authority Housing Fund projects to accept grant funding from the Government to support the delivery of additional homes through Three Rivers Homes Ltd.

2.13 Following the re-phasing, the capital programme for 2024/25 now totals **£20.158m**. The services capital programme included in MTFP shows schemes totalling **£4.175m** in 2025/26; **£3.832m** in 2026/27 and **£3.794m** in 2027/28.

2.14 The larger capital schemes over the next three financial years include:

- Disabled Facility Grants - £1.758m
- Waste and Recycling Vehicles - £2.400m
- Replacement Grounds Maintenance Vehicles – £1.620m
- Garage Improvements - £0.450m

2.15 There is a proposal for Five new schemes for 2025/26:

- Watersmeet Fire Doors- £0.075m
- Car Park Restoration - £0.215m
- Footpath, Roads, Alleyways & Verge Hardening - £0.200m
- Property Repairs - £0.87m
- Simpler Recycling – Food Waste Collections - £0.183m

Capital Investment Programme – Funding

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

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

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

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

Future Investment

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

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

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

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

3. Treasury Management

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

4. Prudential Indicators

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

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

4.2 Prudence – Capital Expenditure

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

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

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

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

Prudence – External Debt

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

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

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

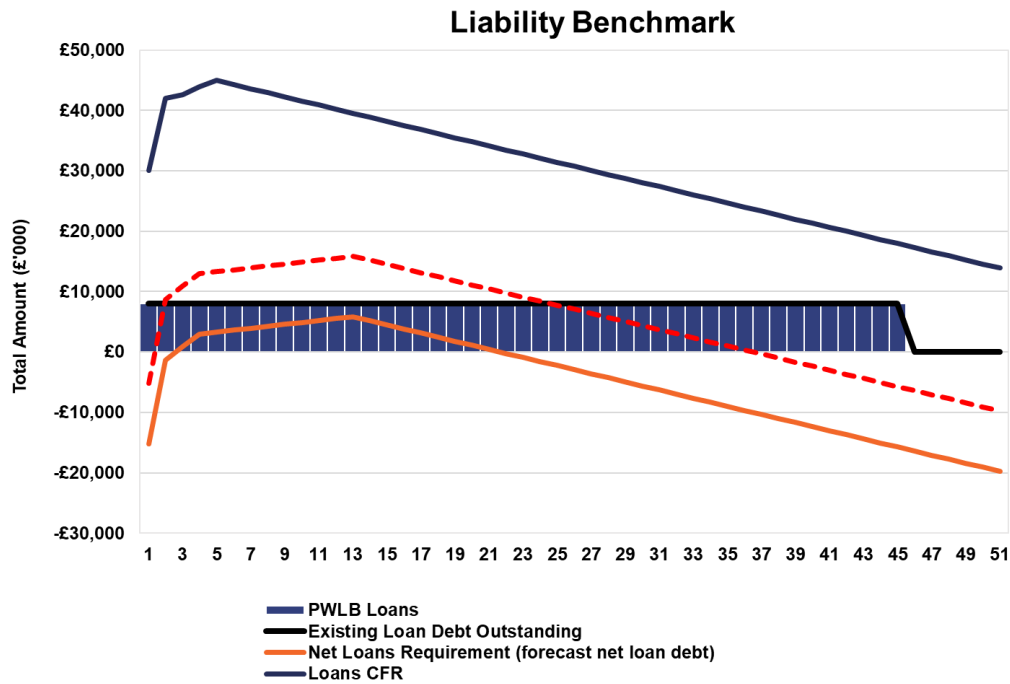
Operational Boundary	2024/25 £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Borrowing	20.000	20.000	20.000	20.000

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

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

Treasury Management Indicator – The Liability Benchmark

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



Affordability

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

Financing costs to net revenue stream

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

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

Net income from commercial investment to net revenue stream

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

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

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

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

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

6. Skills and Knowledge and Professional Advice

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

7. Risk

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

8. Options/Reasons for Recommendation

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

9. Policy/Budget Reference and Implications

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

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

10.1 None specific.

11. Financial Implications

11.1 As contained in the body of the report.

12. Risk Management Implications

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

13. Recommendation

13.1 That the report is noted.

Report prepared by: Sally Riley- Finance Business Partner

Report Checked by: Alison Scott - Director of Finance

Background Papers

Reports and Minutes of.

- The Policy and Resources Committee
- Council

Appendices

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

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

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

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

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

CAPITAL INVESTMENT PROGRAMME 2024/25 to 2027/28 VARIANCES

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

CAPITAL INVESTMENT PROGRAMME 2024/25 to 2027/28 FUNDING

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

APPENDIX 4

SECTION 106 BALANCES 2024/25

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

Treasury Management Strategy Statement 2024/25

1. Summary

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

2. Risks

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

Liquidity Risk

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

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

Interest Rate Risk

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

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

Exchange Rate Risk

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

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

Credit and Counterparty Risk

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

Refinancing Risk

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

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

Legal and Regulatory Risk

That the Council operates outside its legal powers.

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

Fraud, Error and Corruption

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

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

Market Risk

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

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

3. Treasury Indicators: Limits to Borrowing Activity

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

4. Borrowing Strategy

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

5. Investment Policy

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

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

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

6. Creditworthiness policy

6.1. The Council will ensure:

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

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

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

7. Counterparty Categories

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

- **Banks 1 - Good Credit Quality**

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

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

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

- **Bank Subsidiary and Treasury Operations**

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

- **Building Societies**

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

- **Specific Public Bodies**

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

- **Money Market Funds AAA Rated**

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

- **Local Authorities**

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

- **Debt Management Deposit Account Facility**

A Government body which accepts local authority deposits.

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

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

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

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

8. The Monitoring of Investment Counterparties

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

9. Use of Additional Information Other Than Credit Ratings

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

10. Time and Monetary Limits Applying to Investments

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

11. Exceptional Circumstances

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

12. Investment Strategy

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

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

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

13. Investment Risk & Security Benchmarking

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

Security:

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

Liquidity:

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

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

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

Yield:

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

14. Reporting Requirements

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

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

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

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

15. Policy on the Use of External Service Providers

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

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

16. Member and Officer Training

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

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

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

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

Schedule 1 (B) – Other Entities

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

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Notes:

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

Minimum Revenue Provision (MRP) Strategy and Policy Statement

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

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

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

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

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

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

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

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**Policy & Resources Committee
Monday 27 January 2025
Full Council
Tuesday 25 February 2025**

**Proposed Amendments to the Constitution
(ADLDS)**

1 Summary

- 1.1 This report proposes several amendments to the Council's constitution including group leader consents, the nature of motions and amendments and in respect of the Civil Contingencies Act 2004

2 Details

Group Leader consents

- 2.1 In local authorities, it is common to seek the views of groups of members, particularly the leaders of political groups on certain, specific issues.
- 2.2 The Three Rivers Council Constitution currently requires the views of political group leaders to be sought in three areas – where an urgent decision is required; where a meeting is to be moved, or which committee a petition should be presented to.
- 2.3 In the case of urgent decisions, the constitution expects that the Chief Executive will consult all group leaders and try to seek unanimity on the proposed way forward. Where a unanimous view cannot be obtained, then consent of group leaders representing the majority of councillors is required.
- 2.4 For the other scenarios (moving a meeting or where a petition should be presented), the unanimous consent of group leaders must be obtained.
- 2.5 There can be practical implications of requiring unanimous consent. For example, a meeting may need to be moved due to the unavailability of Members but one or more Group Leaders may not respond or agree despite the majority of Members agreeing to the change. If one group leader disagrees where a petition should be presented, this could result in a stalemate which would not be fair to the members of the public bringing forward the petition.
- 2.6 Unanimous consent is an unusual clause in a constitution. Legally, there are no decisions Councils make that would require the unanimous consent of councillors and such requirements are rarely used by Councils due to the practical problems that can arise.
- 2.7 To avoid such issues arising, there is the opportunity to bring the moving of meetings or presentation of petitions into line with the Council's process for urgent decisions. This would mean that all group leaders are consulted on the decision and able to express their thoughts, but if unanimity cannot be obtained, then the decision is made based on the views of the group leaders representing the majority of councillors.
- 2.8 It is not proposed to introduce a specific timeframe for group leaders to respond, as this will depend on the situation. For example, officers may need consent to cancel or move a meeting scheduled that evening and so may need to seek views within a

very short time frames; with petitions, a longer consultation timeframe may be feasible. Where a group leader is absent, it would be expected to consult their deputy.

- 2.9 The specific amendments proposed are set out in Appendix 1.

Motions on Notice

- 2.10 The Council's constitution allows members to propose motions to Council that, if carried, will usually require the Council to take a specific action or establish the Council's position on an issue.
- 2.11 The constitution requires that "every notice of motion shall be relevant to some matter in relation to which the Council has powers or duties, or which affects the District"
- 2.12 Most Council constitutions also include a clause about the nature of motions, ensuring they are proper and do not call for the Council to take unlawful action. This is currently omitted from the Constitution.
- 2.13 A proposed additional clause to the motions on notice procedure rule is also included in the table at Appendix 1. This is based on the standard wording adopted by many Councils and reflected in best practice guidance. Where the Monitoring Officer is concerned as to the lawfulness of a motion, or that the wording of the motion is improper, they shall refer the motion to the Chair, who shall then determine whether the motion be accepted. If it is rejected, the member submitting the motion would be informed.
- 2.14 If this scenario arose, the member would be entitled to re-submit a motion that addressed the concerns of the Monitoring Officer and chair as long as the motion continued to comply with the other constitutional requirements.

Amendments to Motions

- 2.15 Similarly, the constitution has limited guidance on the content of amendments. In accordance with many Councils, amendments may leave out or insert words to motions, and cannot negate a motion, but there is no further restriction on their nature.
- 2.16 The restrictions on motions included within the current constitution, and as outlined in paragraphs 2.10 to 2.14 are safeguards to the Council; they ensure that prior to significant spending decisions being made, this is subject to robust consideration accompanied by a report, and that the Council does not commit itself to unlawful action.
- 2.17 It is therefore proposed that the Rules of Procedure are changed to insert a new paragraph after 16(6) that would disallow motions which are improper or unlawful. In addition, it is proposed to not allow amendments that have the consequence of incurring more than £10k or are contrary to the budget and policy framework.
- 2.18 Under the constitution, motions which incur more than £10k or are contrary to the budget and policy framework can be referred to a committee for consideration. If the same condition was to apply to amendments, this could be used as a negatory position in order to prevent motions progressing. If members consider a motion should be amended in this way, they would have the prerogative to vote against it.

Civil Contingencies Act

- 2.19 As is set out above, the Council's constitution allows for senior officers to take urgent action where they consider it necessary, having sought the views of group leaders.
- 2.20 The Civil Contingencies Act 2004 requires the Council to prepare and respond to emergency situations that could threaten life, the natural environment or civil security; the most common type of issues are serious floods, fires or gas leaks. In such situations, the normal urgency procedures may not be effective, in that the overriding public interest to respond and make quick decisions does not give capacity to consult group leaders and seek their views before a decision has to be made.
- 2.21 With this in mind, it is proposed to add to section 8 of the Scheme of Delegation to Officers a paragraph to authorise them to authorise, approve and exercise all functions under the Civil Contingencies Act 2004. The exercise of emergency powers under this Act are operational and therefore functions for officers to exercise.

3 Options and Reasons for Recommendations

- 3.1 The Committee are asked to make a recommendation on whether:
- 3.1.1 To recommend the proposed changes be presented to Council (with modifications if the committee agrees)
- 3.1.2 To not make any change to the current arrangements.
- 3.1.3 Members may wish to note that the Leader of the Council has indicated that he wishes to consider further amendments to the constitution, most notably bringing forward the work undertaken by Hoey-Ainscough Associated Ltd. With this in mind, officers will be seeking to convene further meetings of the constitution sub-committee to assess further changes in more depth.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 4.2 The recommendations in this report do not impact on the achievement of specific performance indicators.

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

None specific.

5 Recommendation

5.1 That:

The committee recommends to Council the proposed constitutional amendments set out

in Appendix 1.

Report prepared by: Leah Mickleborough, Interim Committee and Electoral Services Manager, Leah.Mickleborough@threerivers.gov.uk

Background Papers

Three Rivers Council Constitution, available on the Council's website

Appendix 1: Proposed Constitutional Amendments

Procedure Rule	Current wording	Proposed wording
Rule 4(5), Chair of Meeting	The Chair may postpone or adjourn a meeting to a later date with less than the required notice period of five working days with the agreement of Group Spokespersons or with the consent of the Council as appropriate, for example if an item on a published agenda is not available for consideration.	If the Chair is of the view that a meeting may need to be postponed or adjourned to a later date with less than the required notice period of 5 working days, they shall consult the leaders of the political groups. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of the group leaders representing the majority of Councillors.
Rule 18(4), Petitions,	The Group Leaders will determine which petitions should be presented to a Committee and will have discretion over where a petition should go, to ensure that it goes to the most appropriate committee. Exceptionally, a petition might be referred to Council....	Group Leaders shall be consulted on which petitions should be presented to a Committee, and will have discretion over where a petition should go, to ensure that it goes to the most appropriate committee. Exceptionally, a petition might be referred to Council. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of the group leaders representing the majority of Councillors...
Rule 30(1) Meetings of Committees etc	Ordinary meetings of the Committees shall be held in each year on such days as the Council shall determine unless amended by the Chief Executive with the agreement of the appropriate Chair and the nominated representatives of each of the minority groups.	Ordinary meetings of the Committees shall be held in each year on such days as the Council shall determine unless amended by the Chief Executive with the agreement of the appropriate Chair and the nominated representatives of each of the minority groups. If unanimous consent of the group leaders is not obtained, then a decision should be made based on the wishes of the group leaders representing the majority of Councillors.
Rule 11, Notice of motions	None – to be inserted after Rule 11(8)	If notice is given of a motion that, in the opinion of the Monitoring Officer, is out of order, illegal, irregular or improper, the Monitoring Officer shall inform

		the chair and it shall not be accepted and placed on the agenda without their approval. In the event of non-acceptance by the Chair, the monitoring officer shall inform the member submitting the motion.
Rule 16, Rules of Debate (NEW)	Insert a new paragraph after 16(6):	If notice is given of an amendment that, in the opinion of the Monitoring Officer is out of order, irregular, improper, incurs any expenditure in excess of £10k or is contrary to the budget or policy framework, the Monitoring Officer shall inform the Chair and it shall not be accepted for debate without their approval.
Part 3, Responsibility for Functions (NEW)	Scheme of Delegation to Officers; Part A, Matters delegated to the Chief Executive, Director of Finance and Associate Directors, insert a new paragraph after 8(3)	Paragraphs 8(1) to 8(3) do not apply to matters in relation to the Civil Contingencies Act 2004, whereby the Chief Executive, Director of Finance and Associate Directors are authorised to approve, authorise or exercise all functions necessary and expedient in the public interest without recourse to the Leader of the Council or Group Leaders. As soon as practicable following an incident, the Chief Executive shall report to the Leader of the Council and Group Leaders on the nature of the incident and the Council's response.