

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Monday, 9 June 2025 at 7.30 pm

Members of the Policy and Resources Committee:-

Councillors:

Stephen Giles-Medhurst (Chair)
Oliver Cooper
Stephen Cox
Steve Drury
Vicky Edwards
Rue Grewal
Philip Hearn

Sarah Nelmes (Vice-Chair)
Chris Lloyd
Chris Mitchell
Louise Price
Reena Ranger
Jon Tankard

*Joanne Wagstaffe, Chief Executive
Friday, 30 May 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.

1. Apologies for absence

2. MINUTES

(Pages 5
- 10)

To approve the minutes of the meeting held on Monday 10 March 2025.

3. NOTICE OF OTHER BUSINESS

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

4. DECLARATIONS OF INTEREST

To receive any declarations of interest.

5. MANDATORY BIODIVERSITY NET GAIN IN PLANNING - FEE SCHEDULE FOR MONITORING HABITAT CREATION AND ENHANCEMENT

(Pages
11 - 24)

To receive and agree the Fee Charging Structure as set out in the Mandatory Biodiversity Net Gain in Planning Report.

6. CIL Spending Requests 2024/2025

(Pages
25 - 82)

7. RISK MANAGEMENT STRATEGY AMENDMENT

(Pages
83 - 104)

This report proposes an amendment to the Risk Management Strategy and providing a delegation to the Associate Director of Corporate, Customer and Community to authorise minor changes to the policy.

8. BUDGET OUTTURN REPORT

(Pages
105 -
132)

To review the Budget Outturn Report.

9. THE POTENTIAL REVIEW OF THE CROXLEY GREEN AND SARRATT PARISH BOUNDARY

(Pages
133 -
148)

In accordance with Procedure Rule 11(5), the motion submitted to Council in relation to a community governance review for Croxley Green has been referred to the Policy and Resources Committee for consideration.

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 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.)

12. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

(Pages
149 -
204)

That Members approve CIL funding for the schemes detailed in the CIL report.

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

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Policy and Resources Committee MINUTES

**Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on
Monday, 10 March 2025 from 7.30 - 9.35 pm**

Present: Councillors Councillor Stephen Giles-Medhurst, Sarah Nelmes, Steve Drury, Chris Lloyd, Louise Price, Andrew Scarth, Tom Smith, Jon Tankard, Oliver Cooper, Vicky Edwards, Andrea Fraser, Philip Hearn, Abbas Merali, Reena Ranger, Chris Mitchell, Narinder Sian and Stephen Cox

Officers in Attendance:

Alison Scott, Director of Finance
Kimberley Rowley, Head of Regulatory Services
Stephen Rix, Associate Director - Legal and Democratic
Kevin O'Brien, IT Service Delivery Manager
Leah Mickleborough, Interim Committee and elections Manager

External in Attendance:

4 members of the public

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Jonathon Solomons, who was substituted by Councillor Raj Khirya, and Councillor Stephen King

PR224 DECLARATIONS OF INTEREST

Councillor Andrea Fraser declared a non-pecuniary interest in agenda item 7, the Batchworth Neighbourhood Plan Referendum, as the Chair of Batchworth Community Council

PR324 MINUTES

The minutes of the meeting held on 27 January 2025 were confirmed as a correct record and would be signed by the Chair of the meeting when possible to do.

PR424 NOTICE OF URGENT BUSINESS

There were no items of urgent business.

PR524 BUDGET MONITORING REPORT TO 31 JANUARY 2025

Alison Scott, Director of Finance, presented the report and outlined the movements in the council's financial position, most notably additional income from Penalty Charge Notices (PCN) due to the reallocation of civil enforcement officers, and additional recycling income.

Members considered the increased PCN income. It was recognised that the Council cannot seek to generate profit through parking schemes, and instead enforcement work should focus on changing behaviours to prevent future poor parking. The council had increased the budgets in this area to allocate more out of hours parking enforcement and introduced new parking schemes which partly accounted for the additional income. Members had been asked to put forward areas of problem parking for parking enforcement officers; it was agreed in principle that future parking reports could include information on how successful such initiatives had been in reducing parking issues in those areas.

Turning to recycling, an issue was raised regarding high street bins, which did not include separate recycling compartments, which could suppress recycling rates. On the other hand, if users did not correctly allocate their waste to the correct bin, this could result in increased contamination, and it was not possible to hand-sort the high street bins. It was noted that there was a review of trade waste planned to review declining income. The trade waste budget had been revised for the 2025/26 budget.

Queries were also raised relating to nameplate budgets, income on properties and aborted costs for development sites.

The recommendations in the report were **resolved** by general assent.

PR624 UPDATE OF CIL (COMMUNITY INFRASTRUCTURE LEVY) GOVERNANCE ARRANGEMENTS

The Head of Regulatory Services, Kimberley Rowley, presented the report which proposed changes to the governance arrangements based on experience of previous application cycles. She noted that each application was different, and so some element of judgement as to whether to award CIL would always be required.

Inviting members to debate the proposals, the Chair reminded that this report is about the governance process, and not about specific applications.

A member identified that the current criteria may weigh against highways proposals, as these do not meet climate or sustainability criteria. It was noted that such applications may score higher in other areas and can include active travel elements to promote sustainable transport.

Councillor Oliver Cooper raised concern that when applications were presented to the Policy and Resources Committee for approval, limited information was provided about those applications that had not met the threshold for approval. He cited an example where he felt that the criteria may not have been correctly applied, and it was important Councillors had information to make an informed decision. With this in mind, he proposed an amendment to replace:

“Even if a bid complies with the CIL eligibility and meets the CIL scoring threshold, further consideration and a judgement will be applied by the Working Groups in terms of the priority of the project for the District”

With:

“All bids will be referred for scrutiny to the Policy & Resources Committee, including those recommended by refusal by the CIL Officer Working Party or CIL Moderation Group, including with its application form and its CIL scoring. Even if a bid complies with the CIL eligibility and meets the CIL scoring threshold, the Policy & Resources Committee is not required to recommend the bid”

This was seconded by Councillor Philip Hearn.

In response to this amendment, it was noted that applications can be lengthy and require detailed consideration, which might not be feasible to do in a committee setting or in the public domain. It was clarified by Councillor Cooper that it would be helpful for the Policy and Resources Committee to be provided with a copy of the key application information and scoring sheet. It was also suggested that if members wished to consider applications in more detail, any questions would need to be submitted in advance to aid quality of debate at the meeting.

Councillor Stephen Giles-Medhurst reminded members that the Committee would be considering the next round of CIL applications at its meeting in June. He suggested that with those applications, officers could, in consultation with group leaders, include further information on those applications not recommended to be taken forwards. Following this, further revisions could be made to the governance process. On this basis, Councillor Cooper withdrew his amendment.

A further query was raised as to whether the Council's approach of payment in arrears could disadvantage those groups who could not afford to pay for capital work in advance. It was confirmed that for voluntary and community groups, the Council could agree specific arrangements, and Parish Councils can obtain loans in order to finance investment.

The recommendations were proposed by Councillor Giles-Medhurst, seconded by Councillor Sarah Nelmes, and **resolved** by general assent.

PR724 NEIGHBOURHOOD PLANS REFERENDUM

The Chair, Councillor Stephen Giles-Medhurst, asked Councillor Andrea Fraser whether she could approach the matter with an open mind, which Councillor Fraser did.

It was confirmed that if agreed, it was the Council's duty to promote that a Neighbourhood Plan Referendum would take place, and, for example, poll cards would be issued.

In response to a query on processes for neighbourhood plans, the Chair reminded members that the meeting was to consider the Neighbourhood Plan referendum for Batchworth, and not general principles of neighbourhood planning.

The proposal was moved by Councillor Giles-Medhurst, seconded by Councillor Chris Lloyd, and **resolved** by general assent.

PR824 PSPO - DOGS RENEWAL

The Chair, Councillor Stephen Giles-Medhurst, confirmed that this item had been withdrawn and would be considered through the urgent decision procedure.

PR924 CONSTITUTION AMENDMENTS: CODE OF CONDUCT AND DEBT WRITE-OFFS

The Associate Director – Legal and Democratic Services and Monitoring Officer, Stephen Rix, presented the report, confirming the proposal to adopt the latest version of the Local Government Association's Code of Conduct, and providing the Director of Finance with the authority to write-off irrecoverable debts.

The Director of Finance confirmed that the delegation for write-offs would only cover those debts where they were genuinely irrecoverable, where the Council had no recourse to recover as a result of liquidation or bankruptcy.

It was suggested that where more substantial amounts were written off, this should be reported to the Policy and Resources Committee. The Director of Finance agreed that in future, any amounts written off above the current delegation of £3k would be reported to the Committee through the regular budget reports.

The recommendations in the report were **resolved** by general assent

PR1024 LOCAL AREA FORUM BOUNDARIES

Councillor Stephen Giles-Medhurst and the Interim Committee and Elections Manager, Leah Mickleborough, presented the report which reviewed the current local area forum boundaries and whether these should be amended.

The report concluded that the current boundaries should be unchanged, except to include the small unparished area between Rickmansworth, Croxley Green, Sarratt and Chorleywood within the Chorleywood Area Forum.

Members debated the proposal regarding the unparished area. It was felt that the area sat more naturally, and looked towards Rickmansworth, rather than Chorleywood. Each unparished area needed to be considered in its own merits; for example, Heronsgate was more linked to Chorleywood, whilst Mill End was linked to Rickmansworth.

A member noted that the origin of the current area forum boundaries were not clear, and given forthcoming local government reorganisation, retaining the current situation, allowing councillors to attend meetings based on the community they represented, would be sensible.

It was **resolved** by general assent to leave the local area forum boundaries unchanged and confirm that the small unparished area within the Chorleywood North district ward was included in the Rickmansworth Area Forum.

PR1124 MOTION: CROXLEY GREEN COMMUNITY GOVERNANCE REVIEW

Prior to inviting Councillor Chris Mitchell to present the motion, the Chair confirmed that he had spoken to the Chair of Sarratt Parish Council regarding the proposal for a Community Governance Review. He had confirmed the Council had not determined to undertake a review, and that if the motion was supported, it would enable the Council to consider whether to move forwards with the review.

Councillor Mitchell proposed his motion, and in doing so apologised that discussion had not taken place between Croxley Green Parish Council and Sarratt Parish Council, as he had understood that would take place.

The purpose of the motion was to start the process for a review, and if agreed, to bring forward terms of reference and the consultation process to the next meeting of the Policy and Resources Committee.

Councillor Steve Drury seconded the motion, noting that with forthcoming planning applications near the boundary there was an ideal opportunity to undertake the review at this stage.

Given the position regarding Sarratt Parish Council was unclear, members debated whether to take forward the review at this stage. Community governance reviews can take time, and it is critical that all parties are engaged within it. Members noted that the principle of a review is worthwhile, but there would be matters to resolve in the long term if it was taken forward. It was clarified that the formal review processes commences when the Council agrees terms of reference.

Following the discussion, Councillor Mitchell and Drury agreed to amend the motion to remove the first recommendation; to clarify that if agreed, terms of reference would initiate the review, and to place more emphasis on the importance of consultation both with, and between the parishes so that the recommendations now read:

1. Request that a report come to the next meeting of the Policy and Resources Committee to establish a clear consultation process, timeline and criteria to for a potential Community Governance Review of the Croxley Green and Sarratt boundary
2. Support the collective engagement with and between TRDC and both parish councils

Councillor Cooper confirmed that whilst he appreciated the changes that had been made to the motion, his group would be abstaining on the vote due to the views of Sarratt Parish Council remaining unclear.

The motion was put to the vote and was **carried**.

PR1424 OFFICERS ICT DEVICE REPLACEMENT

The Chair introduced the item, reminding members that if they wished to consider the detail of the report, it would be necessary to exclude the press and public from the meeting. He proposed that the Council supported the option set out in the report for 50 of the laptops to be retained for community use.

Members debated the proposal. It was confirmed that the disposal process would seek to recycle parts wherever possible. It was queried whether more than 50 laptops could be retained for community use, however some of the laptops had very limited battery life, and there are costs associated with this in terms of removing existing data and rebuilding the operating system.

The recommendations, which were seconded by Councillor Sarah Nelmes, were **resolved** by assent.

CHAIR

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Three Rivers District Council

Committee Report

Date: 21 May 2025

POLICY AND RESOURCES COMMITTEE

MANDATORY BIODIVERSITY NET GAIN IN PLANNING – FEE SCHEDULE FOR MONITORING HABITAT CREATION AND ENHANCEMENT (Director of Finance)

1 Summary

- 1.1 This report sets out a proposed fee charging schedule to be introduced to enable the Local Planning Authority (LPA) to effectively monitor the creation and enhancement of habitats which are proposed to either achieve biodiversity net gain on-site, or proposed as part of a habitat bank used for developments which can only achieve off-site gains.

2 Details

2.1 Background to Biodiversity Net Gain

- 2.1.1 The Environment Act (2021) introduces Biodiversity Net Gain (BNG) inserted by Schedule 7A of the Town and Country Planning Act. The aim is to ensure biodiversity is in a quantifiably better state post development by a minimum of 10%. Gains can be created within a development site or on land elsewhere. Gains must be maintained for 30 years. BNG applies to most development, however there are a number of exemptions set out in regulations. These include where the application relates to works to a single dwellinghouse, where the development impacts less than 25sqm of on-site habitat, where the scheme proposes self-build or custom-build housing, and works covered by permitted development rights.
- 2.1.2 On 10th June 2024, Policy and Resources Committee noted a report 'Three Rivers Biodiversity Policy and BNG update'. That report updated Members on the legislative duties of the Council under the Environment Act, including the strengthened Biodiversity Duty and mandatory Biodiversity Net Gain. The report explained that some gains would be secured by a S106 agreement, and that the LPA is responsible for monitoring such agreements. The report set out that the LPA will need to formulate a monitoring regime for BNG sites and for sites where BNG is secured following a grant of planning permission. This report sets out the details of the charges for that proposed monitoring regime.
- 2.1.3 The Town and Country Planning Act sets out that every planning permission granted for the development of land in England shall be deemed to have been granted subject to the condition that the development may not be begun unless a biodiversity gain plan (BGP) has been submitted to the LPA and the LPA has approved that plan. The BGP must provide details of the pre- and post-development biodiversity value of the site, and any off-site biodiversity gains or credits relied upon if the gains cannot be achieved on site.
- 2.1.4 Whilst the mandatory BNG condition sets out the arrangements to meet the mandatory gain, there is nothing in that condition which sets out the timescales for the actual implementation, maintenance and monitoring. For that reason, alongside the mandatory condition it is expected that planning permissions would include additional planning conditions attached by planning officers requiring the submission of a Habitat Management and Monitoring Plan (HMMP), and conditions requiring notice to be given about when the HMMP is implemented, when the works are completed, and to set out monitoring periods. Monitoring is essential, to ensure the promised gains are suitably delivered and maintained for a 30 year period.

2.2 How is BNG achieved and secured

- 2.2.1 BNG must be achieved through creation or enhancement of habitats on the development site, or off-site and the legislation requires significant enhancement to be secured for 30 years. A significant enhancement is an area of habitat enhancement which contributes significantly to the proposed development's BNG relative to the biodiversity value before development. This will vary on a site by site basis but could include the creation of a wildflower meadow or habitats of medium distinctiveness in the biodiversity metric. The habitat value is measured in Biodiversity Units using a metric produced by Natural England. In order to ensure that the gains are delivered and maintained in accordance with the submissions, it will be necessary for the LPA to undertake monitoring at regular intervals. This will be a resource-intensive process and it is expected the costs of the monitoring should be cost neutral to the council.
- 2.2.2 The Local Government Act 2003 (S93) permits the authority to seek to recover the costs of monitoring by levying a fee.
- 2.2.3 Biodiversity Net Gain Planning Practice Guidance sets out that if a developer is making off-site gains on their own land, outside the development site or is making significant on-site gains, they need to enter into a legal agreement to secure the gains for a period of 30 years. LPAs are responsible for monitoring the agreement to make sure land owners meet their obligations, and are required to register the planning obligation with the local land charges register. It is important to note that some significant on-site gains can be secured by planning condition rather than legal agreement, and the route to be used will be down to the Planning Officer's judgement, with input from Ecologists. Whilst the gains can be secured by condition or S106 agreement, a monitoring fee can only be secured by S106 agreement, as a planning condition cannot be used to secure a financial contribution.

2.3 What will monitoring involve

- 2.3.1 Developments will be subject to a HMMP which will include a specification of the habitats to be created or enhanced and details of their monitoring. Monitoring events will require a developer/subsequent landowner to provide an update report at set intervals in respect of the creation and enhancement of the habitats and any remedial action needed/taken. It is expected that this will take place at years 1, 3, 5, 10, 15, 20, 25 and 30. This is a total of eight monitoring events per site. These intervals have been suggested by Herts Ecology and reflect what other local authorities in England are doing. These will all involve the submission by a developer/land owner of a written monitoring report, prepared by a suitably qualified person, providing details of the habitats created/enhanced. In addition to this desktop monitoring exercise, site visits are envisaged to take place. These will involve a site visit by an Ecologist, accompanied by a Planning Officer to view the site and ensure compliance with the HMMP and to ratify the content of the monitoring reports. Monitoring events will require work by the planning team to record and log the submissions, by ecologists to provide expert advice on the monitoring documents submitted, and will also involve administrative work by planning and other departments.
- 2.3.2 The monitoring fees account for some sites requiring very limited intervention, and other sites requiring further works including remedial actions and any potential enforcement action in the event there is a failure to comply. They also account for the need to ensure habitat becomes established, acknowledging that once this has happened the activities should become more streamlined. The fees also account for work collecting information, recording submissions and

reporting on the delivery of the obligations, which is of particular importance given the statutory duty on local authorities to report on Biodiversity through the publication of a biodiversity report detailing the actions taken to comply with BNG obligations.

- 2.3.3 Time estimates have been created for undertaking this work, with consideration given to the technical difficulty of creation/enhancing the habitat and the size of the site subject of the creation/enhancement. These time estimates have been multiplied by the hourly rate of the relevant role undertaking the work. The rates include employee 'on' costs. The fees created are also subject to inflation, with a 3.5% increase added every year over the 30 year period for the purposes of these initial fees. This will need to be reviewed and it is recommended this be on an annual basis.
- 2.3.4 Finance have advised that because the monitoring is a statutory function of the Local Authority, the monitoring fees are not subject to VAT. The S106 will index link (using RPI) the monitoring contribution from the date of the deed until the date of payment, to ensure the contribution will not erode in real terms between the date permission is granted, and the commencement of development.
- 2.3.5 This report sets out a proposed charging structure. The costs will be based on a combination of the technical difficulty of the habitat to be enhanced/created (which is set in the Statutory Metric), and the area of that habitat. The range of fees is as follows:

	Technical difficulty:		
Size:	Low	Moderate	High
Small (Up to 5ha)	£5,546.30	£5,901.50	£7,580.65
Medium (5.01 to 19.99ha)	£6,901.77	£7,505.01	£9,989.96
Large (20+ ha)	£11,126.16	£12,374.96	£17,536.20

2.4 What do other councils do?

- 2.4.1 Benchmarking has been undertaken with a number of other local authorities. Planning Practice Guidance confirms "Local planning authorities can charge a monitoring fee through section 106 planning obligations, to cover the cost of monitoring and reporting on delivery of that section 106 agreement". The costs proposed represent, on a cost-recovery basis, TRDC's costs of monitoring BNG.
- 2.4.2 It is anticipated that the fee will be collected as a one-off payment to the council, as the monitoring fee has been calculated accounting for inflation of 3.5%. It must be noted that part of the fee covers work to be undertaken by Ecologists at Hertfordshire County Council under an arrangement to be secured by a Service Level Agreement.
- 2.4.3 The charging schedule will be monitored to ensure it remains sufficient to ensure costs of monitoring are covered.

3 **Options and Reasons for Recommendations**

- 3.1 Option: This report recommends the fee schedule set out at 2.3.5 is adopted, with the fee based on the area of land subject of the habitat creation, and the technical difficulty of the habitat being created. Payments would be expected up-front, and indexation has been accounted for in the fee schedule. This adopts a

model used by other local authorities around the country, ensures the fee received covers 30 years of work and is received up-front.

4 Policy/Budget Reference and Implications

- 4.1 The purpose of the introduction of this monitoring fee is to ensure the LPA's costs of undertaking monitoring are covered, to ensure that effective monitoring can take place to support the statutory biodiversity net gain regime. As this relates to new legislation, actual volumes of schemes to be subject to monitoring are not yet known. Since mandatory BNG was introduced for all applications in April 2024, 515 planning applications have been granted, of which 11 are subject of mandatory BNG.

5 Environmental, Community Safety, Public Health, Climate Change and Sustainability, Public Health, Customer Services Centre, and Health & Safety Implications

None specific

6 Financial Implications

- 6.1 Should the fees be agreed, the Council would be able to cover the costs of monitoring whether habitat creation and enhancement takes place and is effective throughout the 30 year period. This will include support from HCC specialist Officers, with part of the fee to be returned to HCC. If the fees are not agreed, the Council would be able to undertake only very limited proactive monitoring, and would incur considerable resource costs.
- 6.2 On the basis that since BNG became mandatory, we have approved 11 applications which are required to provide a mandatory net gain, it is estimated that income could be between £61,000 and £193,000 in the first year.
- 6.3 Officers are not able to predict the volume and type of applications that may be submitted, and whether they would be subsequently approved and subject of BNG which requires monitoring. However, the monitoring activities are expected to require additional resources, including from Hertfordshire County Council specialist officers and other external support as necessary.

REVENUE IMPLICATION	Current Year 2024/25 £	2025/26 £	2026/27 £	Future Years per annum £
Revenue	0	0	0	0
Expenditure	£61,009- £192,898	TBC	TBC	TBC
Income/savings				
Net Commitment	0	0	0	0

7 Legal Implications

- 7.1 Should the fees be agreed, Officers would be able to cover the costs of monitoring whether habitat creation and enhancement, required by the Environment Act, takes place and is effective throughout the 30 year period, meeting our biodiversity duty and ensuring the mandatory 10% biodiversity net gain is achieved.

8 Staffing Implications

- 8.1 Fees would be implemented and monitored through existing resource in the Development Management team, with support from colleagues at Hertfordshire County Council. Monitoring events, including reviewing written reports and attending site visits would be undertaken by Development Management officers, Ecologists from HCC, with potential input from TRDC's Leisure and Natural Infrastructure team. Over time it is expected that monitoring activities will require additional resources.

9 Equal Opportunities Implications

- 9.1 The charge would affect planning applicants or land owners, applied on a judgement relating to their specific applications and would apply regardless of protected characteristics.

10 Communications and Website Implications

- 10.1 If the new monitoring fees and process are agreed there would be relevant communications internally and externally to ensure everyone is aware of the new requirements.


11 Risk and Health & Safety Implications

- 11.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 11.2 The subject of this report is covered by 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Biodiversity Net Gains are not achieved or suitably managed on sites	Biodiversity creation and enhancements do not take place	Monitoring sites should reduce the risk; introduction of a fee and monitoring regime ensures adequate monitoring can be resourced.	Treat	4
Insufficient Staffing and expertise to	Monitoring of creation and	introduction of a fee and	Treat	4

monitor sites	enhancement does not take place.	monitoring regime ensures adequate monitoring can be resourced.		
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- 11.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

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

Impact Score

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

Likelihood Score

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

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

12 Recommendation

- 12.1 That Members resolve to AGREE the introduction of the monitoring fee for Biodiversity Net Gain sites and for development sites where significant on-site BNG is achieved, in accordance with the table at 2.3.5, with any minor alterations delegated to the Head of Regulatory Services in consultation with the Lead Member.

- 12.2 That the fee is subject to an annual review which will look at the time taken to monitor gains, the costs to the authority of monitoring, and the rate of inflation at the time.
- 12.3 That public access to the report be immediate.
- 12.4 That public access to the decision be immediate.

Report prepared by: Adam Ralton, Development Management Team Leader

Data Quality

Data sources: N/A

Background Papers

- Item PR6/24 – Three Rivers Biodiversity Policy and BNG Update - <https://moderngov.threerivers.gov.uk/ieListDocuments.aspx?CId=1140&MId=1482>

APPENDICES / ATTACHMENTS

None

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Equality impact Assessment

Project Information	
Project Name	Charge for monitoring Biodiversity Net Gain compliance
Service Area	Regulatory Services
EIA Author	Adam Ralton
Date EIA drafted	March 2025
ID number	RS004

Executive summary	
Focus of EIA	<p>This Assessment relates to a proposal to introduce a charging schedule, payable by (1) planning application applicants where their planning application is required by law to provide a net gain in biodiversity, and (2) by land owners when putting their land forward to be available as a habitat bank.</p> <p>The fee is to ensure the local planning authority is able to recover its costs for undertaking monitoring of biodiversity net gain obligations, to ensure it is achieved. The fee charging schedule and the background to the requirement for the fee is set out in the main committee report to which this EIA relates.</p> <p>The charge would affect planning applicants or land owners, applied on a judgement relating to their specific applications and would apply regardless of protected characteristics.</p>

Mitigations		
Protected Characteristic	Potential Issue	Mitigating Actions
Age	None identified	
Disability		
Gender reassignment (or affirmation)		
Pregnancy or maternity		
Race		
Religion or belief		
Sex		
Sexual Orientation		
Marriage and Civil Partnership		
The council recognises other communities may be vulnerable to disadvantage, this includes carers,		

people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.		
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Actions Planned
N/A

Additional Information
N/A

Sign off:

Equalities Lead Officer	Date
Shivani Davé	20/03/2025

POLICY AND RESOURCES COMMITTEE

9 June 2025

PART I

CIL SPENDING APPLICATIONS – JANUARY 2025

(DoF)

1 Summary

1.1 This report details a request for £390,000 CIL funding but seeks to allocate a total of £315,000 for two infrastructure projects from the first application process of 2025 to support growth in Three Rivers. 1.2 The 2 applications received for funding are:

- £250,000 Batchworth Seat Scouts HQ - Full roof replacement to replace existing roof that has been in situ since the mid 1960's, has outlasted its original design lifespan and is now leaking and deformed. The replacement will conform with safeguarding standards and environmental standards and energy efficiency. Application submitted by Batchworth Sea Scouts.
- £190,000 1st Chorleywood Scouts HQ - Renovation project to renovate the ageing Scout HQ to provide a safe, accessible base for scouting in Chorleywood, with facilities that can be made available to other youth and community groups. The renovation will conform with safeguarding standards, environmental, energy efficiency and hygiene requirements. Application submitted by 1st Chorleywood Scouts.

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

2 Details

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

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

2.3 Since the introduction of the CIL Charging Schedule in April 2015 a total of £14,033,197 has been collected.

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

2.5 This report relates only to the Main CIL Pot which, as of 31 March 2025, amounts to £10,405,413. (excludes previously agreed spend). Appendix 1 refers to previously agreed CIL spend which currently amounts to £5,635,868.

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

2.7 What can CIL be spent on?

2.8 Regulation 59 of the CIL Regulations states:

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

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

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

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

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

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

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

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

3 Applications for CIL Funds

3.1 The first CIL application process for 2025 started on the 1 January 2025 and was open for 6 weeks. During the application window 4 CIL applications were received. 3 of these were assessed in line with the Governance arrangements agreed at P&R Committee in March 2025: [governance report \(PDF\)](#). This report details and seeks approval for 2 applications to be progressed, however, details are provided for reference in the next paragraph on the 2 applications not to be progressed.

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

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

Applicant & Project Name	Infrastructure	CIL Amount	Reason unsuccessful
Batchworth Community Council	The purchase of Cloisters Community Hall, 2 The Cloisters, Rickmansworth to be utilised for BCC Offices and a community hall.	£595,000.00	<p>The levy is not intended to be spent on the purchase of a building on the open market. Officers therefore confirm this proposal for the purchase of the Cloisters Hall is not eligible for CIL funding</p> <p>CIL monies cannot be used for the use of a building as offices (Parish Offices)</p>
Rickmansworth Sports Club & Rickmansworth Cricket Club Park Road Rickmansworth WD3 1HU	Infrastructure Improvements to provide improved sporting facilities at the club.	£185,021.00	<p>The project did not score the minimum scoring required to progress this project.</p> <p>Further information is required specifically around match funding opportunities and investigation (no current match funding) and information on consultation and other requirements.</p> <p>Information has already been informally provided to applicants regarding the requirements.</p> <p>Officers have suggested they are supportive of the proposed works in principle but additional information and match funding is required. Suggested the application is resubmitted in the June 2025.</p>

3.3 The 2 applications below requested CIL funding for strategic infrastructure projects. The table below provides a brief summary with the full details of each application contained in Appendices 2 to 3 to this report and at **paragraph 3.5**

3.4 Table 1:

Applicant & Project Name	Infrastructure	Total Cost of Project	Additional Funding Identified	CIL Amount	Year funds required
Batchworth Sea Scouts	Full Roof Replacement	£250,000	Batchworth Sea Scouts £50,000	£200,000 requested Officers recommend £125,000	2025/2026
1st Chorleywood Scouts Scout HQ	Renovation Project for hall.	£296,413	Pineapple Trust - £16,000 – secured Ethel & Gwynne Morgan Trust £10,000 – secured Chorleywood Parish Council £2,279.00 - secured The Dewan Foundation £1,000 - secured HS2 £72,815 Application in progress- Not currently secured Garfield Weston Trust £30,000 Application in Progress – Not currently secured *Available 1st Chorleywood Scout Capital Reserves £27,700	£190,000 Requested Officers recommend £190,000	2025/2026

3.5 Details

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

3.6 A) Batchworth Sea Scouts - Full Roof Replacement. To replace the roof of the existing Batchworth and Sea Scouts HQ building.

Batchworth Sea Scouts have applied for £200,000 to replace the existing roof to the building built in the 1960's. The roof has outseen its lifespan and is now failing.

3.6.1 Batchworth Sea Scouts opened in 1968 and the group headquarters is the 'heart and foundation of the Sea Scouts, local community, and beyond'. It has its own boathouse as an integral part of the building which opens directly onto the River Colne. Watersports activities include paddlesports, sailing and powerboating in addition to more traditional Scout skills such as hiking, first aid, cooking, team building, climbing, abseiling, camping, cycling and swimming. The building is now in urgent need of a full roof replacement to ensure it meets the needs of the sports teams and communities using the facility and specifically to meet safeguarding and safety requirements.

3.6.2 Batchworth Sea Scouts has approximately 150 local families involved in the Group, with over 100 volunteers, the eldest being 90 years old. The application confirms, 'They contribute positively to the local community in a number of key ways - a twice-yearly Grand Jumble Sale, the Batchworth Arena weekend during the Canal Boat Rally, and the Santa Sleigh (which raises money for the Peace Hospice in Watford).'

3.6.3 The current users and beneficiaries of the hall are:

- Beavers Turtles aged between 6 – 8
- Beaver Seals - aged between 6 - 8
- Cubs Tempest aged between 8 – 10
- Cubs Warrior aged between 8 - 10
- Scouts Endeavour - aged between 10 – 14
- Scouts Discovery – aged between 10 – 14
- Explorers Bograts – aged between 14 - 18

The building is used on a weekend by a dance class, for around 100 young people, and in the week for scout groups, around 200 young people and 50 adults (detailed above), plus occasional use by the police cadets and other community groups.

3.6.4 In support of the application Batchworth Sea Scouts have advised,

'The intention is to increase the number and frequency of other community groups using the facilities, encouraging people to walk to the HQ as they are the most accessible site in Rickmansworth.

- The upgrade of the hall will provide an attractive facility for special events, including fundraising events generating much-needed income for the Sea Scouts.
- Renovation of the hall pavilion will provide the facilities for hire to other organisations and more daytime usage being planned.

3.6.5 Additional funding for the project is being provided by the following:

- Batchworth Sea Scouts - £50,000

3.6.6 Planning permission is not required for the proposed works.

3.6.7 The project is considered to be CIL eligible and deliverable and would support the achievement of the Corporate Framework and Local Plan under the following:

The Three Rivers Corporate Framework's vision specifies that the Council wants to be a district...

- that is inclusive and where people feel they are welcome, belong and are safe
- where local infrastructure supports healthy lifestyles and addresses health inequalities

- that takes action to mitigate and adapt to the climate emergency
- where local people, organisations and businesses benefit from the prosperity of the district
- be a great place to live, work and visit

The objectives:

- support and enable sustainable communities
- Achieve net carbon zero and be climate resilient
- Maintain and expand the leisure and cultural offer
- Policy DM12 – Community, Leisure and Cultural Facilities supporting development within the area

3.6.8 In summary, the application supports local leisure facilities and is considered deliverable. Officers are also mindful Batchworth Sea Scouts expects to commence works in Summer 2025.

3.6.9 However, whilst the application is for £200,000 the quotes supplied varied considerably in price and not all work was considered to be CIL compliant. Given these circumstances it is considered a contribution to their funding of £125k is offered, which is over 50% of the request and covers work in accordance with compliance for CIL spending.

3.7 B) Chorleywood Scouts - Renovation Project. Complete renovation of existing building and recreation facilities at Chorleywood Scouts HQ.

Chorleywood Scouts have applied for £190,000 for a complete renovation of the existing building and recreation facilities.

3.7.1 The CIL funding would bring the building up to required standards so it can be used again (it is currently not safe to be in use) and hired out to other organisations.

3.7.2 The 1st Chorleywood Scouts HQ building, which was built in 1956 and extended in the 1960's, needs refurbishment to bring it back to a useable standard. The hall closed in the summer of 2024 following an inspection that led to the discovery of critical safety issues. The Scouts continue to meet outdoors and 'borrow' other community facilities in the Chorleywood area when availability permits. This has caused restrictions of the activities that can be done and puts a burden on the volunteers and parents as the location varies so often. Because of closure hire requests have to be turned down. The proposed works include improved disabled access and disabled toilet facilities, new kitchen installation, new toilet provision with gendered and unisex facilities, rewiring, fire prevention measures and fire alarm, modern insulation, more efficient water heating and reorganisation of internal areas.

3.7.3 The current users are:

- Beavers aged between 6 – 8
- Cubs aged between 8-10^{1/2}
- Scouts aged between 10^{1/2} – 14
- Explorers aged between 14-18

Total members of the above approx. 200 young people and 50 adults. Throughout all ages there are a variety of activities.

- Weekend dance classes for approx. 100 attendees
- Occasional use from police cadets
- General community group usage

3.7.4 In support of the application Chorleywood Scouts are constantly fundraising for the project.

Additional funding for the project is being provided by the following:

- Pineapple Trust - £16,000 - secured
- Ethel & Gwynne Morgan Trust £10,000 - Secured
- Chorleywood Parish Council £2,279.00 - Secured
- The Dewan Foundation £1,000 – Secured
- HS2 £72,815 Application in progress – Not secure
- Garfield Weston Trust £30,000 Application in Progress - Not secure
- *Available 1st Chorleywood Scout Capital Reserves £27,700. For phase 3 of the project of which CIL funding is being requested

3.7.5 The project will support the achievement of the Local Plan and the Corporate Framework under the following:

In support of the application Chorleywood Scouts have advised,

'The project is aligned to policy DM12 of the Local Plan, c – supporting the development and improvement of community facilities, encouraging people to walk or cycle to the facility as it is a level step free walk from the centre of Chorleywood, close to bus stops and the train station. This will increase the number and frequency of community groups using the facility. It is felt the premises is the most accessible site in Chorleywood.

With an increase in housing planned for Chorleywood, the number of young people in the area will likely increase, and the need for facilities for those young people will grow. Chorleywood Scouts intends to improve the facilities so that it can further meet the needs of young people, in a building that is safe, and has the structure to comply with safeguarding requirements in working with groups of young people regardless of gender, additional needs or abilities.'

The Three Rivers Corporate Framework's vision specifies that the council wants to be a district...

- that is inclusive and where people feel they are welcome, belong and are safe
- where local infrastructure supports healthy lifestyles and addresses health inequalities
- that takes action to mitigate and adapt to the climate emergency
- where local people, organisations and businesses benefit from the prosperity of the district
- be a great place to live, work and visit.

The application confirms works to the Scout HQ will address these objectives on several levels, as accessibility will be improved, they will expand the offering of groups to include additional scouting and other youth groups including currently under-supported demographics, ie, those which are not sporty, musical or faith based, and are low cost therefore accessible to all.

In addition, once works are complete it is anticipated the use of the building can be expanded. The premises will be suitable for a day centre, providing support to the elderly, and giving respite to those caring for the elderly at home. The group is in ongoing discussions with a day care centre provider.

The upgrade of the hall and kitchen will provide an attractive facility for special events, including fund-raising events generating much needed income for the group

- The proposed improvements will also ensure that the building is more energy efficient, reducing carbon footprint.

3.7.6 In summary, the application supports local leisure facilities and is considered deliverable in terms of funding and additional funding streams. Not all of the proposed work in the submitted quotes is considered CIL compliant and Officers have had regard to this in assessing the application.

However, the requested CIL funding covers the aspects of work which are considered CIL complaint and it is proposed that the full request is granted.

4. Next Steps

- 4.1 As the CIL Charging Authority it is for the Council to decide how to spend the CIL Main Pot.
- 4.2 A decision needs to be made as to whether CIL funds are allocated to these infrastructure projects and, if so, the amount to be allocated.
- 4.3 Where funding is agreed, a legal agreement will be put in place between TRDC and the infrastructure provider to ensure any allocated CIL funding is spent in the correct way. The infrastructure provider will also be expected to provide information until the scheme has been completed and all CIL funding has been spent. In addition, an annual report will need to provide information on the progress of each scheme that funding has been allocated to. A requirement to submit this information will form part of the legal agreement that the successful applicant is required to sign.
- 4.4 If an applicant does not spend CIL money within five years of receipt or does not spend it as agreed, then the Council may require the applicant to repay some or all of those funds.
- 4.5 Payment will be made in arrears and will exclude VAT. For charities or voluntary organisations staged payments will be considered provided we were in receipt of invoices covering the payment made. These will be customised as appropriate and detailed within the agreement.
- 4.6 Details about planning obligation receipts and anticipated expenditure in relation to CIL and S106 is published in the Infrastructure Funding Statement by the 31 December each year in accordance with Regulation 121A of the CIL Regulations.

5 Future CIL Income

- 5.1 Up to March 2025 liability notices relating to the 'district pot' for a potential value of £4,287,170. have been issued. These notices are raised following the grant of planning permission and set out what the liable charge would be should work on the development start and no exemptions are applied. The realisation of the remainder of these monies is therefore totally dependent on a developer implementing their planning permission and not benefiting from any exemptions. It is common to have multiple planning permissions on a site, for permission not to be implemented and exemptions to be granted (mainly for self-build). This figure, while informative, should not therefore be treated as a guaranteed future income.
- 5.2 Where a demand notice has been issued, this means that development has commenced, and that CIL is now due for payment. The council's CIL instalment policy allows developers fixed timescales at 60, 120 and 360 days (post-commencement) to pay the amount due. The number of instalments available is dependent on the total amount of CIL due, with higher CIL charges allowing for more time to pay. A further £467,164 is due to be collected relating to the 'district pot' over the next year on developments that have already commenced. Further demand notices may also be issued if other developments commence.

6 Options and Reasons for Recommendations

- 6.1 To ensure the delivery of important community infrastructure to support growth and development strategic CIL can be spent anywhere within the district, it is not bound by the area of development where funds are received.
- 6.2 It is proposed the 2 applications detailed are agreed and receive the CIL funding as detailed under section 3.4. If Members do not consider they can fully support these projects alternative funding amounts could be considered.
- 6.3 The applications support the Corporate Framework under the following objectives/priorities:
- Three Rivers will be a district:
- Where local infrastructure supports healthy lifestyles and addresses health inequalities
 - That supports and enables sustainable communities

- That can achieve net carbon zero and be climate resilient
- Expand our position as a great place to do business
- To ensure the delivery of important community infrastructure to support sustainable growth.

6.4 In both proposals, the improvements of these community facilities and raising the buildings standards would enable them to be used for further community use

7 Policy/Budget Reference and Implications

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

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

8.1 None specific.

9 Financial Implications

9.1 The commitment of CIL funds of £5,635,868 previously agreed, plus the proposed funding of £315,000 will leave a balance of £4,454,545 in the CIL Main Pot for infrastructure projects going forward.

9.2 As with previous CIL applications it is identified that due to delay between application submission (and initial project quotes) and works being implemented, and given the current economic conditions, there could be further pressures on project costs. It is proposed through the recommendation delegation is given to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to be able to consider any reasonable change to the CIL funding to enable the project to proceed.

10 Legal Implications

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

11 Risk Management

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

11.2 The subject of this report is covered by Regulatory Services with specific TRDC projects covered in their appropriate service plans. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)

Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.	Council could be challenged on CIL expenditure	Governance Arrangements	Tolerate	4
Projects are not progressed/delivered/meet specified objectives	Monitoring required, CIL monies are paid on project completion,	Relevant Legal Agreements in place to ensure a level of control remains	Treat	4

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

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

Impact Score
 4 (Catastrophic)
 3 (Critical)

Likelihood Score
 4 (Very Likely (≥80%))
 3 (Likely (21-79%))

2 (Significant)

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote (≤5%))

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

12 Recommendation

12.1 That Members approve CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2025/2026:

Applicant & Project Name	Infrastructure	CIL Amount
Batchworth Sea Scouts - Full Roof Replacement Appendix 2 and 3	The project is to improve the existing local recreation facility replacing the existing roof of the Batchworth Sea Scouts building to conform with safeguarding standards, environmental, energy efficiency and safety standards.	£125,000
1st Chorleywood Scouts Scout HQ – Renovation Project Appendix 4 and 5	The project is to improve and update the existing building Chorleywood Scouts HQ and recreation facilities bringing it back to a usable standard, conforming with safeguarding standards, environmental, energy efficiency and hygiene requirements.	£190,000

- (ii) The final funding and implementation of the 2 agreed projects is delegated to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to determine to enable the agreed projects to be progressed and implemented.

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

Data Quality

Data sources: Exacom (Planning Obligations Software) Data Checked by:

Jo Welton, Senior CIL Officer

1	Poor	
2	Sufficient	
3	High	X

Background Papers

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

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

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

Guidance provided by the Department for Levelling Up, Housing and Communities and Ministry of Housing, Communities & Local Government <https://www.gov.uk/guidance/community-infrastructure-levy#spending-the-levy>

APPENDICES

Appendix 1 – Previous approved Infrastructure Projects

Appendix 2 – Batchworth Sea Scouts EIA

Appendix 3 – Batchworth Sea Scouts Climate & Sustainability

Appendix 4 – Chorleywood Scouts EIA

Appendix 5 – Chorleywood Scouts Climate & Sustainability



Approved Infrastructure Projects Three Rivers District Council

Financial Year	Approved at Full Council	Bid Ref	Project Description	Regulation 123 / IFS Compliant	CIL Funds Allocated	Project Started	CIL Funds Released	Project Complete
2021/22	22.02.22	TR01	Denham Way Playing Fields Refurbishmen t of Outdoor Leisure Facilities	Yes	£347,000.00	Yes	Yes	Yes
2021/22	22.02.22	TR02	South Oxhey Playing Fields	Yes	£375,000.00	Yes	Yes	Yes

			Refurbishment of existing and installation of new facilities					
2021/22	22.02.22	TR03	Permanent enlargement of Breakspeare School	Yes	£901,574.00	No	No	No
2022/23	12.07.22	TR04	Barton Way refurbishment of Multi Use Games Area (MUGA)	Yes	£29,979.00	Yes	Yes	Yes
2022/23	18.10.22	TR05	Electric Vehicle Charging Points	Yes	£460,000.00	Yes	No	No

			(Throughout District)					
2022/23	18.10.22	TR06	Grand Union Canal Towpath Upgrade – Phase 6	Yes	£109,824.00	Yes	Yes	Yes
2022/23	13.12.22	TR07	Cost Uplift re Bid Ref:TR02 - South Oxhey Playing Fields Refurbishment of existing and installation of new facilities	Yes	£93,750.00	Yes	Yes	Yes
2022/23	13.12.22	TR08	Cost Uplift re Bid Ref:TR01 - Denham Way Playing Fields Refurbishment of Outdoor	Yes	£86,750.00	Yes	Yes	Yes

			Leisure Facilities					
2023/24	11.07.23	TR09	Aquadrome Pedestrian Bridge	Yes	£320,524.00	Yes	No	No
2023/24	25.07.23	TR10	King George V Playing Fields – Multi Purpose Play Area	Yes	£153,717.50*	Yes	Yes	Yes
2023/24	09.07.24	TR11	Aquadrome Pedestrian Bridge	Yes	£817,231.00	No	No	No
2023/24	09.07.24	TR12	Batchworth Depot	Yes	£456,400.00	Yes	No	No
2023/24	09.07.24	TR13	Beryl Bike Scheme	Yes	£45,000.00	Yes	Yes	Yes

2023/24	09.07.24	TR14	Chorleywood Youth Football Club	Yes	£185,903.00	No	No	No
2024/25	10.12.24	TR15	King George V Pavilion, Sarratt	Yes	£200,000.00	No	No	No
2024/25	10.12.24	TR16	CCTV Cameras – Three Rivers District	Yes	£76,716.00	Yes	No	No
2024/25	10.12.24	TR17	Croxley Green Library	Yes	£10,500.00	No	No	No
2024/25	10.12.24	TR18	Oxhey Jets Football Club	Yes	£966,000.00	No	No	No
Total					£5,635,868.50			

*CIL Funding amount for King George V Playing Fields reduced from £184,461.00 to £153,717.50. Project cost was less than originally budgeted for.

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Equality Impact and Outcome Assessment (EIA) Template

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

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

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

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

Equality Impact and Outcomes Assessment (EIA) Template

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

Title⁵	Batchworth Sea Scouts - Full Roof Replacement	ID No⁶				
Team/Service⁷	The Scout Association & Batchworth Sea Scouts					
Focus of EIA⁸	<p>We strictly follow the Scout Association policy on Equality Diversity and Inclusion – https://www.scouts.org.uk/about-us/policy/equality-diversity-and-inclusion-policy/</p> <p>Scouts is committed to encouraging and promoting diversity and inclusion in our workplace and services to members. This reflects our values of respect, belief, care, cooperation and integrity, where everyone should be treated with dignity at all time. Scouts will take every possible step to tackle all forms of discrimination, inequality, and unfair treatment, whether it's intentional or unintentional, direct or indirect. Scouts is committed to making sure that all employees have equal access to opportunities and to removing all barriers to inclusion in the workplace.</p>					
Assessment of overall impacts and any further recommendations⁹						
<p>As a Group we focus on being fully inclusive for anyone wishing to join. We ensure that we do not discriminate on Disability, Gender (including gender identity), Race, Age, Religion /belief and Sexual orientation.</p> <p>The Group has made provisions for wheelchair users with a modular access ramp and disabled toilet.</p> <p>We ensure every child has an opportunity to take part in all activities and that none are precluded to do so with funding available to help low-income families. We are in the process of establishing a bursary to make this more widely available to the community.</p> <p>We make good use of BLYM (Bury Lake Young Mariners) which also provides the option to make use of CVSS who provide sailing and katanuung for disabled people.</p>						

Potential Issues	Mitigating Actions
We recognise that financial support for low-income families can be a sensitive subject. We want to improve the way this is done at Batchworth Sea Scouts.	Establish a bursary fund and determine a target for the percentage of young people that join the Group with full financial support for membership fees through to activity costs such as summer camp expeditions.
Actions Planned ¹⁰	
We plan to discuss the establishment of the Batchworth Bursary Fund, its implementation and administration, and finally it's promotion to the wider community. Meeting 11th February, 2025.	

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:



Richard Patterson
Group Trustee Chairman

Date: 11/02/2025

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 (e.g.: a change in population), or at a national level (e.g.: 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 - e.g.: '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? e.g.: 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.

TRDC Climate and Sustainability Impact Ass

Score / Colour Code
Dark green (4)
Light green (3)
Yellow (2)
Red (1)
Grey (0)

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@threerivers.gov.uk

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

Homes, buildings, infrastructure, equipment and energy	
Question	
1	What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?
2	What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?
3	Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>
4	Will any new building constructed or refurbished be highly energy efficient in use? <i>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"</i>
5	Does this make use of sustainable materials / inputs in your project? <i>E.g. re-used or recycled construction materials, timber in place of concrete</i>
6	Does this use more sustainable processes in the creation of the project? <i>E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel</i>

7	Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>
8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?
	Average Score

Travel

Question

9	Reducing travel: what effect will this project have on overall vehicle use?
10	Will this project use petrol or diesel vehicles?
11	Will this project support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>
12	Will this project be easily accessible for all by foot, bike, or public transport, including for disabled people?
13	Has the project taken steps to reduce traffic? <i>E.g. Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>
	Average Score

Goods and Consumption

Question

14	Has this project considered ways to re-use existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?
15	Does the project reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people, leasing or product-as-a-service rather than ownership</i>

16	Does the project use products and resources that are re-used, recycled, or renewable?
17	Does the project enable others to make sustainable choices within their lifestyles, or engage people about this?
18	Does the project have a plan to reduce waste sent to landfill in manufacture?
19	Will the material(s) used on the project be able to be re-used, re-purposed, or recycled at end of its life?
20	Has the project taken steps to ensure any food offered or consumed is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy, minimise food waste, seasonal and locally sourced produce.</i>
	Average Score
Ecology	
Question	
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.)
22	Does the project create more habitat for nature? <i>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</i>
23	Does the project make changes to existing habitats or have a negative impact on biodiversity? <i>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</i>
24	Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?
	Average Score
Adaptation	
Question	
25	Does any planned project, construction or building include measures to conserve water? <i>E.g. low-flow taps and showerheads, water-efficient devices</i>

26	Does the project consider how to protect people from the effects of extreme weather? <i>E.g. including shading to prevent overheating</i>
27	Has any planned building work or infrastructure on the project considered how to mitigate flood risk? <i>E.g. implementing Sustainable Drainage Systems (SuDS), de-paving areas, installing green roofs</i>
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)?
29	Has the project considered its own resilience to extreme heat, flooding, or drought resulting from climate change?
Average Score	
Engagement and Influence	
Question	
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?
Average Score	
Total Overall Average Score	

Now the assessment is complete, please include a copy of the completed form by email to Joanna.Hew

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

Assessment

Impact and Recommendation

Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Some possible negative impacts for sustainability. Recommendation to review this aspect where possible and proceed.
Considerable inconsistency with the council's sustainability objectives. Stop the project.
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Name of project/policy/procurement and date:	
Brief description (1-2 sentences):	

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Impact (select from list)	Score (-1 to 4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
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
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3

Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
	3.20

Impact	Score (0-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2
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
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	2.00

Impact	Score (0-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2

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
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	2.50

Impact	Score (0-4)
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
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
	#DIV/0!

Impact	Score (0-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0

Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
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
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
	3.0

Impact	Score (0-4)
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
	3
	2.74

Assessment as part of your CIL application, and
mitson@threerivers.gov.uk

3.33
2.00
2.50
2.50
3.00
3
2.8

th this aspect.

is aspect where possible and proceed.

these aspects and find mitigations where possible.

strong recommendation to review these aspects and find mitigations.

achieved in this area, but otherwise proceed.

Full Roof Replacement (Batchworth Sea Scouts)

6th February, 2025

The main roof of our Scout HQ on Riverside Drive is a flat roof which has been in service since the mid-1960s. It has outlasted its original design lifespan, but has started to leak and deform requiring full replacement with modern materials to ensure we can continue as a Group.

Justification or mitigation	Impact (select from list)	Revised Score (1-4)
The new roof with modern building materials and insulation will significantly reduce electricity usage for heating the building due to greater heat retention.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Electricity is used to heat the building. Some of this will have come from burning fossil fuels, so using less will reduce use	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
We are able to reuse the existing metal roof beams in the building. We are also using standard vs custom building materials for the project.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
The roof design uses modular components that come ready for installation on site.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

The roof does not have the strength to carry solar panels however once complete we will look for a wall mounted solution around the top perimeter.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
We are in the process of updating the heaters with energy efficient Infra-red units (https://www.tlc-direct.co.uk/Products/BNHN330B)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
		3.33

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
The contractors will need to use vehicles to visit the site. Delivery vehicles will need to be used for bringing in the replacement roof materials.	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2
N/A	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
		2.00

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
We are able to reuse the existing metal roof beams in the building. We are also using standard vs custom building materials for the project.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
We will need to secure new materials for the project, this is unavoidable.	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2

N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
N/A	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
The old roof material will need to be disposed of.	Some possible negative impacts for sustainability. Recommendation to review these aspects and find	2
The new roof outer layer should last approximately 25 years, and be replaced in future and not the entire roof structure.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
		2.50

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
		#DIV/0!

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0

The new roof will have modern materials and provide both insulation during cold weather and heat protection when hot.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
The new roof will be made from modern materials with greater resistance to heavy precipitation and extreme heat.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
		3.00

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
The project will provide a new modern roof with better insulation that we can use to educate our young people to the effects of climate change.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
		3
		2.8



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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 imprc
- Replace gas boilers with renewable heating, such as heat pumps. Consider District H
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as frames.
- Use construction methods that reduce overall energy use, such as modular, factory-electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including ba
- Switch to a certified renewable energy provider e.g. utilise power purchase agreeme
- Use energy-efficient appliances.
- Install low-energy (LED) lighting.
- Install measures to help manage building energy demand, such as smart meters, tir management systems.

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

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and
- 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 inv
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. re-timing the se

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

- Procure goods through sharing, leasing, or product-as-a-service models rather than
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goo
- Use recycled materials, and procure items that can be reconditioned or recycled at e
- Use lifecycle costing in business cases to capture the full cost of operation, repair ar
- 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 cor
- single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and

low-carbon behaviours.

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 enhance 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', log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. land use change for farming; pesticide use; organic/regenerative farming methods

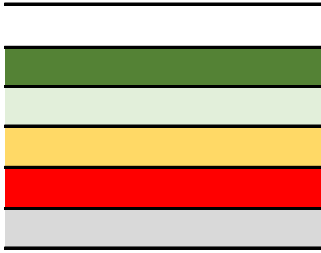
Ways to optimise sustainability and work towards net-zero carbon:

- 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,
- Ensure all new building or refurbishment (especially of homes) models and mitigates adequate ventilation and shading

- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install 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 to build understanding of the climate and ecological emergencies.



ovement in EPC ratings.
Heat Networks where appropriate.

recycled material and timber

built components, or use of

tery storage.
nts (PPA)

ers on lighting, or building

rounds.
t.
volving transport.
l, training, incentives.
ervice or deliveries

ownership.
ods.
end-of-life.
nd disposal of an item.

mposting) food waste; replacing
l enable them to adopt low-waste,

courage biodiversity.
s', ponds, hedgehog hides and
water pollution; water consumption;

watering garden, toilets
; future overheating risk, with

I Sustainable Drainage systems
oration.

ommunity groups to promote

CIL - Short Equality Impact and Outcome Assessment (EIA)

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

EIAs enable us to consider all the information about a project from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how you 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 Strategy and Partnerships Team at Three Rivers District Council.

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete a full EIA, or this template⁴

Title ⁵	Chorleywood Scout HQ renovation project	ID No ⁶	
Organisation ⁷	1 st Chorleywood Scouts		
Focus of EIA ⁸	<p>The Scouts aim to be able to provide access to scouting, encompassing personal life skills, teamwork and outdoor education for all young people in the local area regardless of race, gender or ability.</p> <p>Our current building has been found not to be fit for purpose, and has had to have urgent removal of Asbestos, and electrical safety work carried out. Further upgrades are required to make it usable for future generations of young people. The building is a 2 storey structure built in stages by the local community in the 1950's, with extensions in the 1960s and 1970s. There are 2 halls, side rooms, storage and a garage, and it is situated a short level walk from the village centre. It is under utilised due to the poor toilet facilities, kitchen and access; the facilities do not meet current safeguarding standards for provision of toilets for groups of young people, and the building does not meet current fire regulations. We only have one toilet that is unisex, and one toilet as accessible (though not fully accessible in line with current standards).</p> <p>Our focus is:</p> <ul style="list-style-type: none"> the improvement of toilet facilities, segregating under and over 18's, providing girls' and boys' facilities as well as some unisex toilets, and provision of modern accessible toilet facilities and baby changing; provision of a larger accessible kitchen for teaching and potential hirers; and 		

	<ul style="list-style-type: none"> ● improved disabled access. <p>This will allow us to encourage a more diverse range of people, including those with disabilities, to feel fully welcome in our scouting sections. We will also be able to invite scouts from outside the area (with a range of needs) to use the HQ for access to the Chiltern Hills and into London. We can also increase the provision offered to other community groups such as Mission Employable, providing them with a potential training space for the interns (young adults with learning difficulties).</p>
Assessment of overall impacts and any further recommendations ⁹	
<p>At the moment the building does not cater well for those with additional needs, and we have safeguarding concerns around the existing layout of the toilets: the building currently has toilets that are too small (concerns on circulation space and adult/child mixing) and only one other toilet, which is not suitable for disabled, all adults, and unisex (addressing the protected characteristics of gender).</p> <p>The new layout will mean these concerns are addressed on the ground floor in terms of accessibility (2 toilets – covering unisex, doubling the facilities, disabled, wet room, baby change, etc), and the upper floor toilets will be enlarged and improved to provide a male, female, and 3x unisex facilities – allowing the building to address disabled, babies, privacy, unisex, and to allow segregation of under and over 18s (a key Scouting safeguarding criteria).</p> <p>However at present we will not be able to provide access for the mobility impaired to the upper floors of the building, and will be looking at ways we may be able to address this in the next phase (see below).</p>	
Potential Issues	Mitigating Actions
<p>Currently, the access from the road is too steep for wheelchairs, and the parking does not allow a wheelchair user to exit a vehicle and have a disabled-friendly route to the building.</p> <p>Currently there is a large lip at the front door to access the building, although we have a ramp that goes over this, we have found the layout of the entrance means that it is difficult to enter for those in a wheelchair or with limited mobility.</p>	<p>The access to the building will be addressed with a wheelchair ramp from the pavement, allowing level exit from vehicles, and a compliant access to the building.</p> <p>The front door is budgeted to be replaced, removing the lip that makes access challenging.</p>

<p>There is a short steep ramp into the lower hall from the entrance hall, which is not the correct angle for a wheelchair, and presents issues for those who use a walker or other mobility aids - assistance is generally required to navigate the ramp. The direction in which the doors open makes access harder.</p>	<p>The doors to the lower hall will be moved to allow for a longer, less steep ramp to be installed into the hall. The doors will be reversed to allow for this extended ramp to be usable by disabled users. This means we will have to change/improve the location of doors from the hall to the outdoors, as the main fire escape and the fire door layout changes to allow for the less steep ramp.</p>
<p>There is currently one toilet on the lower floor, however it does not meet (or get close to) current guidelines for disabled use, and is not laid out correctly. There is no facility for baby change and the doorway is not wide enough. The existing toilet door opens out into the entrance hall, and opens on to the kitchen door, blocking access to the kitchen – which is a significant risk to both disabled users and kitchen users. We do not have any additional toilets on the ground floor which is also an issue for disabled, unisex use, and segregating adults and young people (safeguarding).</p>	<p>The change in fire doors allows the hall user count to remain, the fire exit arrangements to be improved / made safer, and the disabled provision to be addressed.</p> <p>Rearranging the stores and re-siting the kitchen to the rear of the building will allow us to create 2 unisex accessible toilets with baby changing facilities in one and a full disabled wet room in the other, on the ground floor. We need to move the kitchen to enable this.</p>
	<p>We will then be able to create under and over 18 M&F toilet and shower facilities in the upper floors, alongside 3x unisex toilets (individual toilets opening onto main corridors). This will improve and resolve safeguarding in terms of segregation for toilet facilities for under and over 18s, and will allow facilities for those who prefer to use unisex toilets.</p>
<p>The kitchen is not large enough to allow anyone using mobility aids to access it (door is too narrow), and the layout does not allow for more than 2-3 people to be present at any one time. The close proximity of working with each other when using the kitchen causes safety concerns, and increases stress to some of the more anxious young people causing them to not want to take part in activities. The width and</p>	<p>The need to move the kitchen is an enabler for accessibility. The need to meet Building Control requirements enforces accessibility compliance. The proposed area is more than twice the floor area of the existing kitchen – and is a blank canvas – therefore can be designed for the required usage.</p>

<p>location of the existing door means it is not possible to access the kitchen if the user needs assistance with mobility.</p> <p>The upper hall is not, and will not be, accessible (during these phases) for wheelchair users due to the stairs that access the 1st floor. We have considered a lift, but concerns about ongoing maintenance requirements (discussions with existing facilities that have lifts) and the cost of installation have meant this is not currently part of our proposals. We will look to see if there are any other options to address this issue – i.e. ramps or stair lifts.</p> <p>Our current first floor toilet layout means we do not have a unisex toilet available - the only gender neutral or unisex toilet is the accessible toilet on the ground floor. We now have transgender cubs and scouts attending, and it is causing issues for them that we cannot provide them with a unisex toilet alongside the male and female toilets.</p>	<p>The building, once Phase 3 has been delivered, will mean both ground and 1st floor can be available for all users. Those on the first floor will have access to the full facilities, except for wheelchair access. Hence the primary mitigation is scheduling and flexibility – i.e. an activity that requires wheelchair accessibility uses the lower floor, and those that don't will use the upper floor. The changing of the stairs at the rear of the building will be to current regulations – i.e. will be suitable for stairlifts (subject to surveys) – hence whilst not in our Phase 3 plans, the accessibility options to the first floor will be improved by this work – we intend to consult mobility companies for different options for first floor accessibility, and options other than a lift may be a better overall solution.</p> <p>As detailed above, the provision for suitable facilities for different genders and preferences will be addressed with 1 unisex toilet at the front on the first floor, 2x unisex toilets (baby change + disabled wetroom) on the ground floor front, and 2x unisex toilets on the first floor rear in addition to male and female toilets/washing facilities. This meets the flexibility required for the building for the future.</p>
<p>Actions Planned ¹⁰</p> <p>We need to create more access to the building as laid out in the mitigations section, providing 5x unisex toilets (addressing disabled, wheelchair, baby change, unisex / gender neutral), and segregating under and over 18s' toilet facilities. A larger kitchen will mean that an accessible learning space for cooking can be created.</p> <p>Final design to be assessed with regard to accessibility to the upper floors for those with mobility problems.</p>	

Keep accessibility under review at every stage of the project implementation.

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

Name of the person completing the EIA: Sarah Wright, Trustee and Group Lead Volunteer

Date:

21/02/25

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).

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 a full EIA? Consider:

- Is the project 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 project you are proposing

⁶ **ID no:** The unique reference for this EIA. This will be added by Three Rivers District Council

⁷ **Organisation:** The name of the organisation submitting the EIA for assessment.

⁸ **Focus of EIA:** A summary of your proposals. 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 project?
- Who implements, carries out or delivers the project? Please state where this is more than one body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other local services?
- Who is affected by the project, or by how it is delivered? Who are the service users, 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?

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

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	Name of project/policy/procurement and date	1st CW Scout HQ - Build Back Better
Please answer all questions from the drop-down options in the 'impact'	Brief description (1-2 sentences):	Refurbishment of HQ building to make accessible for community use with disabled facilities, baby change/accessible facilities, and

Homes, buildings, infrastructure, equipment and energy						Ways to optimise sustainability and work towards net zero carbon:
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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Reduced use of electricity through replacing existing light (Inc. CFL) fittings with LEDs, using occupancy sensors to prevent lights being left on. The installation of more toilets and changes to use of the current kitchen gives us the opportunity to move water heaters from the current inefficient gas water heater to modern thermally efficient multipoint-type heaters.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	
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	Reduced use of gas for heating, by increased insulation to walls and ceilings in areas being scoped. Replacing inefficient wall water heater with high efficiency (insulated) small (multipoint-type) heaters + a modern replacement hot water heating solution for the kitchen usage. Our realistic position today is that we will need to one of the following options: 1. feasibility for Air-sourced heat pump + suitable thermal water store – though this is expensive and currently under investigation / discussion with CPLM. 2. Electric Mega flow-type eco-cylinder (suitable for heat-pump use, used initially on an electric green energy tariff) for large-volume hot water cylinder (electric heated) – this will likely be our preference (see below). 3. another suitable solution that is significantly more efficient than we currently have – a highly efficient combi-boiler is our backstop (and budgeted) position. Phase 4 will look at replacing the concrete roof, and at that point solar PV or solar thermal panels + suitable thermal water store will be a good option. Option 2 above is our expected direction, because it would allow us to install a water cylinder that can be electric heated from day 1, but compatible with heat-pump or Solar thermal panels to heat. Options 1 and Phase 4 would then work with the cylinder in option 2 above. Our backstop (budgeted position) is a combi boiler as a short-term fix if this is not possible (as the cylinder option pricing for option 2 is broadly similar) .	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	Poorly used store rooms will be brought in to use to increase toilet facilities. Poorly used store room turned to functional kitchen use with efficient storage. Existing non-useful kitchen turned to disabled wet room and accessible toilet facilities. Existing garage that stores unused trailer and unused other equipment (old Kayaks) will be converted to camp store room to consolidate storage to useful (and efficient) stores rather than the sprawling mass of current inefficiency	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").	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	No new buildings, but existing 1970 wall panelling removed and replaced with thermally efficient (insulated) PIR Plasterboard to increase R-value of external walls and ceiling cavities in all areas affected by these plans. We see this as a roadmap for the future for any future renovations (i.e. roof replacement - which isn't in this phase, to increase thermal efficiency).	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	
5 Does this make use of sustainable materials / unputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	FSC sourced timber will be used. For composite toilet partitions, intention to source HDPE based partitioning (sustainable, made from recycled materials, and further recyclable beyond). The materials used to upgrade to the fire escape route will be considered against this criteria.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	
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,	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Unfortunately, with the exception of the washroom panels mentioned above, manufacturing offsite won't be possible due to the project refurbing what already exists (and reuse where possible).All plant used on site (lifts / hoists / access equipment) will be electrical wherever possible.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	

- 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.

7	Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	HQ is in a shady position and currently has a concrete asbestos roof. When the roof can be renewed, PV and solar thermal will be further reconsidered. Heat pumps (air and borehole ground source) will be considered - noting that the roof insulation and windows will need addressing as part of a wholesale upgrade required to meet the U-values for heat pumps, including heating + pipe sizes. Even if these are not viable in the near-term, we aspire to replace the roof with a type which improves the ecological aspect - hence would look to consider a living/sedum roof to reduce run-off and stabilise rainfall. The building covers >50% of the plot, hence this is a significant upgrade option. With energy, we intend to conduct an energy review and would consider renewable energy as long as the increased usage (hiring) of the building supports the additional cost of tariffs.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	New kitchen appliances, modern water heating solutions (prefer renewable / green heat sources if found feasible - currently under investigation/discussion with CLPM) will have current/modern spec high efficiency rating. All lighting will be replaced to current modern efficient specifications (all lighting is old/inefficient). Showers will be efficient (heat only water used) as will water heaters.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			3.75			3.75

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	<p>The upgrade of kitchen, halls and toilet facilities will mean the building is suitable for local community use. The building will be the only central Chorleywood building with these facilities - hence walking distance from all local housing and the underground station. This will reduce vehicle travel as currently users using similar facilities in Chorleywood are using halls outer edge of the village (further away, less accessible), which naturally people tend to drive to.</p> <p>The plan for better toilet and shower facilities is that other Scout groups can use it as a base for Chiltern Hills and London weekends, reducing their need for vehicles to be used when travelling into London, due to the locality to the LUL station. Our survey (nationally to other Scout Groups) on this has confirmed that this will be a popular use case of the building.</p>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
10	Will this project use petrol or diesel vehicles or EV, hybrid?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
11	Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	<p>Central Chorleywood location - cannot be emphasised enough - walkable from everywhere within the village, unlike all other current halls in Chorleywood (which are on the edge, or up steep hills), and where most people currently drive to.</p> <p>Sleep over facilities in the hall will encourage groups to explore the local area (on foot) as Chorleywood has many amazing walks (Chess valley, Chilterns, etc.). Installation of a Bike Rack will encourage local cycling over motor use. Charging points for e-bikes is currently aspirational, but if demand is there - we would support this. Better lighting around the building will make foot use safer</p>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
12	Will it 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	Yes - step-free access to the site from all public transport. The only current challenge is the site itself where the entrance and building is not accessible (step access). The renovations will allow wheelchair users access via flat and step-free methods.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13	Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Bike rack - to encourage bike usage to reduce traffic. Allowing more use of faculties during the day will reduce pressure on other high traffic and congestion areas in Chorleywood such as the memorial hall. Central location (again) - all reduce traffic in the village by providing a much needed central community facility.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4.00			4.00

Goods and Consumption					
Question		Impact	Score (0-4)	Justification or mitigation	Revised Score (0-4)

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. retiming the service or deliveries	Ways to optimise sustainability and work towards net zero carbon:
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14	Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	As this project is a refurb, the upgrade of existing walls, floors is embedded. The project has been designed with the minimal removal (supported by the plans). Kitchen & washroom doors, timber, partitions and equipment will be reused where viable. Timber from existing racking will be re-used for racking out the garage store where viable. Scouts are great at re-use and minimising waste.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The works are focused around an adaptive reuse proposal for the existing building. This will reuse the existing structure so avoiding carbon and the use of lots of new materials.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
16	Does it 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	We have focussed on using recycled washroom partitioning where possible and FSC timber for renewable and sustainable sources.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
17	Does it 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	Inherently the more flexible and attractive we make the building (attractive, to needs - not just cosmetics), the more attractive the building will become to local groups. Being in the heart of the village (unlike ALL other meeting places) means this will be the most central (and shortest distance) to get to for most people. This encourages walking/cycling as a lifestyle choice and keeps engagement with the village.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18	Is there a plan to reduce waste sent to landfill in manufacture?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Only the minimum will be sent to landfill - licenced waste carriers will be used (which will sort contents of skips). Plasterboard disposal will be via plaster recycling methods. Reuse will reduce landfill. Contractors will be vetted on including material separation in their methodology. Scout volunteers will assist with environmental disposal or reuse of recyclable materials rather than going to landfill.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
19	Is the material used 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	All timber will be reusable. Composite recycled material (i.e. intended toilet partitions) would have further life.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
20	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The upgrade of the kitchen will allow greater preparation area - and allow more use of base ingredients rather than the current need to take shortcuts due to lack of food hygiene safe prep space. Groups using the building will be encouraged and championed to also do so.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score			3.71			3.71

- 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.
- 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.

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.)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The project increases the quantity of non-amenity space by reducing clutter and increasing storage for items currently stored outside. The building will flow to the outdoor space better, making it accessible and more attractive. Our aspiration in a future phase is to replace concrete roof with a living roof in the medium-term to reduce hard surfaces and therefore affecting the rainfall run-off by softening >50% of the plot area.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	We intend to add swift boxes, bat boxes and bug boxes as part of the program with the Scouting sections. It's a great way to demonstrate and energise the young people to learn and practice by doing - in a practical way that is relevant to the nature on the doorstep. The increased non-amenity space will allow Scout groups to grow vegetables in micro plots around the back yard. This in turn should increase nature (bugs/bees).	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
23 Does it make changes to existing habitats and have a negative impact on nature? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Not in a negative way at all - only positive.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
24 Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Certainly if we can realise the living roof it will - but as that's not part of this phase - it can only score zero.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		4			4
Adaptation					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)

**Ways to optimise sustainability and work towards net zero carbon:
(Seek advice from Landscapes Team if required)**

- 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:

25	Does any planned project, construction or building use include measures to conserve water?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Internally the washrooms, and kitchens will all use also low flow sanitaryware. Showers will be efficient electric-type which only heat the water they use, but will be limited in power to limit both energy use and therefore hot water flow. This will reduce water consumption in the building. Rainwater will be collected for irrigation for the scouts allotment (micro plot) use mentioned above. See above for aspirations on living roof to replace the concrete roof in the medium term.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
26	Does the project , consider how to sustainably protect people from extreme weather?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The building ramped front will include Aco Drains which will be used to a soakaway. Rainwater will be confirmed to use soakaways, not main drains. The building naturally is good with extreme heat - but this will be further improved with increased insulation.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
27	Has any planned building work or infrastructure considered how to mitigate flood risk? <i>E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Unfortunately not possible within the current project phase (the changes are mostly internal), but will be seriously considered for the future - see Sedum/Living roof aspiration to reduce the overall hard surface of the entire plot by >50%. But to answer the question directly - for this phase the score is zero.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
28	Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Current shingle area (12 sqm) will unfortunately need to be upgraded to hard surfacing due to upgrading fire exit (for wheelchair exit), but this will be mitigated by use of at minimum, drainage to soakaway locally, or preferably a permeable solution (permeable pavers are an option). Net change to runoff = zero. Permeable solutions will be further investigated in the detailed planning phase.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
29	Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	The building is currently a cool building even in heatwaves. The increase in insulation will only reinforce this and keep the interior cool. This is inherent in the existing building and will be retained - so isn't really a key consideration going forwards - hence neutral score of Zero.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score			4.0			4.00
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?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The project will raise awareness and understanding of the climate and ecological emergency as it will be a perfect example of how a building can be sensitively retro fitted and reused and become a community asset accessible to all. The users of the building currently ranges mostly from 5-18, but the plan will be to enable it from 0-100+. Young children will be able to learn about reusing and repurposing, about energy usage, re-use and sustainable materials, rain water collection. The building will also have a new lease of life that can be enjoyed and used by many generations to come that will keep illustrating the benefits of low energy design and adaptive reuse.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score			3			3
Total Overall Average Score			3.74			3.7

Now assessment is complete copy and paste box into your business case, committee report. (under environmental implications 6). Whole assessment can be an appendix. Procurement tenders are expected to submit complete report with application.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.75
Travel	4.00
Goods and Consumption	3.71
Ecology	3.71
Adaptation	4.00
Engagement and Influence	3
Total Overall Average Score	3.7

- 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 emergency.

Audit Committee report

25/03/2025

AUDIT COMMITTEE
PART I
Amendment to the Risk Management Strategy 2024
(ADCCC)

1 Summary

- 1.1 Following Full Council on 10 December 2024, Officers have been asked to consider the following amendment to the Risk Management Strategy.
- 1.2 “To add a separate column to the right of the second table at Appendix A, concerning impact of the Green Belt. The precise risk thresholds to be agreed by the Audit Committee.”

2 Details

- 2.1 Officers have carefully reviewed this proposed amendment to the Risk Management Strategy 2024 and identified several challenges that suggest it may not be the most effective approach.
- 2.2 No other authority whose risk management strategies or policies were reviewed includes a single stated environmental factor, such as the impact on the Green Belt, as a distinct risk category within their framework.
- 2.3 Risk management strategies are designed to assess risks in a balanced and comprehensive manner, ensuring no single issue is given disproportionate emphasis without clear, overarching justification.
- 2.4 The impact on the Green Belt is inherently difficult to quantify in a consistent and tangible way, as it involves evolving factors such as planning policies, environmental considerations, and socio-economic implications. Establishing precise risk thresholds for this factor would be complex and may not align with the structured, measurable approach required for effective risk management across the Council’s various responsibilities and endeavours.
- 2.5 In a future iteration of the strategy, the Council could consider introducing a broader environmental risk category to capture a wider range of relevant issues in a more structured and comprehensive manner.

3 Options and Reasons for Recommendations

- 3.1 To adopt the Risk Management Strategy, with the current risk categories of;
- Service disruption
 - Financial loss
 - Reputation
 - Failure to meet legal obligation
 - People

4 Policy/Budget Reference and Implications

4.1 None

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

None specific.

6 Recommendation

That:

6.1 The Councils Risk Management Strategy is adopted.

6.2 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.

Report prepared by: Phil King, Data Protection and Resilience Manager

Three Rivers District Council

Risk Management Strategy

July 2024

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1. Purpose Of The Strategy

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

2. Our Vision And Objectives

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

3. Background

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

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

4. Risk Management Strategy Objectives

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

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

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

5. Key Features Of The Risk Management Framework

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

- 5.5.2.1 After identifying potential risk areas, the impact and likelihood are assessed to generate an **inherent** risk score, reflecting the risk without any mitigating measures. See Appendix A for the impact and likelihood scoring matrix.
- 5.5.2.2 Having evaluated the risk without controls in place, list the key controls / actions that will reduce the risk of non-achievement. Re-evaluate using the risk matrix to arrive at the **residual** risk score.
- 5.5.2.3 This whole risk process records the controls that are required to be put in place to reduce the likelihood of the risk occurring and the impact upon Council objectives and will include such actions as:

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

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

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

5.5.3 Stage 3: **Recording the Risks**

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

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

5.5.4 Stage 4: **Monitoring and reporting**

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

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

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

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

6. **Risk Appetite And Tolerance**

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

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

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

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

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

6.6 Establishing a clear risk appetite offers several benefits:

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

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

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

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

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

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

- 6.6.5 The objective of risk management is to minimise risks to a level just below the risk appetite line (depicted as a thick black line above). This entails implementing sufficient controls to reduce the risk to an acceptable level, finding a balance between excessive or insufficient control measures.
- 6.6.6 In some circumstances a risk that has a residual score above the thick black line may still be acceptable if sufficient and appropriate mitigation is in place.

Risk Appetite Matrix

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

7. Types Of Risk

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

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

8. Identification Of Risks Within Committee Reports

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

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

- 8.2 If any risk, even after implementing control measures, scores eight or higher, provide a detailed explanation in the report regarding why you recommend that the risk should be accepted, or detail plans to transfer the risk.
- 8.3 Outline the procedure for continuous monitoring of all listed risks and specify the circumstances under which termination may be considered.
- 8.4 For risks scoring eight or more after implementing controls, ensure they are documented in the relevant risk register and flag them for review by the Corporate Management Team for potential inclusion in the strategic risk register.

9. Roles And Responsibilities

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

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

Appendix A

SCORING RISK

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

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

The interpretation of the scores is as follows:

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

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

Overall Risk Score

The overall risk score can be interpreted as follows:

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

RISK REGISTER

Appendix B

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

Appendix C

DOCUMENT INFORMATION

Approval of Document

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

Distribution List

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

Amendment and Revision Record

Version	Purpose of Issue	Date
1.0		

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Three Rivers District Council

Policy & Resources Committee Budget Outturn Report 2024/25

9th June 2025

PART I

BUDGET OUTTURN 2024/25
(DoF)

1 Summary

- 1.1 This report sets out the financial position for the year ending 31 March 2025 for the Council's revenue and capital budgets. The following recommendations are included in the report:
- to carry forward to 2025/26 certain unspent revenue budgets and;
 - to rephrase those capital budgets that require completion in 2025/26
- 1.2 The report focuses on the variation between the latest agreed budget and the final expenditure and income for the financial year. An underspend of £0.493m is reported before carry forward requests which will be returned to the Council's General Fund.
- 1.3 However, this underspend should be viewed in the context of budget changes agreed during the year. The latest agreed budget was £0.237m higher than the original budget agreed in January 2024, after allowing for carry forwards from 2023/24. During the year the budget was amended to reflect cost pressures primarily arising from the impact of persistently high inflation. This cost pressure included the agreed pay award and increased supplier costs for utilities. Further detail on the budget changes agreed during the year can be found in the Budget Monitoring Reports to Policy and Resources Committee (see background papers listed below).
- 1.4 The original budget included a planned contribution from the General Fund of £0.251m. After allowing for carry forwards from 2023/24 of £0.276m, the contribution required was £0.527m. After allowing for carry forwards from 2024/25, the final draw down on reserves will be £0.556m.
- 1.5 In addition to the drawdown of general reserves there is a contribution from the Economic Impact Reserve at £0.148m as forecast in the budget monitoring throughout the year.
- 1.6 As a result of the outturn, the General Fund Reserve balance stands at £4.692m at the end of the year with the balance on Economic Impact Reserve being £1.383m at year end. This gives total unearmarked reserves of £6.075m at 31st March 2025.
- 1.7 The above position excludes the year end entries relating to the Collection Fund and Housing Benefit payments with the Housing Benefit Reserve and Collection Fund Reserve being used to manage timing differences between payments to and from government and the transactions recognised within the accounts.
- 1.8 The Year End position presented in this report is unaudited and may be subject to change. The Council's accounts for 2024/25 will be audited by Azets LLP during 2025/26.

2 Details

Revenue

- 2.1 The 2024/25 budget as approved by Council on 20 February 2024 was £14.159m. Following carry forwards from 2023/24, the revised budget including carry forwards was £14.436m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 10 March 2025. The report showed a favourable variance of £0.508m when compared to budget, making the latest approved budget for 2024/25 £14.673m with a revised forecast of £14.165m. This report compares the year end position to the latest budget.
- 2.2 The year end position is a net direct cost of services of £14.180m which represents a favourable variance of £0.493m when compared to the latest budget.
- 2.3 Officers are requesting to carry forward £0.432m to enable projects to be completed in 2025/26. Appendix 2 details each carry forward request.
- 2.4 After taking into account the carry forward requests, there is a favourable balance of £0.061m that will be returned to reserves when compared to the budget.
- 2.5 The table below summarises the variance for each committee:

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Housing	423	423	450	296	297	(153)	1
Leisure	1,220	1,220	1,033	1,146	950	(82)	(196)
Sustainability and Climate	309	389	400	384	259	(142)	(125)
Total	1,952	2,033	1,883	1,826	1,506	(377)	(320)

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Community Partnerships	1,022	1,030	1,070	1,106	1,062	(7)	(43)
Economic Development and Planning Policy	524	524	570	729	711	142	(17)
Public Services	2,935	2,982	3,211	3,339	3,246	35	(93)
Total	4,481	4,535	4,850	5,174	5,020	170	(154)

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Resources and Leader	6,989	7,130	7,716	7,851	8,460	744	608
Garages and Shops	(1,300)	(1,300)	(1,277)	(1,237)	(1,224)	53	13
Investment Properties	(950)	(950)	(950)	(950)	(877)	74	74
Vacancy Provision	(180)	(180)	(180)	0	0	180	0
Salary Contingency	712	712	225	134	0	(225)	(134)
Total	5,270	5,411	5,533	5,798	6,359	826	561

Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
Corporate Costs	2,456	2,456	2,406	1,366	1,295	(1,112)	(72)
Total	2,456	2,456	2,406	1,366	1,295	(1,112)	(72)

Total Net Expenditure	14,159	14,436	14,673	14,165	14,180	(493)	15
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- 2.6 The details of all the variances by individual service are shown in Appendix 1.
- 2.7 Within the Climate Change, Leisure and Housing Committee, key variances are:

- An underspend on climate change and sustainability projects due to slippage of projects into 2025/26. Carry forwards have been requested.
- An underspend within Grounds Maintenance due to reduced spend in salary and overtime costs, in addition to a reduction in vehicle maintenance costs following the new fleet being brought into service.
- An underspend against the Leisure venues budget due to the recovery of an overpayment against the Leisure Management contract in 2024/25.
- An underspend on Homelessness due to varying demand on the budget.

2.8 Key variances within the General Public Services, Community Safety and Infrastructure Committee were:

- Increased income within Decriminalised Parking Enforcement. There has been an increase in volume of Penalty Charge Notices arising from factors such as the new scheme implementation and changes in deployment, in addition to an increase in Pay & Display car park income and an increase in resident permits.
- There has been a reduction in material prices for Recycling Kerbside meaning that the Council has received less income.
- Reduced income within Trade Refuse due to reduced commercial waste contracts which was offset in part by an increase in demand for bulky waste collections.
- Underspends against Community Development and Community Safety budgets due to slippage of projects into 2025/26. Carry forwards have been requested to support the Health Inequalities project and Community Safety initiatives in 2025/26.
- A reduction in Licensing income due to a decline in licensed drivers pre and post covid, which follows a national trend.
- Development Plans due to the increased costs of Local Plan preparation.
- The cost of planning appeals and legal costs associated with planning work.

2.9 Within the Policy and Resources Committee, key variances were:

- A variance on Corporate Management Costs as a result of increased audit fees being charged in 2024/25 in line with the Public Sector Auditor Appointments agreed scale fees. A refund is expected in 2025/26 in relation to work not carried out on the 2020/21 audit and subsequent accounting periods.
- A £100k variance in miscellaneous income and expenditure relating to unallocated efficiency savings that are achieved within individual budget headings during the year.
- An underspend within the Chief Executive's cost centre on organisational development which is requested to be carried forward in 2025/26.

2.10 Within Corporate Costs, the Council has especially benefitted from consistently high interest rate levels during the year to the value of £1.0m.

Capital

- 2.11 The revised 2024/25 budget for the capital programme as approved by Council on 25 February 2025 was £18.773m and a forecast outturn of £20.158m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 10 March 2025 which showed a forecast of £19.894m; following Council approval this forms the updated budget for 2024/25.
- 2.12 The actual spend at 31 March 2025 was £10.445m, which represents an underspend of £9.449m when compared to the latest approved budget. Officers are requesting to rephase £9.304m to complete projects in 2025/26 and 2026/27.
- 2.13 Appendix 3 shows the analysis of the capital programme year end position by Committee and over the medium term. The table below shows an analysis of the variance.

Reason	£000
Net (Under)/ Overspend	(145)
Rephasing	(9,304)
Net Variance	(9,449)

- 2.14 A full list of those projects requesting rephasing with the reason for the request is at Appendix 4.
- 2.15 The most significant variation relates to the budget related to the delivery of Local Authority Housing Fund (LAHF) properties. Rephasing of £5.720m into 2025/26 is required in order to deliver the new housing as part of the LAHF delivery of the garage sites.
- 2.16 Appendix 5 shows the funding of the programme over the medium term. Capital expenditure totalling £23.452m is planned for the period 2025/26 to 2027/28 and built into the medium term financial plan.

3 Reserves

- 3.1 The table below summarises the position on unearmarked reserves at year end.

Movement on General Fund Balance	2024/25				
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	764,087	255,911	123,722
Creation of Additional Earmarked Reserves	0	0	0	0	211,868
Closing Balance at 31 March	(4,776,494)	(4,499,927)	(4,263,141)	(4,771,317)	(4,691,638)

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

Total Reserves Impact	2024/25				
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Forecast Budget	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)
Impact for Year	250,734	527,301	764,087	255,911	483,177
Closing Balance at 31 March	(6,306,982)	(6,030,415)	(5,793,629)	(6,301,805)	(6,074,539)

4 Options and Reasons for Recommendations

- 4.1 The recommendations below enable the Committee to make recommendations to Council concerning their budget.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy but not within agreed budgets. An overall increase requiring the use of the Council's balances must be approved by Council.

6 Financial Implications

- 6.1 The financial implications are set out within the report.

7 Legal Implications

- 7.1 There are so specific legal implications arising out of this report. Councils have a statutory duty to regularly monitor their budgets and take actions if necessary to manage any overspends or financial issues. This is governed by the Local Government Act 2003 and the Local Government Act 1972. Specifically, Section 28 of the 2003 Act requires councils to conduct budget monitoring exercises and take remedial actions if needed. The Section 151 officer also has a key role in ensuring proper financial administration and reporting on the budget..

8 Staffing Implications

- 8.1 None specific.

9 Equal Opportunities Implications

- 9.1 An EQIA is prepared for when the budget set. The budget monitoring reports monitor performance against the approved budget. An additional EQIA is only required if the budget position necessitates actions that may have an impact upon the original assessment.

10 Climate Change and Sustainability Implications

- 10.1 The climate change and sustainability implications are prepared for when the budget set. The budget monitoring reports monitor performance against the approved budget. An additional assessment is only required if the budget position necessitates actions that may have an impact upon the original assessment.

11 Community Safety Implications

- 11.1 None specific.

12 Public Health implications

- 12.1 None specific.

13 Customer Services Centre Implications

- 13.1 None specific.

14 Communications and Website Implications

- 14.1 The information contained within this report will form part of the published Statement of Accounts for 2024/25.

15 Risk and Health & Safety Implications

- 15.1 There are no risks to the Council in agreeing the recommendations.
- 15.2 Key financial and budgetary risks are shown at Appendix 6. A review of these risks is a standing item on the Audit Committee agenda.
- 15.3 During 2024/25, the Budget Monitoring Reports to Policy and Resources Committee have included information on the impact of inflation on the Council's budget.
- 15.4 The most significant risk to the budget is the pay award for 2025/26. An update on the estimated financial impact in 2025/26 will be included in the Budget Monitoring report in September. It is likely that the pay negotiations will be protracted, and the final position will remain unknown well into the financial year. The ongoing impact will be managed through the Service and Budget Planning process.

16 Recommendation

The Policy and Resources Committee recommend to Council:

- That the revenue year end variance after carry forwards of £0.061m be noted.

- That the capital year end position as summarised in paragraph 2.12 and Appendix 3 be noted.
- To approve to carry forward the unspent service budgets from 2024/25 to 2025/26 which total £0.432m to enable completion of projects as detailed at Appendix 2.
- To approve the rephasing of capital projects from 2024/25 to 2025/26 and 2026/27 as detailed at Appendix 4.

Report prepared by: Michelle Howell – Interim Head of Finance
Report Checked by: Alison Scott – Director of Finance

Background Papers

Liberal Democrat budget proposal and recommendations 25 February 2025
Budget Monitoring report Period 10 (10 March 2025)
Budget Monitoring report Period 8 (27 January 2025)
Budget Monitoring report Period 6 (11 November 2024)
Budget Monitoring report Period 3 (9 September 2024)

APPENDICES

- Appendix 1 Outturn by Service 2024/25
- Appendix 2 Carry forward requests into 2025/26
- Appendix 3 Capital Programme 2024/25-2027/28
- Appendix 4 List of capital schemes to be rephased to 2025/26
- Appendix 5 Capital Funding 2024/25 – 2027/28
- Appendix 6 Key Financial Risks

Outturn by Service 2024/25

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	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£		£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	285,690	(2,650)	(2,650)	Minor variation to forecast
Community Development	4,500	12,000	7,000	7,000	(566)	(7,566)	(7,566)	A budget carry forward totalling £7,566 has been requested for unspent grants and contributions to support the Health Inequalities Project delivery in 2025/26.
Community Safety	307,487	307,487	341,473	343,535	327,388	(14,085)	(16,147)	A budget carry forward totalling £14,085 has requested for unspent grants and contributions towards initiatives for Community Safety priorities, including Community Support Service to be spent in 2025/26.
Community Partnerships	211,042	211,042	218,200	218,200	218,021	(179)	(179)	Minor variation to forecast
Env Health - Commercial Team	209,790	209,790	209,790	209,790	198,442	(11,348)	(11,348)	There is a small surplus against this budget as additional hours, beyond those agreed in the SLA with Watford Borough Council, may be required for more complex investigations. However no additional resource was required for 2024/25.
Licensing	(66,585)	(66,585)	(62,563)	(28,563)	(31,824)	30,739	(3,261)	During the financial year a reduction in income for Drivers-Private Hire was reported due to a decline in licensed drivers pre and post covid, which follows a national trend; this was reflected in the forecast. At year end, there was a minor variation to forecast.
Community & Leisure Grant	67,500	67,500	67,500	67,500	65,279	(2,221)	(2,221)	Minor variation to forecast
Total	1,022,074	1,029,574	1,069,740	1,105,802	1,062,431	(7,309)	(43,371)	

Economic Development and Planning Policy	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Land & Property Info Section	(10,497)	(10,497)	(6,534)	35,516	36,403	42,937	887	Minor variation to forecast
Street Naming & Numbering	7,130	7,130	7,130	5,130	5,354	(1,776)	224	This is a demand led service. At year end, there was a minor variation to forecast.
Development Management	110,943	110,943	143,795	200,824	195,439	51,644	(5,385)	During the financial year it was reported that a budget of £2,245 was required for Annual Planning Subscription costs and £15,000 for additional legal costs associated with planning work including BNG implementation and planning applications. An underspend at year end in comparison to the previous forecast has arisen due to a staff vacancy and maternity period in the team, in addition to lower than expected advertising costs (press notices).
Development Plans	324,504	324,504	331,879	395,941	391,274	59,395	(4,667)	During the financial year it was reported that an increased budget of £18,000 was required due to increased costs of Local Plan preparation. There is a minor variation to forecast due to underspends across various supplies and services budgets.
Hertfordshire Building Control	37,500	37,500	37,500	35,500	29,423	(8,077)	(6,077)	Dangerous Structures and Disabled Grants are reactive budgets. The Council are responding to incidents and customer requests. We are invoiced by Hertfordshire Building Control as required and have not required all budgets this year.
HS2 Planning	0	0	0	0	(1,987)	(1,987)	(1,987)	Minor variation to forecast. Income received from HS2.
GIS Officer	53,999	53,999	55,736	55,736	55,358	(378)	(378)	Minor variation to forecast
Total	523,579	523,579	569,506	728,647	711,265	141,759	(17,382)	

Public Services	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Decriminalised Parking Enf	209,165	251,240	288,588	193,588	68,560	(220,028)	(125,028)	The variance is due to income exceeding budgets. On Penalty Charge Notices (PCNs) there has been an increase in volume arising from factors such as new parking scheme implementation and changes to CEO deployment. This has subsequently resulted in an increase in income. There has also been an increase in Pay & Display income in car parks. Further to this, there has been an increase in resident permits issued as a result of the withdrawal of the annual visitor permit and its replacement with a special carers permit. A budget carry forward totalling £50,080 has been requested for future work identified in the 2025/26 programme.
Car Parking-Maintenance	110,466	110,466	110,466	110,466	110,567	101	101	Minor variation to forecast
Dial A Ride	40,000	40,000	40,000	40,000	40,000	0	0	
Sustainable Travel Schemes	1,500	6,674	6,674	6,674	2,608	(4,066)	(4,066)	A budget carry forward totalling £4,066 has been requested for sustainable transport maintenance.
Associate Director of Environment	92,826	92,826	97,008	97,008	95,286	(1,722)	(1,722)	Minor variation to forecast
Refuse Domestic	(26,220)	(26,220)	(23,180)	(19,580)	(21,559)	1,621	(1,979)	Minor variation to forecast
Refuse Trade	(231,882)	(231,882)	(220,479)	(175,661)	(173,563)	46,916	2,098	During the financial year it was reported that reduced income was anticipated due to reduced commercial waste contracts, partly offset by an increase in demand for bulky waste collections. In addition to this, it was forecast that an increased budget was required for repairs and maintenance costs. At year end, there was a minor variation to forecast.
Better Buses Fund	101,762	101,762	101,762	101,762	101,768	6	6	Minor variation to forecast
Recycling General	750	750	750	(3,150)	(3,830)	(4,580)	(680)	Minor variation to forecast
Garden Waste	(656,986)	(656,986)	(604,952)	(604,952)	(568,491)	36,461	36,461	The variance is as a result of an underachievement of income due to reduced uptake.
Clinical Waste	(38,596)	(38,596)	(36,876)	(29,376)	(34,433)	2,443	(5,057)	The variance is due to a reduction in waste disposal charges and overtime.
Recycling Kerbside	(318,613)	(318,613)	(318,613)	(168,570)	(161,200)	157,413	7,370	There has been a reduction in material prices meaning the Council receives less income.
Abandoned Vehicles	250	250	250	1,150	1,370	1,120	220	Minor variation to forecast
Public Conveniences	3,600	3,600	3,600	3,600	3,600	0	0	
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	
Environmental Protection	375,550	375,550	388,259	407,779	395,157	6,898	(12,622)	The variance between the forecast and year end position is as a result of a vacant post for a period during 2024/25.
Depot-Batchworth	34,380	34,380	60,735	63,875	58,130	(2,605)	(5,745)	The variance is due to a reduction in new building repairs and maintenance costs.
Waste Management	2,560,250	2,560,250	2,644,115	2,644,115	2,683,973	39,858	39,858	There has been an increase in vehicle maintenance costs on older vehicles. This has been offset in part by underspends across other budgets.
Street Cleansing	676,721	676,721	672,714	670,475	648,216	(24,498)	(22,259)	The variance is due to a reduction in spend on vehicle maintenance and salary costs.
Total	2,934,923	2,982,172	3,210,821	3,339,203	3,246,159	35,338	(93,044)	
Total General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,850,067	5,173,652	5,019,855	169,788	(153,797)	

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	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Housing Services Needs	523,344	523,344	533,533	510,145	503,879	(29,654)	(6,266)	The variance is due to underspends across various supplies and services budgets.
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	2,110	0	(5,110)	(2,110)	Demand led service
Homelessness General Fund	(177,620)	(177,620)	(163,740)	(268,460)	(261,531)	(97,791)	6,929	The variance against this budget is as a result of temporary accommodation costs which vary with demand.
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	
Refugees	0	0	0	0	0	0	0	
Env Health - Residential Team	77,427	77,427	80,513	57,314	59,834	(20,679)	2,520	During the financial year it was reported that the variance included revised employee estimates which takes into account vacancies and changes in ay elements. At year end, there was a minor variation to forecast.
Public Health	0	0	0	0	(0)	(0)	(0)	
Total	423,261	423,261	450,416	296,109	297,182	(153,234)	1,073	

Leisure	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	(0)	(0)	(0)	
Community Arts	11,400	11,400	0	0	0	0	0	Cost centre no longer used
Watersmeet	26,393	26,393	26,604	86,809	29,276	2,672	(57,533)	The variance between the year end position and the previous forecast is due to Watersmeet exceeding panto sales and secondary sales target, in addition to exceeding the bar income target.
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(38,210)	(3,210)	(3,210)	Minor variation to forecast
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(3,887)	(887)	(887)	Minor variation to forecast
Museum	(700)	(700)	(700)	(700)	(700)	0	0	
Playing Fields & Open Spaces	93,981	93,981	93,981	150,655	123,170	29,189	(27,485)	During the financial year it was reported that increased budgets were required for gas, electricity and water due to increased supplier costs. At year end, there has been lower grounds maintenance fees than anticipated during the year.
Play Rangers	56,484	56,484	0	0	(0)	(0)	(0)	Cost centre no longer used
Scotsbridge River Chess Project	0	0	0	0	0	0	0	
Comm Parks & Sust Project	24,200	24,200	0	0	0	0	0	Cost centre no longer used
Aquadrome	39,615	39,615	39,615	80,475	35,861	(3,754)	(44,614)	The variance is due to external funding from the National Lottery Heritage Fund and HS1 Colne Valley Additional Mitigation Fund.
The Bury Green Space	0	0	0	0	0	0	0	
Leisure Venues	(509,893)	(509,893)	(709,455)	(709,455)	(746,575)	(37,120)	(37,120)	The variance is due to the recovery of an overpayment against the Leisure management contract, recovered in 2024/25
Leisure Activities	0	0	110,532	100,532	98,600	(11,932)	(1,932)	Minor variation to forecast
Leisure Development	557,807	557,807	648,911	655,833	660,568	11,657	4,735	Minor variation to forecast
Play Development - Play schemes	34,843	34,843	0	0	(0)	(0)	(0)	
Sports Devel-Sports Projects	48,135	48,135	0	0	(0)	(0)	(0)	
Leisure & Community Services	36,087	36,087	0	0	0	0	0	
Grounds Maintenance	840,028	840,028	861,069	820,008	792,132	(68,937)	(27,876)	The variance is due to reduced spend in salary costs including overtime costs. Also, there has been reduced spend on vehicle maintenance costs due to new fleet being put into service.
Total	1,220,380	1,220,380	1,032,557	1,146,157	950,233	(82,324)	(195,924)	

Sustainability and Climate	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Energy Efficiency	9,500	23,900	23,900	23,900	5,472	(18,428)	(18,428)	A budget carry forward totalling £18,400 has been requested to enable the grant programme for residents to continue into 2025/26.
Sustainability Projects	78,000	78,000	0	0	0	0	0	Cost centre no longer used
Climate Change & Sustainability Projects	102,262	149,471	229,409	229,409	149,091	(80,318)	(80,318)	Budget carry forward requests totalling £50,135 have been made to enable projects and grant programme for organisations to continue in 2025/26.
Innovate UK	0	0	0	0	(0)	(0)	(0)	
Pest Control	12,755	12,755	12,755	12,755	10,381	(2,374)	(2,374)	Minor variation to forecast
Environmental Maintenance	25,970	25,970	25,970	19,775	10,710	(15,260)	(9,065)	There has been reduced spend on IT as the IT application is no longer required.
Animal Control	64,490	64,490	63,581	69,692	73,660	10,079	3,968	During the financial year it was reported that there was a forecast reduction in income due to a reduction in the number of licences issued. At year end, there was a minor variation to forecast.
Cemeteries	(228,193)	(228,193)	(228,193)	(244,243)	(272,007)	(43,814)	(27,764)	There has been an increase in IT costs, in addition to this there has been an increase in income received.
Trees And Landscapes	243,760	262,914	272,914	272,914	281,460	8,546	8,546	
Total	308,544	389,307	400,336	384,202	258,768	(141,568)	(125,434)	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	1,883,309	1,826,468	1,506,183	(377,126)	(320,285)	

Policy & Resources								
Resources	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Actuals 2024/25	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Corporate Management	150,680	150,680	230,680	230,680	378,925	148,245	148,245	The variation to budget reflects the Public Sector Auditor Appointments external audit scale fee for 2024/25.
Major Incident Planning	113,107	113,107	115,848	121,631	122,104	6,256	473	Minor variation to forecast
UK Shared Prosperity Fund	0	0	0	0	0	0	0	
West Herts Crematorium	0	0	0	0	0	0	0	
Miscellaneous Income & Expend	(341,500)	(341,500)	(341,500)	(333,500)	211,073	552,573	544,573	Projected recharges to the Capital Programme were not required in year, in addition to £100k unallocated efficiency savings budgeted and achieved on other headings during the year.
Non Distributed Costs	57,000	57,000	57,000	57,000	57,764	764	764	Minor variation to forecast
Director Of Finance	128,735	128,735	134,173	135,291	114,816	(19,357)	(20,475)	The variance is due to income from Hertfordshire Building Control and Board meeting attendance
Miscellaneous Properties	(77,208)	(77,208)	339	10,339	5,626	5,287	(4,713)	During the financial year, an increased budget allocation of £10,000 was required to address urgent health and safety requirements at temporary accommodation premises. These costs were partially mitigated by the achievement of additional rental income.
Office Services	192,810	192,810	202,810	192,810	193,569	(9,241)	759	Minor variation to forecast
Asset Management - Property Services	798,627	798,627	806,694	857,852	821,233	14,539	(36,619)	The variation is attributable to a modest overspend on repairs and maintenance, coupled with an increase in external professional fees incurred in addressing rent review and lease renewal backlogs. The professional fee costs are projected to be offset in the fiscal year 2025/26, once the increased rental income is realised.
Finance Services	440,080	440,080	451,170	448,832	442,601	(8,569)	(6,231)	Minor variation to forecast
Council Tax Collection	329,467	329,467	341,465	297,177	345,070	3,605	47,893	
Benefits & Allowances	681,913	681,913	706,144	733,210	778,800	72,656	45,590	
NNDR	60,005	60,005	61,370	61,370	52,471	(8,899)	(8,899)	
Revs & Bens Management	41,970	41,970	43,029	43,029	43,048	19	19	Minor variation to forecast
Fraud	86,746	86,746	88,916	88,136	125,193	36,277	37,057	The variation reflects costs which have been met from underspends elsewhere within the wider Finance service.
Garages & Shops Maintenance	(1,300,150)	(1,300,150)	(1,276,650)	(1,236,650)	(1,223,753)	52,897	12,897	Garage repairs have all been completed by March
Chief Executive	213,754	313,754	297,976	297,976	238,663	(59,313)	(59,313)	A budget carry forward totalling £59,313 has been requested for ongoing Organisational Development in 2025/26.

Resources	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Investment Properties	(950,499)	(950,499)	(950,499)	(950,499)	(876,552)	73,947	73,947	The variation in lower income is attributable to the anticipated receipt of rental uplifts post the conclusion of two rent reviews in Norwich, and the settlement of arrears following the resolution of a protracted rent review in Nottingham. All outstanding amounts are scheduled for payment in the fiscal year 2025/26.
Performance Mgt & Scrutiny	53,849	53,849	75,998	63,090	63,116	(12,882)	26	Minor variation to forecast
Debt Recovery	226,406	226,406	234,168	201,155	186,284	(47,884)	(14,871)	
Associate Director Strategy, Partnerships & Housing	109,178	109,178	113,011	113,011	112,628	(383)	(383)	Minor variation to forecast
Three Rivers House	359,260	359,260	340,898	289,898	289,502	(51,396)	(396)	Minor variation to forecast
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	(23,731)	(13,591)	(13,591)	The variation is due to backdated rent Wimbletech.
Oxhey Drive	10,250	10,250	10,250	9,770	9,926	(324)	156	Minor variation to forecast
Wimbledon	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(0)	(0)	
Officers' Standby	6,140	6,140	6,140	6,140	6,140	0	0	
Vacancy Provision	(180,000)	(180,000)	(180,000)	0	0	180,000	0	
Finance Client	14,898	14,898	15,633	15,633	30,567	14,934	14,934	The variance is due to lower income recovery when compared to budget which will be realigned.
Business App Maintenance	257,875	257,875	257,875	257,875	256,721	(1,154)	(1,154)	Minor variation to forecast
ICT Client	683,377	683,377	763,377	802,587	803,149	39,772	562	Minor variation to forecast
Internal Audit Client	55,968	55,968	55,968	55,968	58,288	2,320	2,320	Minor variation to forecast
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	(126,879)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	(470,660)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	(107,090)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Fraud Client	2,690	2,690	2,690	2,690	2,762	72	72	Minor variation to forecast
Insurances	373,220	373,220	542,520	542,520	409,251	(133,269)	(133,269)	The variance is due to the recovery of prior year insurance recharges.
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(750)	5,390	5,390	
Benefits New Burden	0	0	0	0	(0)	(0)	(0)	
Benefits DHP	0	0	0	0	0	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Non Hra	1,020	1,020	1,020	1,020	1,020	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
HR Client	334,113	334,113	361,518	361,518	377,081	15,563	15,563	The variance is due to efficiency savings budgeted but not delivered in year and lower than forecast income recovery.
Contingency	712,285	712,285	224,665	134,221	0	(224,665)	(134,221)	A carry-forward has been requested against potential additional costs in 2025/26
Total	2,725,157	2,825,157	2,873,787	2,990,871	3,507,978	634,191	517,107	

Leader	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Register Of Electors	36,800	36,800	36,800	42,570	44,843	8,043	2,273	Minor variation to forecast
District Elections	76,320	76,320	76,320	151,970	154,566	78,246	2,596	Minor variation to forecast
Customer Service Centre	949,303	949,303	975,816	925,111	923,993	(51,823)	(1,118)	Minor variation to forecast
Democratic Representation	321,516	321,516	335,951	342,948	345,661	9,710	2,713	Minor variation to forecast
Customer Contact Programme	6,000	47,055	47,055	47,055	43,153	(3,902)	(3,902)	Minor variation to forecast
Customer Experience	95,468	95,468	97,889	97,889	97,997	108	108	Minor variation to forecast
Communication	324,697	324,697	335,626	335,626	329,149	(6,477)	(6,477)	A budget carry forward totalling £3,200 has been requested to support expenditure in 2025/26.
Legal Practice	402,049	402,049	424,475	463,604	466,741	42,266	3,137	Minor variation to forecast
Committee Administration	207,249	207,249	180,556	259,223	277,710	97,154	18,487	Additional costs of agency staff in year.
Elections & Electoral Regn	125,815	125,815	148,837	141,325	137,632	(11,205)	(3,693)	Minor variation to forecast
Parish Elections	0	0	0	0	(3,774)	(3,774)	(3,774)	Minor variation to forecast
County Elections	0	0	0	0	0	0	0	
Parliamentary Elections	0	0	0	0	33,423	33,423	33,423	The Council has prepared its government spending returns, but the guidance does not allow the recharge of software costs.
Referendums	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	150	150	150	
Total	2,545,217	2,586,272	2,659,325	2,807,321	2,851,244	191,919	43,923	
Total Policy and Resources	5,270,374	5,411,429	5,533,112	5,798,192	6,359,223	826,111	561,031	
Total All Committees	11,703,135	11,979,702	12,266,488	12,798,312	12,885,260	618,772	86,948	
Corporate Costs	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25 £	Actuals 2024/25 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Interest Earned	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,822,784)	(1,012,784)	27,216	Due to interest rates remaining high, the Council has been able to generate more income from investing cash balances.
Interest Paid	715,606	715,606	715,606	715,606	616,840	(98,766)	(98,766)	During 2024/25 the Council did not have an additional borrowing requirement, therefore there have been savings made against the interest payable budgets.
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	0	0	
Total Corporate Costs	2,456,197	2,456,197	2,406,197	1,366,197	1,294,648	(1,111,549)	(71,549)	
Grand Total	14,159,332	14,435,899	14,672,685	14,164,509	14,179,908	(492,777)	15,399	

Carry forward requests into 2025/26

Cost Centre Description	Cost Centre Code	Reason for Carry Forward Request	Amount Requested £	Underspend £
Chief Executive	1261	Ongoing Organisational Development in 2025/26	59,313	59,313
Sustainable Travel Schemes	1408	Monies remaining and these are the only budgets available for sustainable transport maintenance	4,066	4,066
Decriminalised Parking	1400	Professional fees - consultancy underspend, however future work identified in the 25/26 programme	50,080	220,028
Community Safety	1227	To carry forward unspent grants and contributions towards initiatives for Community Safety Priorities, including Community Support Service to be spent in 25/26.	14,085	14,085
Community Development	1216	To carry forward unspent grants and contributions to support the Health Inequalities Project delivery in 2025/26.	7,566	7,566
Communications	1224	To carry forward unspent budget to 2025/26	3,200	6,477
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable projects to continue into 25-26	36,365	80,318
Energy Efficiency	1228	Costs in 24-25 recovered in year from external grant funding. Carry over will enable grant programme for residents to continue into 25-26	18,400	18,428
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable to continue into 25-26	5,280	80,318
Climate Change and Sustainability Projects	1240	Costs in 24-25 recovered in year from external grant funding. Carry over will enable grant programme for organisations to continue into 25-26	8,490	80,318
Contingency	3272	To carry forward unspent contingency from 2024/25 to be held against additional staffing costs and associated risks.	225,000	225,000
			431,845	

Capital Programme 2024/25-2027/28

General Public Services, Community Safety & Infrastructure												
Community Partnerships	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Capital Grants & Loans	20,000	13,000	11,245.48	(1,755)	20,000	0	20,000	20,000	0	20,000	20,000	
unity CCTV	12,000	88,716	97,480.00	8,764	6,000	(6,000)	0	6,000	(2,764)	3,236	6,000	Rephasing required from 2025/26 and 2026/27 due to the overspend in purchases of new equipment in 2024/25
Sub-total Community Partnerships	32,000	101,716	108,725.48	7,009	26,000	(6,000)	20,000	26,000	(2,764)	23,236	26,000	
Public Services	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
GIS	13,500	12,465	12,465.00	0	0	0	0	0	0	0	0	
Transport and Infrastructure	199,344	240,383	175,211.67	(65,171)	279,000	65,171	344,171	179,000	0	179,000	179,000	Rephasing required into 2025/26 for projects identified for 2025/26 including cycling and walking schemes following adoption of LCWIP this summer and verge hardening schemes.
Disabled Parking Bays	2,500	2,500	2,133.39	(367)	2,500	0	2,500	2,500	0	2,500	2,500	
Waste Plant & Equipment	25,000	34,500	27,422.22	(7,078)	25,000	7,070	32,070	25,000	0	25,000	25,000	Rephasing required into 2025/26 for purchase of equipment for use in 2025/26
Waste Services Depot	0	456,400	309,143.42	(147,257)	0	147,257	147,257	0	0	0	0	Rephasing required into 2025/26 due to change in scope, final costs awaited
EV Charging Points	0	535,938	0.00	(535,938)	0	535,938	535,938	0	0	0	0	Rephasing required. EV project has commenced. Due for completion in 2025/26
Controlled Parking	0	107,322	83,177.92	(24,144)	25,000	24,144	49,144	25,000	0	25,000	25,000	Rephasing required into 2025/26. Ongoing parking schemes consulted upon, due for implementation in 2025/26 including Chorleywood, Primrose Hill, and Skidmore Way.
Replacement Bins	72,190	146,765	164,342.76	17,578	54,000	0	54,000	115,000	0	115,000	115,000	£17,640 Capital Grant applied for Weekly Food Waste Collections
Waste & Recycling Vehicles	1,354,015	1,491,564	1,473,503.00	(18,061)	1,045,000	18,000	1,063,000	800,000	0	800,000	800,000	Rephasing required into 2025/26 for purchase of additional vehicles
Car Park Restoration	290,000	310,509	247,377.61	(63,131)	250,000	63,131	313,131	250,000	0	250,000	250,000	Rephasing required into 2025/26 as works to St Marys Church Wall and The Bury Car Park will not complete until April 2025
Estates, Paths & Roads	20,000	25,728	24,966.13	(762)	47,000	0	47,000	20,000	0	20,000	20,000	
TRDC Footpaths & Alleyways	25,000	43,387	16,974.11	(26,413)	225,000	26,413	251,413	205,000	0	205,000	215,000	Rephasing required into 2025/26. An inspection identified a programme of Capital works - unfortunately due to an unexpected resource issue these were not instructed. This will be included as part of a wider programme. Works will be carried out early 25/26
Sub-total Public Services	2,001,549	3,407,461	2,536,717.23	(870,744)	1,952,500	887,124	2,839,624	1,621,500	0	1,621,500	1,631,500	
Economic Development & Planning Policy	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Listed Building Grants	2,500	0	0.00	0	2,500	0	2,500	2,500	0	2,500	2,500	
CIL Community Grants	0	1,546,864	184,461.00	(1,362,403)	0	1,362,403	1,362,403	0	0	0	0	Rephasing required into 2025/26 to pay 2024/25 approved CIL community grants when called upon to do so.
Sub-total Economic Development & Planning Policy	2,500	1,546,864	184,461.00	(1,362,403)	2,500	1,362,403	1,364,903	2,500	0	2,500	2,500	
Total General Public Services, Community Safety & Infrastructure	2,036,049	5,056,041	2,829,903.71	(2,226,137)	1,981,000	2,243,527	4,224,527	1,650,000	(2,764)	1,647,236	1,660,000	

Climate Change, Leisure & Housing												
Housing, Public Health & Wellbeing	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Disabled Facilities Grant	586,000	790,474	698,031.04	(92,443)	586,000	92,443	678,443	586,000	0	586,000	586,000	Rephasing required into 2025/26 due to the delay in completion of adaptation works
Repairs Assistance	2,000	0	0.00	0	2,000	0	2,000	2,000	0	2,000	2,000	
Sub-total Housing, Public Health & Wellbeing	588,000	790,474	698,031.04	(92,443)	588,000	92,443	680,443	588,000	0	588,000	588,000	
Leisure	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Aquadrome Bridge Replacement	320,524	1,137,755	699,015.17	(438,740)	0	438,740	438,740	0	0	0	0	Rephasing required into 2025/26 to complete the CIL agreed project at Rickmansworth Aquadrome
Leavesden Country Park Gate	0	210,086	192,895.37	(17,191)	0	17,191	17,191	0	0	0	0	Rephasing required into 2025/26 due to the retention for the LCP Entrance Widening Project
Watersmeet Electrical	144,100	144,100	5,657.50	(138,443)	0	138,443	138,443	0	0	0	0	Rephasing required into 2025/26 to enable project to be completed in 2025/26
Watersmeet Fire Doors	0	0	0.00	0	75,400	0	75,400	0	0	0	0	
Scotsbridge-Chess Habitat	8,190	8,190	0.00	(8,190)	0	8,190	8,190	0	0	0	0	Rephasing required into 2025/26 to support project work during 2025/26 as part of the HCC/Environment Agency led project
Open Space Access Improvements	60,000	102,946	44,626.50	(58,320)	60,000	58,320	118,320	60,000	0	60,000	60,000	Rephasing required into 2025/26 to support open space access improvements in parks and open spaces across Three Rivers
Improve Play Area-Future Schemes	120,000	197,800	106,562.43	(91,238)	120,000	91,238	211,238	120,000	0	120,000	120,000	Rephasing required into 2025/26 to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Aquadrome-Whole Life Costing	11,000	15,020	14,411.00	(609)	11,000	0	11,000	11,000	0	11,000	11,000	
ement Ground Maintenance Vehicles	804,000	673,518	672,921.21	(597)	696,800	0	696,800	540,000	0	540,000	540,000	
Watersmeet-Whole Life Costing	20,000	20,000	8,697.05	(11,303)	20,000	11,303	31,303	20,000	0	20,000	20,000	Rephasing required into 2025/26 due to Cavity Wall project being moved to 2025/26
Pavilions-Whole Life Costing	11,000	16,668	14,683.82	(1,984)	11,000	1,984	12,984	11,000	0	11,000	11,000	Rephasing required into 2025/26 due to review of use and future of these still underway
William Penn Leisure Centre Solar Panels	0	150,096	149,996.00	(100)	0	0	0	0	0	0	0	
Fearney Mead Play Area	0	17,245	17,245.00	0	0	0	0	0	0	0	0	
Lincoln Drive Play Area	0	17,605	17,605.49	0	0	0	0	0	0	0	0	
Sub-total Leisure	1,498,814	2,711,029	1,944,316.54	(766,712)	994,200	765,409	1,759,609	762,000	0	762,000	762,000	
Sustainability & Climate	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Sustainability Schemes	0	0	0.00	0	500,000	0	500,000	500,000	0	500,000	500,000	
UK Shared Prosperity	0	210,852	210,852.00	0	0	0	0	0	0	0	0	
Cemetery-Whole Life Costing	5,000	2,488	2,488.00	0	72,342	0	72,342	5,000	0	5,000	5,000	
Sub-total Sustainability & Climate	5,000	213,340	213,340.00	0	572,342	0	572,342	505,000	0	505,000	505,000	
Climate Change, Leisure & Housing	2,091,814	3,714,843	2,855,687.58	(859,155)	2,154,542	857,852	3,012,394	1,855,000	0	1,855,000	1,855,000	

Policy & Resources												
Leader & Resources	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
Professional Fees-Internal	157,590	157,590	0.00	(157,590)	157,590	0	157,590	157,590	0	157,590	157,590	
Election Equipment	6,000	0	0.00	0	6,000	0	6,000	6,000	0	6,000	6,000	
Street Lighting	30,000	81,985	82,732.50	748	0	0	0	0	0	0	0	
Members' IT Equipment	0	0	0.00	0	0	0	0	48,780	0	48,780	0	
Rickmansworth Work Hub	3,200	3,200	0.00	(3,200)	0	3,200	3,200	0	0	0	0	Rephasing required into 2025/26 due to Lease under negotiation - works held pending resolution
ICT-Managed Project Costs	337,551	337,551	209,080.05	(128,471)	60,000	128,471	188,471	60,000	0	60,000	60,000	Rephasing required into 2025/26 due to ongoing professional services - cyber security and infrastructure architecture
ShS-Hardware Replace Prog	0	0	0.00	0	40,000	0	40,000	40,000	0	40,000	40,000	
Garage Improvements	150,000	148,410	119,872.49	(28,538)	150,000	28,538	178,538	150,000	0	150,000	150,000	Rephasing required into 2025/26 to enable delayed works to be carried out in 2025/26
ICT Website Development	0	14,870	3,850.00	(11,020)	0	11,000	11,000	0	0	0	0	Rephasing required into 2025/26 to support some additional work on the website that we have been unable to action so far this includes investigating an API for HR and also some required work with ORLO
ICT Hardware Replacement Prog	114,824	124,824	0.00	(124,824)	45,000	124,824	169,824	45,000	0	45,000	45,000	Rephasing required into 2025/26 to support officer laptop replacement through 2025-26
TRH Whole Life Costing	335,000	327,427	190,477.74	(136,949)	270,000	136,949	406,949	170,000	0	170,000	170,000	Rephasing required into 2025/26 due to the refresh of the Corporate Corridor being put on hold whilst consideration of a disabled toilet was explored. Retention of the new Air conditioning needs to be rolled forward. Investigation on replacement of the glass canopies continues to be a challenge - it is proving difficult to source a contractor suitable for these works. New patio doors are in the scoping process and will need to go out to formal tender. New toilets in East wing not finalised
Basing House-Whole Life Costing	75,000	2,086	2,086.00	0	67,914	0	67,914	60,000	0	60,000	60,000	
Business Application Upgrade	40,000	40,000	0.00	(40,000)	90,000	40,000	130,000	90,000	0	90,000	90,000	Rephasing required into 2025/26 to support officer laptop replacement through 2025-26
Temporary Accommodation - All Sites	0	65,000	65,000.00	0	0	0	0	0	0	0	0	
Three Rivers House Transformation	0	15,585	3,172.50	(12,413)	0	12,412	12,412	0	0	0	0	Rephasing required into 2025/26 for the implementation of the new branding guidelines
Sub-total Leader & Resources	1,249,165	1,318,528	676,271.28	(642,257)	886,504	485,394	1,371,898	827,370	0	827,370	778,590	
Major Projects												
Major Projects	Original Budget 2024/25 £	Latest Budget 2024/25 £	Outturn	Outturn to Latest Budget Variance £	Latest Budget 2025/26 £	Rephasing from 2024/25 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Rephasing from 2024/25 £	Proposed 2026/27 £	Latest Budget 2027/28 £	Comments
South Oxhey Parking	0	0	0.00	0	500,000	0	500,000	0	0	0	0	
Property Investment Board	0	46,635	44,710.78	(1,924)	0	0	0	0	0	0	0	
Local Authority Housing Fund	0	9,758,225	4,038,122.00	(5,720,103)	0	5,720,103	5,720,103	0	0	0	0	Rephasing required into 2025/26 in order to deliver the new housing as part of the LAHF delivery of the Garage Sites
Sub-total Major Projects	0	9,804,860	4,082,832.78	(5,722,027)	500,000	5,720,103	6,220,103	0	0	0	0	
Total Policy & Resources	1,249,165	11,123,388	4,759,104.06	(6,364,284)	1,386,504	6,205,497	7,592,001	827,370	0	827,370	778,590	
Total Capital Programme	5,377,028	19,894,272	10,444,695.35	(9,449,577)	5,522,046	9,306,876	14,828,922	4,332,370	(2,764)	4,329,606	4,293,590	

List of capital schemes to be rephased to 2025/26 and 2026/27

Scheme	£	Comment
Community CCTV	(8,764)	Rephasing required from 2025/26 and 2026/27 due to the overspend in purchases of new equipment in 2024/25
Transport and Infrastructure	65,171	Rephasing required for projects identified for 2025/26 including cycling and walking schemes following adoption of LCWIP this summer and verge hardening schemes.
Waste Plant & Equipment	7,070	Rephasing required for purchase of equipment for use in 2025/26
Waste Services Depot	147,257	Rephasing required into 2025/26 due to change in scope, final costs awaited
EV Charging Points	535,938	Rephasing required. EV project has commenced. Due for completion in 2025/26
Controlled Parking	24,144	Rephasing required. Ongoing parking schemes consulted upon, due for implementation in 2025/26 including Chorleywood, Primrose Hill, and Skidmore Way.
Waste & Recycling Vehicles	18,000	Rephasing required for purchase of additional vehicles in 2025/26
Car Park Restoration	63,131	Rephasing required as works to St Marys Church Wall and The Bury Car Park will not complete until April 2025
TRDC Footpaths & Alleyways	26,413	Rephasing required into 2025/26. An inspection identified a programme of Capital works - unfortunately due to an unexpected resource issue these were not instructed. This will be included as part of a wider programme. Works will be carried out early 25/26
CIL Community Grants	1,362,403	Rephasing required into 2025/26 to pay 2024/25 approved CIL community grants when called upon to do so.
Disabled Facilities Grant	92,443	Rephasing required due to the delay in completion of adaptation works
Aquadrome Bridge Replacement	438,740	Rephasing required to complete the CIL agreed project at Rickmansworth Aquadrome
Leavesden Country Park Gate	17,191	Rephasing required due to the retention for the LCP Entrance Widening Project
Watersmeet Electrical	138,443	Rephasing required to enable project to be completed in 2025/26
Scotsbridge-Chess Habitat	8,190	Rephasing required to support project work during 2025/26 as part of the HCC/Environment Agency led project
Open Space Access Improvements	58,320	Rephasing required to support open space access improvements in parks and open spaces across Three Rivers
Improve Play Area -Future Schemes	91,238	Rephasing required to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Watersmeet- Whole Life Costing	11,303	Rephasing required due to Cavity Wall project being moved to 2025/26
Pavilions - Whole Life Costing	1,984	Rephasing required due to review of use and future of these still underway
Rickmansworth Work Hub	3,200	Rephasing required due to Lease under negotiation - works held pending resolution
ICT - Managed Project Costs	128,471	Rephasing required due to ongoing professional services - cyber security and infrastructure architecture
Garage Improvements	28,538	Rephasing required to enable delayed works to be carried out in 2025/26
ICT Website Development	11,000	Rephasing required to support some additional work on the website that we have been unable to action so far this includes investigating an API for HR and also some required work with ORLO
ICT Hardware Replacement Prog	124,824	Rephasing required to support officer laptop replacement through 2025-26

Scheme	£	Comment
TRH Whole Life Costing	136,949	Rephasing required due to the refresh of the Corporate Corridor being put on hold whilst consideration of a disabled toilet was explored. Retention of the new Air conditioning needs to be rolled forward. Investigation on replacement of the glass canopies continues to be a challenge - it is proving difficult to source a contractor suitable for these works. New patio doors are in the scoping process and will need to go out to formal tender. New toilets in East wing not finalised
Business Application Upgrade	40,000	Rephasing required to support officer laptop replacement through 2025-26
Three Rivers House Transformation	12,412	Rephasing required for the implementation of the new branding guidelines
Sub Total	3,584,009	

<i>Major Projects</i>	£	Comment
Local Authority Housing Fund	5,720,103	Rephasing required in order to deliver the new housing as part of the LAHF delivery of the Garage Sites
Total	9,304,112	

Capital Funding 2024/25 – 2027/28

Capital Programme	2024/25			2025/26	2026/27	2027/28
	Original Budget	Latest Budget	Outturn	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	(1,114,593)	(1,114,593)	(1,114,593)
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)	(3,853,901)	(3,853,901)	(3,853,901)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(825,485)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,983,439)	(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)	(108,365)	(116,500)	0	0
Total Generated	(1,786,025)	(1,925,662)	(2,917,288)	(1,702,500)	(1,586,000)	(1,586,000)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	725,637	698,031	586,000	586,000	586,000
Section 106 Contributions	0	0	192,895	0	0	0
CIL Contributions	460,000	1,918,092	1,283,592	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,983,439	1,000,000	1,000,000	1,000,000
LAHF	0	5,152,715	4,038,122	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	108,365	116,500	0	0
Borrowing	3,131,003	10,897,803	2,140,252	13,126,422	2,746,370	2,707,590
Total Use of Funding	5,377,028	19,894,272	10,444,695	14,828,922	4,332,370	4,293,590
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	0	(1,114,593)	(1,114,593)	(1,114,593)	(1,114,593)
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)	(3,853,901)	(3,853,901)	(3,853,901)	(3,853,901)
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	19,894,272	10,444,695	14,828,922	4,332,370	4,293,590

Key Financial Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	The Council has set its budget for 2025/26 and beyond. The budget is balanced for 2025/26 but the Medium Term Financial Plan is showing a total gap of £1.7M for years 2&3. This is due to taking a view of the impact of the Government's 'Fair Funding' reform and the business rate reset. Forecasts will be produced by Government	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. A review of the position will be taken when exemplifications of 'Fair Funding' are known in	Head of Finance	3	2	6	➡	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index. A review of the position will be taken when exemplifications of	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. 2% has been allowed for 2025/26 as part of the budget.	3	3	9	The pay award is covered by the contingency within the budget. Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Head of Finance	3	2	6	⬆	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 into 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 into 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
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 variable	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	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. A stay of litigation has been issued by the court whilst separate activity takes place to resolve.	2	3	6	Council procedures are adhered to. These will be reviewed in respect of member organisation and advice issued.	Solicitor to the Council	2	2	4	↓	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing
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	3	4	12	Maintain reserves against risk.	Head of Finance	2	2	4	↓	Hertfordshire CFOs continue to work with LG Futures to maximise revenue from the 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 increases 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	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	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 and an interim Head of Finance has been appointed to cover the period either side of the departure of the current Head of Finance. All staff have an annual Personal Development Review	Chief Executive/ Director of Finance	Continuous
Mar-25	FIN 25	Director of Finance	Budgetary	Local Government Reorganisation	The Government has announced its intention that remaining two-tier areas will have unitary government by April 2028. This may impact on budget decisions and loss	4	3	12	Maintain current budget discipline. Ensure reserves remain at sustainable levels. Work across the County to understand the potential implications.	Head of Finance	4	2	8	New risk	Three Rivers is actively working with the other Borough/Districts and the County to understand the potential implications of local government reorganisation.	Chief Executive/ Director of Finance	Continuous

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The potential review of The sarratt and croxley green

9 June 2025

Report Originator	Head of Service sponsor	Date Originated
Lead Member Name: Leader of the Council	Area of Responsibility: Associate Director – Legal and Demoratic	
CMT Date:	29 April 2025	
JLT Date (if applicable):	14 May 2025	
REASON FOR REPORT		
Reason	JLT/CMT Feedback for Officer and further instructions	Recommendation to JLT/CMT:
Request of the P&R committee		
Consultees consulted	Finance Yes/No Date:	Legal Yes/No Date:
Consultees to be consulted following CMT before report publication	Chief Executive	Shared Director of Finance
PROPOSED ROUTE FOR FURTHER APPROVAL		
	Date	
Committee	Policy and Resources Committee 9 June 2025	
Council (if required)		

• **POLICY AND RESOURCES COMMITTEE**

PART I

**The Potential review of the Sarratt and Croxley Green Boundary
ADLDS**

1 Summary

- 1.1 This report seeks the views of members on whether to undertake a review of the Sarratt and Croxley Green Boundary, and if so, to agree the terms of reference for the review.

2 Details

- 2.1 In January, Croxley Green Parish Council resolved to request that Three Rivers District Council undertakes a review of the Parish boundary with Sarratt. In March, the Policy and Resources Committee considered a petition from Councillor Chris Mitchell, requesting the Council to consider undertaking a Community Governance Review of the boundary between the two parishes.

- 2.2 In discussion, the Policy and Resources Committee considered it was not appropriate at that stage to initiate the review, given that the view of Sarratt Parish Council was not clear. Instead, the Committee requested that a report be brought to this meeting considering whether to undertake the review, and potential terms of reference if a review was undertaken.
- 2.2.1 Parish boundaries are usually formed based on historic conventions or natural boundaries such as fields or rivers. Over time, development of the natural or built environment can mean that the previous boundary no longer reflects the immediate community.
- 2.2.2 It is understood that one of the driving forces behind the request from Croxley Green is the potential for a new development site that is within Sarratt Parish, but adjacent to, and accessed through settlements within Croxley Green. It is felt that this new settlement would more naturally look to the Croxley Green community, rather than the main settlements within Sarratt.
- 2.2.3 Through the Local Government and Public Involvement in Health Act 2007, district councils were given the power to amend parish council boundaries within their area. This is known as a “community governance review” (CGR). There are two situations where this may occur: because the Council decides to do so, or it receives a petition with sufficient public support (as the two areas affected total more than 2,500 electors, a petition would need to have the support of at least 7.5% electors of the parishes affected, which at the time of producing this report would be 874 electors)
- 2.2.4 If the District Council does elect to undertake a CGR, the first step is to agree a terms of reference, which sets out how the review may be undertaken. A phase of consultation follows, after which the Council decides what to do. It could decide to make no changes; make changes to a parish boundary; create a new parish or change warding arrangements in a parish.
- 2.2.5 If changes are proposed, consideration then needs to be given to any consequential matters; this depends on the nature of the changes but can include matters such as division of assets, the number of councillors in each Parish and when the changes shall come into effect.
- 2.2.6 If it elects to undertake the review, the Council is required to have regard to the guidance issued by Secretary of State and Local Government Boundary Commission for England. This requires the Council to undertake consultation with local government electors in the area, and any other parties we consider interested in it.
- 2.2.7 Inevitably, “other considerations” factor into peoples thinking about the review – for residents, it may be whether they feel they will get a better service or lower rate of council tax. However, if the council did commit to a review, the primary focus has to be on whether community governance is:
- Reflective of the identities and interests of the community in that area
 - Effective and convenient
- 2.2.8 The guidance, although primarily focused on the creation of new parishes, sets out the type of factors that should be taken into account in determining these factors.

- 2.2.9 The timeframes involved in reviews can vary significantly. If the review is very straightforward, it can be concluded within a year; more complex reviews, usually those involving the division of existing parishes or creation of new parishes, can take upwards of two years. The process works as follows:
- The District Council publishes terms of reference setting out how the review will occur and commences a period of consultation
 - Once the consultation concludes, the District Council makes recommendations – this is often followed by a secondary consultation if the Council believes changes are required.
 - The District Council meets to make final recommendations and agree the reorganisation order (as the reorganisation order includes consequential amendments, in some cases this will come at a later date than the final recommendations).
- 2.3 Only the Full Council can agree the final recommendations.
- 2.3.1 In the event that the Policy and Resources Committee agrees to commence a review, potential terms of reference are included at appendix A for approval. These have been developed in line with terms used by other councils, helping the public to understand what the review is and why it's being undertaken.
- 2.3.2 The timetable in the terms of reference envisage that if it was decided to make changes to the boundary the proposals would not come into effect until 1 April 2027, for the following reasons:
- The parishes will have already set their precept and anticipated their council tax levels based on their council tax base for 2026/27
 - Following the final recommendations being made, time needs to be allocated to sort any matters for the reorganisation order
 - This date nicely aligns with the next Parish Council elections in May 2027, and enables the District Council to deal with any electoral matters – such as re-establishing polling districts – for those elections.
- 2.3.3 If required, the reorganisation order would deal with any matters that need to be resolved between the Parishes. This could include financial matters but also residents' rights – for example, some residents may be concerned that they would lose their right to an allotment in one parish and that parish may, or may not be willing to preserve those rights.
- 2.3.4 Sarratt Parish Council have offered their views on the review and have stated the following:
- 2.3.4.1 The boundary change should only be implemented if the development goes ahead. This should be when construction of the new homes commences and certainly no sooner than the granting of full planning permission.
- 2.3.4.2 The process to initiate the boundary change should therefore not commence until the point in time stated above and must include a break-point that enables the boundary change process to be cancelled if the development does not proceed.

- 2.3.4.3 If implemented the new boundary must align with the edge of the new development and not encroach further into Sarratt Parish.

3 Options and Reasons for Recommendations

- 3.1 There are two options available to the Policy and Resources Committee at this stage: to not undertake the review, or to undertake the review.
- 3.2 If it does undertake a review, then the Committee will need to agree terms of reference.
- 3.2.1 At its last meeting, the committee were concerned that the views of Sarratt Parish Council were not understood at that time. The terms of reference as proposed are designed to provide sufficient time and scope to engage with a wide range of parties and enable all potentially affected to have their say before any recommendations are made.

4 Policy/Budget Reference and Implications

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

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

None specific.

Legal Implications

- 4.2 Section 82 of the Local Government and Public Involvement in Health Act 2007 (the Act) gave District Councils the power to undertake Community Governance Reviews of its area. At this stage, the Council is not obliged to undertake a review, but may elect to do so; if it does, it must comply with both the law and the statutory guidance.
- 4.3 The proposed terms of reference have been developed in line with the guidance. Section 81 of the Act states it is for the Council to decide the terms of reference of any community governance review which the council is to undertake and it must then publish them.

5 Recommendation

- 5.1 That:
- 5.2 The policy and resources committee determines whether to undertake a community governance review of the Croxley Green and Sarratt boundary;
- 5.3 If it does, to agree the terms of reference attached at Appendix A.

Report prepared by Leah Mickleborough, Interim Committee and Elections Manager

Data Quality

Data sources: Maps within Appendix A have been produced by the Council's GIS officer from its mapping system

Data checked by: GIS officer

Data rating: Sufficient

APPENDICES

Draft Terms of Reference for a Community Governance Review of the Sarratt and Croxley Green boundary

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Terms of Reference
Community Governance Review
Croxley Green and Sarratt Parish Council

Why are we doing the community governance review?

In January 2025, Croxley Green Parish Council requested that Three Rivers District Council review the boundary between Croxley Green and Sarratt Parish Council. Three Rivers District Council has agreed to undertake the review.

It is good practice for District Councils to periodically look at parish boundaries. Over time, the natural boundaries that created parishes can change, and it may or may not be helpful to change the boundaries.

What is a community governance review and what can it do?

A community governance review (CGR) is an opportunity to explore the arrangements for parish councils in the area. It can only be undertaken by the District Council.

A CGR can look at whether new parish councils should be created or disbanded, or whether the existing parish council arrangements should change. It can also agree any “consequential” matters, such as the number of parish councillors or whether assets should transfer between parishes.

In this case, the review is confined to looking at the boundary between Croxley Green and Sarratt.

How will this impact me?

If Three Rivers District Council was to look to make changes to the border, it could mean that those living on the boundary move from one parish to another.

As far as possible, Three Rivers District Council will seek to work with the Parishes concerned to ensure any potential consequences for local residents are minimized. For example, residents may have burial or allotment rights in one parish they may wish to ensure are preserved through the review.

What is the boundary between Croxley Green and Sarratt?

Attached to these terms of reference are two maps. The first puts the Croxley Green and Sarratt boundary in the context of the wider District; the second is a specific map of the boundary, showing in detail the current structure.

What is the process for this?

At this stage, Three Rivers District Council is consulting on whether or not to amend the boundary. The feedback given during the consultation will be considered by the Council's Policy and Resources Committee in November 2025.

If the Committee feels that changes should be taken forward, it will develop formal recommendations and may undertake a secondary consultation on these during November 2025 to January 2026. A final decision will be made by the Council by June 2026.

If any changes are made, it will be some time before they come into effect. Further information is available in the timeline below.

What does the District Council take into account in making a decision?

Three Rivers District Council is obliged to ensure that local community governance is reflective of the identities and interests of the community in the area, and effective and convenient. It has to take into account the impact of community governance on community cohesion and the size, population and boundaries of the community or local parishes.

The sort of factors it will consider are how the community comes together – are there natural or artificial borders that distinguish the parish boundaries, or economic, social or cultural factors, and do the residents on the parish boundary more naturally look to one parish or another.

Factors such as the level of precept (council tax) in one parish over another are not as much of a consideration.

How can I have my say?

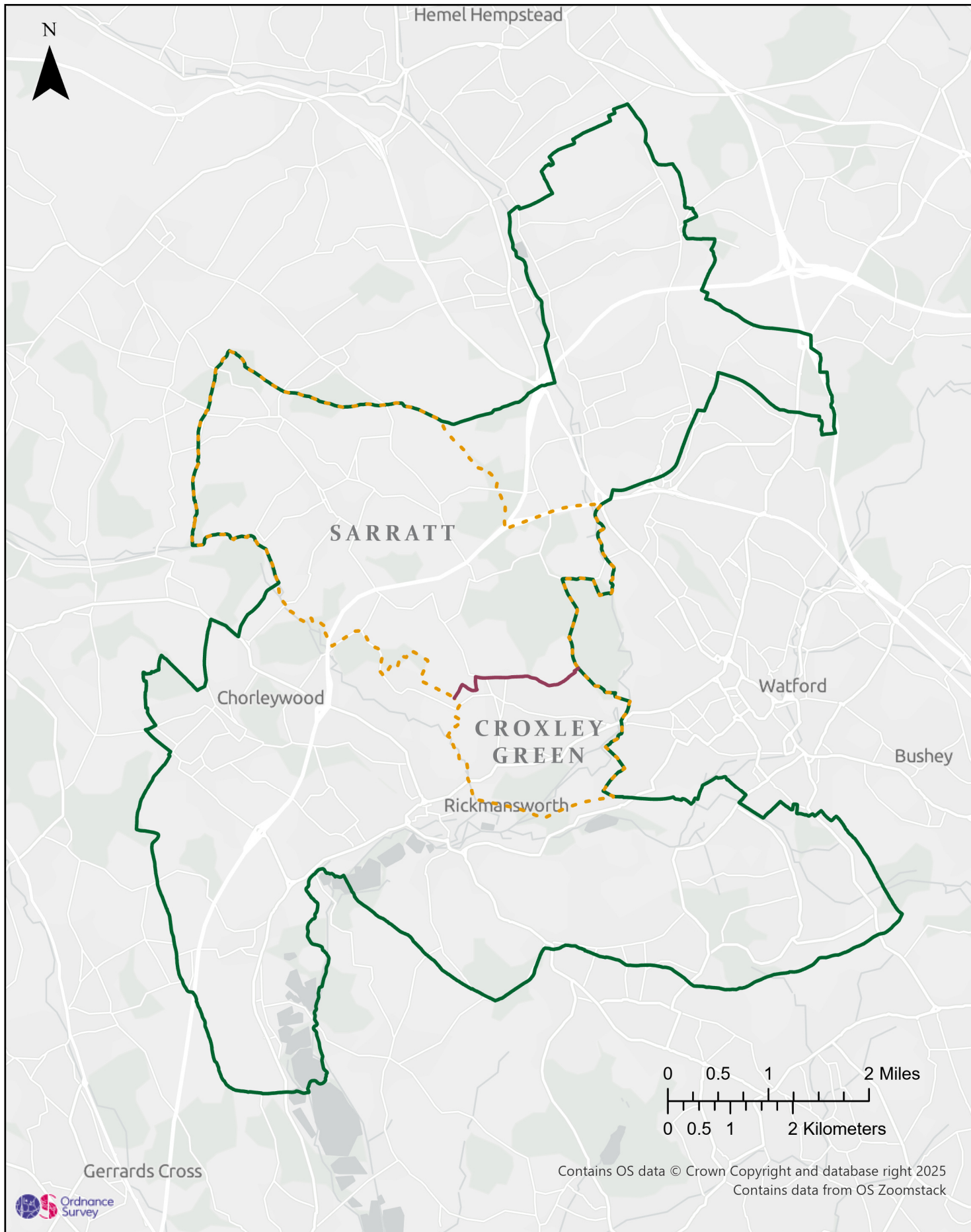
The consultation is now open on the Council's website until 19 September 2025 [link to be included](#) You can also e-mail enquiries@threerivers.gov.uk (please put CGR in the subject line of the e-mail) or writing to Three Rivers House, Northway, Rickmansworth, Hertfordshire, WD3 1RL.

You are welcome to tell us your general thoughts about the review – for example, whether you have any concerns or feel there would be any benefits to making changes, as well as any thoughts you have on specific amendments to the boundary.

What is the proposed timeline for the review?

Policy and Resources Committee agrees Terms of Reference	9 June 2025
Consultation begins	16 June 2025
Consultation ends	19 September 2025
Policy and Resources Committee agrees draft proposals	10 November 2025
(if required) consultation on draft proposals begins	17 November 2025
Consultation on draft proposals ends	9 January 2026
Final proposals considered by Policy and Resources Committee	26 January 2026
Final proposals agreed by Council	TBC but by June 2026 at the latest
Re-organisation order (including any consequential matters) made	TBC
New boundaries come into effect	1 April 2027
First elections based on new boundaries	May 2027

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Legend

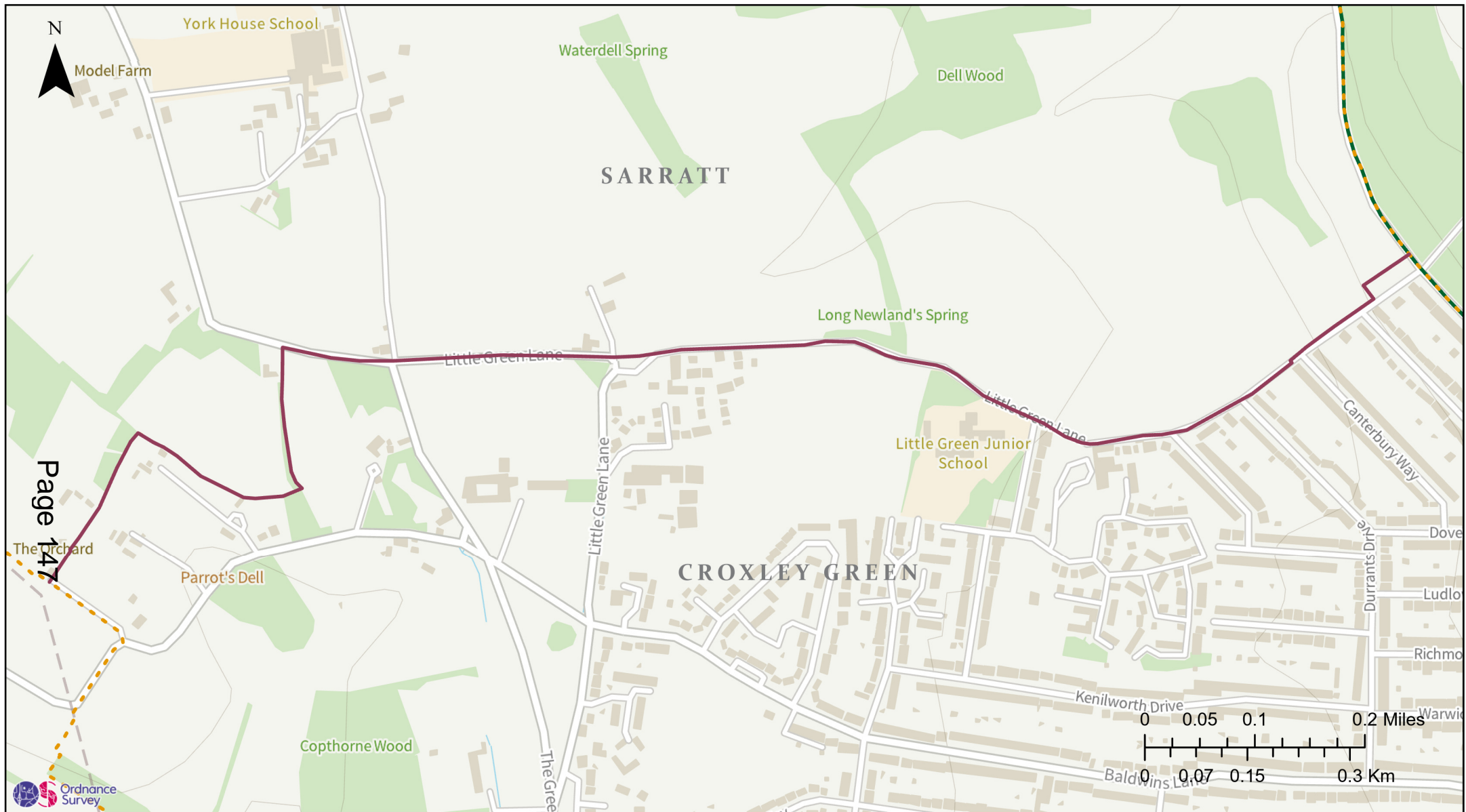
- Croxley Green and Sarratt Boundary
- - - Parish Boundary
- District Boundary

Parish Council boundary between Croxley Green and Sarratt

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