

FULL COUNCIL MEETING

NOTICE AND AGENDA

You are hereby summoned to a meeting of the Council to be held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Tuesday, 21 October 2025 at 7.30 pm

Councillors:

Stephen King (Chair)
Christopher Alley
Oliver Cooper
Stephen Cox
Harry Davies
Steve Drury
Vicky Edwards
Andrea Fraser
Elinor Gazzard
Stephen Giles-Medhurst OBE
Rue Grewal
Philip Hearn
Lisa Hudson
Khalid Hussain
Raj Khiroya
Joan King
Chris Lloyd
David Major
Keith Martin

Tony Humphreys (Vice-Chair)
Abbas Merali
Chris Mitchell
Debbie Morris
Ian Morris
Sarah Nelmes
Louise Price
Kevin Raeburn
Paul Rainbow
Reena Ranger
Ciaran Reed
Andrew Scarth
Narinder Sian
Mike Sims
Tom Smith
Cheryl Stungo
Jon Tankard
Chris Whately-Smith
Anne Winter

1. Apologies for Absence

2. MINUTES OF PREVIOUS MEETING

To confirm as being a correct record the minutes of the meeting of Full Council held on Tuesday 08 July.

3. CHAIR'S ANNOUNCEMENTS

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

4. PETITIONS

To consider any petitions received by the Council under Procedure Rule 18.

5. QUESTIONS FROM THE PUBLIC

To receive any questions from the public submitted under Procedure Rule 15

(Pages 5
- 10)

and to note the answers provided.

Members of the public will have one minute to ask a supplementary question and Lead Members may have up to 3 minutes to answer.

6. POLICY AND RESOURCES COMMITTEE RECOMMENDATIONS

To consider any recommendations arising from the meeting(s) of the Policy and Resources Committee held on:

- 27 July 2025
- 08 September 2025

6.1 THREE RIVERS EQUALITY FORUM

(Pages
11 - 28)

Recommendation:

- Council provide any feedback or suggestions for membership to the Forum.
- Council agree the draft Terms of Reference for the Equalities Forum.
- That public access to the report be immediate.
- That public access to the decision be immediate.

6.2 FINAL SERVICE PLANS 2025-28

(Pages
29 - 180)

Recommendation

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

6.3 BUDGET MONITORING REPORT TO 30 JUNE 2025

(Pages
181 -
232)

Recommendation:

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

6.4 TREASURY MANAGEMENT - END OF YEAR REPORT 2024/25

(Pages
233 -
250)

Recommendation:

- The Committee notes the Treasury Management End-of-Year Report.

7. LABOUR GROUP REPRESENTATIVE FOR LOCAL PLAN SUB-COMMITTEE

To agree a change to Labour Group Representative from Councillor Stephen King to Councillor Stephen Cox.

- 8. LEAD MEMBER REPORTS** (Pages 251 - 276)
- To receive written reports from the Lead Members on activities falling within their remit since the last meeting of Full Council.
- Lead Members shall be allowed to present the reports for 3 minutes. Once all reports have been presented, any member (except the administration) may ask questions on the report. This is limited to two questions per group and for no longer than one minute for each question. The Lead Member will have 3 minutes to respond.
- 9. QUESTIONS TO THE LEADER AND LEAD MEMBERS** (Pages 277 - 286)
- To receive the answers to questions submitted to the Leader and Lead Members.
- A member is entitled to ask one supplementary question in response to the written answer on their original question, their question can last no longer than 1 minute, and the lead member will have a time limit of 3 minutes to respond to supplementary questions.
- Once all questions to first choice questions have been answered, each group will then be allowed to ask a supplementary question to their second-choice question. The same will apply for the third-choice question subject to a 30-minute time limit. Once the time has been exhausted there will be no further time allowed for discussion except to complete the question currently discussed.
- .
- 10. MOTIONS** (Pages 287 - 296)
- To consider any Motions submitted under Council Procedure 11.

Note: Exclusion of Public and Press

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

“that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined under paragraph 3 of Part I of Schedule 12A to the Act. It has been decided by the Council that in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

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

Joanne Wagstaffe, Chief Executive
Friday, 10 October 2025

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Questions from the Public 21/10/2025

Questions from the public

Questions to the Lead Member for Community Engagement, Public Safety and Housing

Angela Horan	
1	<p>I'm writing on behalf of myself and neighbours on Gade Bank to express ongoing concerns about 10 Gade Bank, which is currently operating as a House of Multiple Occupation (HMO). For those of us living nearby, the experience has been extremely challenging. Frequent police visits and repeated incidents of anti-social behaviour have left many of us feeling unsettled and unsafe in our own homes.</p> <p>We've submitted formal objections to both the planning application and the HMO licence. In our view, the property is not well-suited to multiple occupancy due to its size, internal layout, facilities, and location. These houses were not designed for this level of use—they lack soundproofing, and the intensified occupancy raises concerns not only for neighbours but also for the tenants themselves, who may be living in conditions that compromise privacy, wellbeing, and safety.</p> <p>The impact on residents' quality of life is already significant and appears to be worsening. There are also serious concerns from a highways and infrastructure perspective. The increased pressure on a single-track road and this is affecting both safety and the character of the area.</p> <p>It is my strong view that TRDC should carefully consider refusing both the HMO licence and planning permission, and that these decisions should be brought before councillors in Committee to ensure transparency and accountability. We would welcome reassurance that our safety and wellbeing are being prioritised, and that TRDC is actively reviewing the situation and exploring appropriate steps.</p> <p>Thank you for your attention to this matter. I would appreciate a clear response outlining how TRDC intends to proceed.</p>
	<p>The council acknowledge the concerns raised by the residents of Gade Bank, following the conversion undertaken via permitted development (PD) of 10 Gade Bank to a House of Multiple Occupation (HMO).</p> <p>The change of use of a building from its use as a dwellinghouse ("C3" of the Use Class Order) to its use as an HMO that is to be occupied by less than six residents, is automatically granted planning permission by virtue of Class L of Part 3, Schedule 2 of the Town and Country Planning (General Permitted Development Order) (England) Order 2015 (as amended) ("the GDPO"), otherwise known as 'permitted development'. Accordingly, the owner of 10 Gade Bank did not require express planning permission from the council to undertake a change of use from C3 (dwelling house) to C4 (small HMO).</p> <p>In respect of the current planning application (reference 25/1330/RSP) this is a retrospective application for a single storey rear extension to the property. It is currently pending consideration but has been called to the Planning Committee by Croxley Green Parish Council if Officers are</p>

	<p>mind to approve. The application will be solely assessed in relation to the impacts of the single storey rear extension.</p> <p>The reasons why a council can refuse a House in Multiple Occupation (HMO) licence are clearly set out within the Housing Act 2004.</p> <p>If the council were to refuse a licence outside of these grounds, the owner/managing agent of the property would likely appeal the decision to the First Tier Property Tribunal, where it is likely they would succeed on the grounds that the council has not applied the legislation correctly.</p> <p>As is conducted during all HMO licence applications received by the council, Officers are considering this HMO license application with adherence to the legislation that governs this matter. As the licence application is still being considered by Officers, I am unable to provide any further comment on this at this time.</p> <p>With regard to your request that the HMO license application be decided by the Regulatory Committee, the council's Constitution is clear that the decision to grant or refuse a HMO licence application to the council is a delegated decision to Officers, therefore, it is usual practice for Officers to consider such applications.</p> <p>Whilst it is also included within the Regulatory Committee terms of reference that the Committee hold a power to consider such matters (Part 3, 1, 34), I confirm that the council's Interim Monitoring Officer discussed this matter with the Chair of Regulatory Committee, and the Chair has confirmed that this should remain with Officers in accordance with the Scheme of Delegation.</p> <p>In addition to this, Article 4 of the council's Constitution clarifies that the council shall not overrule a power that has been delegated to a Committee or Officers. In this case, the matter is delegated to Officers.</p> <p>The council encourage the residents of Gade Bank to report any instance of anti-social behavior in the local area, and I can confirm the council will continue to work in collaboration with Hertfordshire Constabulary, and our other partners in the Community Safety Partnership (CSP), to address any concerns raised.</p>
	Mustafa Abdulhusein
2	<p>I am a resident of Gade Bank WD3 3GD. As some in the council committee are aware, since a HMO at 10 Gade Bank has started to operate it has caused untold misery to the rest of the residents on the street due to issues with parking, traffic, anti social behaviour and excess noise. What are the council intending to do to alleviate some of the issues and to make sure it does not happen again? I understand both an article 4 planning restriction and calling the HMO licence application in so that Councillors decide on it are options available. Are they now being considered and if not, are you able to provide the reasons why?</p>

	<p>The council acknowledge the concerns raised by the residents of Gade Bank, following the conversion undertaken via permitted development (PD) of 10 Gade Bank to a House of Multiple Occupation (HMO).</p> <p>The council's Constitution is clear that the decision to grant or refuse a HMO licence application to the council is a delegated decision to Officers, therefore, it is usual practice for Officers to consider such applications.</p> <p>Whilst it is also included within the Regulatory Committee terms of reference that the Committee hold a power to consider such matters (Part 3, 1, 34), I confirm that the council's Interim Monitoring Officer discussed this matter with the Chair of Regulatory Committee, and the Chair has confirmed that this should remain with Officers in accordance with the Scheme of Delegation.</p> <p>In addition to this, Article 4 of the council's Constitution clarifies that the council shall not overrule a power that has been delegated to a Committee or Officers. In this case, the matter is delegated to Officers.</p> <p>Regarding the request for the council to implement an Article 4 direction, I have spoken with the council's Head of Planning Policy and Conservation, who has confirmed that the wording of the National Planning Policy Guidance (NPPF) limits the ability of local planning authorities to implement Article 4 directions, unless they have significant justification and robust evidence for doing so. The evidence to justify an Article 4 Direction in Three Rivers is not adequate, therefore, it would be expected that an Article 4 Direction on HMOs in the district would be rejected by the Secretary of State.</p>
	Helen Macvean
3	<p>My concern is regarding the adequacy of the management of the property at 10 Gade Bank, Croxley Green.</p> <p>What does Three Rivers deem to be adequate management?</p>
	<p>In accordance with the Housing Act 2004, the council are required to be satisfied that the management arrangements for the HMO are adequate before we can grant a HMO licence. This assessment is made in accordance with the provision set out in the Management of Houses in Multiple Occupation (England) Regulations 2006.</p> <p>The council must also be satisfied that the proposed licence holder or manager is a fit and proper person.</p> <p>Should a HMO license be granted, the Housing Act 2004 provides the council the authority to place conditions on the licence, for example, requiring the manager of the HMO to take reasonable steps to prevent or respond to antisocial behaviour involving tenants in or around the property.</p>
	Sarah Linhart

4	Given the uniquely constrained, single-track access to Gade Bank and the documented amenity/safety impacts arising from 10 Gade Bank, will the Council commission and publish—by a stated date—a short options appraisal on making an Article 4 Direction to manage future C3→C4 HMO conversions on Gade Bank and its immediate frontages, setting out the evidential test, process, and timetable for decision?
	The wording of the National Planning Policy Guidance (NPPF) limits the ability of local planning authorities to implement Article 4 directions, unless they have significant justification and robust evidence for doing so. The evidence to justify an Article 4 Direction in Three Rivers is not adequate, therefore, it would be expected that an Article 4 Direction on HMOs in the district would be rejected by the Secretary of State.

Questions to the Lead Member for Leisure

Kirsti Eraneva and Graeme Dibb	
5	Will the Council ensure that the Copthorne Residents Society (CRS) and the Croxley Green Residents Association (CGRA) is fully involved in reviewing the results of the recent consultation on the Draft Management Plan for The Green and Stones Orchard before any decisions are made, so that residents' local knowledge informs future management and decisions reflect community, conservation, and heritage priorities?
	<p>The Management Plan for The Green and Stones Orchard has been out to public consultation and was extended until the 30 September on request from the local community to allow additional feedback. The comments received are being analysed by Officers and will be incorporated as appropriate into the final version of the management plan, the primary focus of which is the ongoing maintenance of natural infrastructure of The Green and Stones Orchard. The Management Plan will be considered and recommended for approval at the 14 January Climate Change and Leisure Committee and will include a summary of consultation responses received. Residents will have the opportunity to attend the committee and make any further representations there in the usual way – details of how to do so can be found on <u>the councils website</u></p> <p>Management Plans, whilst approved by Council Committee for a set period are reviewed annually by officers who will consider any current or local changes in maintenance regimes, opportunities for external funding or feedback from stakeholders.</p>

Equalities Forum

21/10/2025

Full Council

PART I

Three Rivers District Council's Equalities Forum (ADCCC)

1 Summary

- 1.1 At Annual Council held on 20 May 2025, it was agreed that the Equalities Sub Committee would change to an Equalities Forum, and for Councillor Winter and Councillor Raeburn to be the Chair and Vice Chair respectively.
- 1.2 This change was made to improve opportunities for community groups or organisations supporting residents with protected characteristics to engage with the council
- 1.3 This report presents the draft terms of reference for the Equalities Forum, and a proposed list of representatives for the meeting.

2 Recommendation

- 2.1 That:
 - 2.2 Council provide any feedback or suggestions for membership to the Forum.
 - 2.3 Council agree the draft Terms of Reference for the Equalities Forum.
- That public access to the report be immediate.
- That public access to the decision be immediate.
- Report prepared by: Shivani Davé, Partnerships and Inclusion Manager

3 Details

- 3.1 The purpose of the Equalities Forum is to create a partnership to address and improve issues relating to Equality, Diversity and Inclusion to support the objectives of the Corporate Framework and Community Strategy.
- 3.2 The Equalities Forum can receive motions received by Full Council, and provide recommendations.
- 3.3 The Equalities Forum will not be a decision making body, but will create an opportunity for consultation and input on joint initiatives and the Equalities Objectives.
- 3.4 The Equalities Forum will be a public meeting, with all councillors invited to meetings and representatives from partner organisation not included in the membership encouraged to attend.
- 3.5 The following objectives are proposed for the Equalities Forum:
 - 3.5.1 Be an inclusive body of organisations

- 3.5.2 Work in partnership where possible to improve equity and inclusion for residents from diverse and under-represented communities.
- 3.5.3 Understand the challenges that affect under-represented groups and develop actions that address areas of concern.
- 3.5.4 Provide leadership and act as a voice for the people and communities of Three Rivers.
- 3.5.5 Integrate the voices of groups with protected characteristics into discussions about the future shape of the district.
- 3.5.6 Consult and engage with residents and community representatives in a meaningful and inclusive manner, ensuring choice, access and equality are available to all.
- 3.5.7 Ensure that activities complement the work of the Three Rivers Corporate Framework/Council Plan and the Three Rivers Community Strategy.
- 3.6 The organisations (all with formal constitutions or articles of association) below are proposed for membership to the Forum:
 - 3.6.1 **Watford African and Caribbean Association:** A local charity delivering community initiatives, health awareness and support for residents of Three Rivers & Watford from the African and Caribbean Community. We have previously supported them with funding to recruit an administrative officer to progress initiatives around health inequalities.
 - 3.6.2 **Ark Synagogue:** Previously known as Northwood and Pinner Liberal Synagogue. Although based in Northwood, Hillingdon, Three Rivers residents attend this Synagogue.
 - 3.6.3 **One Vision:** Local Charity focussing on South West Herts, predominantly improving access to services and arranging community events for South Asian communities. Delivery on some health and wellbeing, and community safety initiatives.
 - 3.6.4 **Herts Pride:** Hertfordshire based organisation that deliver Herts Pride in Cassiobury Park on an annual basis. One of the founders has also developed the “Ask for Clive” campaign which aims to promote inclusivity and safety for LGBTQ+ communities at hospitality venues.
 - 3.6.5 **Impactful Governance/Lives:** Sister charities, one that focusses on research and the other on service delivery for LGBTQ+ residents in Hertfordshire. Impactful Lives arrange community events and spaces, and provide support and mentoring to improve mental wellbeing and tackle domestic abuse.
 - 3.6.6 **Mission Employable:** Charity based in Chorleywood that supports young people with learning disabilities to develop employability skills. Young people receive on site training and work experience in the café, as well as other work experience opportunities provided by external organisations.
 - 3.6.7 **Watford Mencap:** Charity supporting local residents with learning disabilities. They provide a range of advice and information, hold activities and support residents from Watford, Three Rivers and Hertsmere.
 - 3.6.8 **Watford and Three Rivers Trust:** Charity providing support and funding to the community and voluntary sector in Watford and Three Rivers. They also manage

and are developing the Dig Deep site, support vulnerable residents, and deliver lunch clubs across the district for older residents.

- 3.6.9 **Jummah in Chorleywood:** A community group hiring a space in Chorleywood for Muslim residents to attend Friday Prayers. Their sermons are held in English which makes the prayers more accessible to Muslim people from a range of ethnic backgrounds.
- 3.6.10 **Herts Mind Network:** Mental health charity based in South West Hertfordshire. We currently fund them (since 2017) to deliver the Community Support Service, individually tailored support for people with mental health challenges to reduce impact on crisis services.
- 3.6.11 **Carpenders Park and South Oxhey Methodist Church:** Church in South Oxhey that additionally hosts the South Oxhey Foodbank.
- 3.6.12 **Gate Herts:** Hertfordshire wide charity that supports residents from Gypsy, Roma and Traveller backgrounds. We will be giving them funding from Household Support Fund
- 3.6.13 **Watford and Three Rivers Refugee Partnership:** Local charity providing support and signposting to refugees living in the area. We will be giving them funding from Household Support Fund
- 3.6.14 **Former Players Club CIC:** The Veterans Together project based in Abbots Langley is delivered by the Former Players Club to bring together veterans living in the district, to reduce isolation and increase access to support.
- 3.7 Three Rivers Councillors will be invited to attend the meeting, and attendance from partner organisations will not be limited to members. Additional organisations will be added and agreed by the Equalities Forum when new community groups emerge. This approach is being taken to enhance opportunities for information sharing, understanding and collaboration. Appointment of the Chair and Vice Chair will be made at Annual Council and will be Councillors.

4 Options and Reasons for Recommendations

- 4.1 Improved engagement relating to council initiatives, including Local Plan and Local Government Reorganisation from community leaders.
- 4.2 Increased opportunity for information to be shared with residents from underrepresented communities through community leaders.
- 4.3 Increased opportunity for collaboration between organisations to address intersectional challenges.
- 4.4 Increased opportunity for all councillors to engage with and to be aware of issues relating to communities with protected characteristics or underrepresented communities.
- 4.5 The Equalities forum needs a Terms of Reference to ensure governance.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Equality, Diversity and Inclusion Policy and was agreed on 12 December 2023 by Full Council.

5.2 The recommendations in this report relate to the achievement of the following Equality Objectives:

5.2.1 To promote equality of opportunity in employment and training

5.2.2 To improve equality and access to services for all residents

5.2.3 To strengthen knowledge and understanding of all Three Rivers communities

5.2.4 To celebrate diversity, promote inclusion and enhance community life in partnership with communities.

5.3 The impact of the recommendations on these objectives will:

Strengthen knowledge and understanding of Three Rivers communities

Improve equality and access to services by understanding and address the barriers to access.

Promote inclusion and enhance community life through partnership working and collaboration.

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

Opportunities to engage with under represented community groups on public consultations and issues relating to the above.

6 Financial Implications

6.1 Work on the Equalities Forum is within existing staffing resource. No additional funding is sought for the Forum.

7 Legal Implications

7.1 None Arising

8 Equal Opportunities Implications

8.1 Relevance Test

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

8.2 Impact Assessment

No negative impact on residents with protected characteristics.

9 Staffing Implications

9.1 The Forum will be managed by officers within the Strategy and Partnerships Team. Administrative support will be provided by Committee Services.

10 Risk and Health & Safety Implications

10.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the

proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

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

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Lack of engagement or representation from community organisations	Community groups represented by those organisations may miss out on opportunities to collaborate and provide feedback to the district council	One to one engagement by Strategy and Partnerships Team with community organisations to encourage engagement. Development of meeting agenda's that are relevant to a range of community groups. Engagement from councillors in identifying new community organisations.	treat	4

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

Very High	Low 4	High 8	Very High 12	Very High 16
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	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
	Low Impact ► Unacceptable			

Impact Score

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

Likelihood Score

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

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

Background Papers

APPENDICES / ATTACHMENTS

Equalities Forum - Draft Terms of Reference

Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Equalities Forum – Terms of Reference
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Strategy and Partnerships
EIA Author <i>Name and Job Title</i>	Shivani Davé, Partnerships and Inclusion Manager
Date EIA drafted	30/07/2025
ID number <i>This will be added by the Strategy and Partnerships Team</i>	CP008

Executive summary	
Focus of EIA <i>A member of the public should have a good understanding of the policy or service and any proposals after reading this section.</i> <i>Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'</i> <i>This section should explain what you are assessing:</i> <ul style="list-style-type: none"> <i>If the EIA is attached to a report, summarise the report.</i> <i>Provide information on whether any of the following communities could be affected by the policy, practice, service or function, or by how it is delivered?</i> <i>(age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership) in addition, TRDC recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children, (ex) armed forces personnel.</i> 	<p>In May Full Council it was agreed the Equalities Sub Committee would change to an Equalities Forum. This change was agreed to create a Forum where community organisations representing communities with protected characteristics, or under represented, could engage with the council and improve equality, equity and inclusion through diversity.</p> <p>This report presents the terms of reference for the Equalities Forum.</p>

Mitigations		
Protected Characteristic	Potential Issue <i>Against each protected characteristics, make a frank and realistic assessment of what issues may or do occur</i>	Mitigating Actions <i>How can the negative impacts be reduced or avoided by the mitigating measures? Is further engagement with specific communities needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?</i>
Age	Not represented within the Forum	Watford and Three Rivers Trust have been included within the proposed membership as they support lunch clubs within the district, and provide the Community & Voluntary Sector support within the district.
Disability	Not represented within the Forum	Watford Mencap, Mission Employable and Herts Mind Network have been included within the proposed membership.
Gender reassignment (or affirmation)	Not represented within the Forum	Impactful Lives and Herts Pride Society have been included within the proposed membership.
Pregnancy or maternity	Not represented within the Forum	
Race	Not represented within the Forum	Watford African and Caribbean Association, One Vision and Gate Herts have been included within the proposed membership.
Religion or belief	Not represented within the Forum	One Vision, Ark Synagogue, Jumma in Chorleywood and Carpenders Park & South Oxhey Methodist Church have been included within the proposed membership.
Sex	Not represented within the Forum	
Sexual Orientation	Not represented within the Forum	Impactful Lives and Herts Pride Society have been included within the proposed membership.

Marriage and Civil Partnership	Not represented within the Forum	
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.	Not represented within the Forum	<p>Former Players Club CIC have been included within the proposed membership.</p> <p>Many of these groups are already represented through other partnership structures managed by council officers.</p>

Actions Planned
<p><i>In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken.</i></p> <p><i>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.</i></p> <p>None additional</p>

Additional Information
<p><i>Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.</i></p>

Sign off:

Equalities Lead Officer	Date

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Three Rivers Equalities Forum

Terms of Reference

1. Purpose of the Group

The Equalities Forum works to address and improve issues relating to equality, diversity, inclusion and equity for the people of Three Rivers by working in partnership to create a better place to live, work and visit.

The Equalities Forum provides an opportunity for organisations, charities and community groups to collaborate and jointly develop initiatives. This Forum provides residents an opportunity to hear about the work being undertaken.

The Forum can also support and act as a consultee for the development of equalities objectives and policy or other strategies such as the Three Rivers Community Strategy.

The Forum is not a decision-making body.

2. Objectives

In order to achieve the above Equalities Forum will:

- Be an inclusive body of organisations / groups.
- Work in partnership where possible to improve equity and inclusion.
- Understand the challenges that affect marginalised groups and develop actions that address areas of concern.
- Provide a forum for community leaders to come together and act as a voice for the people and communities of Three Rivers.
- Integrate the voices of protected groups into discussions about the future shape of the district.
- Consult and engage with residents and community representatives in a meaningful and inclusive manner, ensuring choice, access and equality are available to all.
- Ensure that activities complement the work of the Three Rivers Corporate Framework and Three Rivers Community Strategy.

3. Meetings

Meetings and the work of the Equalities Forum will be open and transparent. The meetings will be serviced by officers of Three Rivers District Council, and agendas and minutes will be published on the website of Three Rivers District Council. The agenda will be published a week in advance of the meeting.

Meetings will be open for members of the public to observe.

The Equalities Forum will meet either online, hybrid or in person. It may wish to hold extra meetings or workshops as required.

The meeting dates and agenda will be agreed in advance and published on the Three Rivers District Council meeting calendar in conjunction with the Chair and Vice Chair.

4. Role of the Chair

The Chair and Vice-Chair of the Equalities Forum will be Councillors who are appointed at Annual Council.

The role of the Chair (or Vice-Chair when the Chair is unable to fulfil their duties) will be to:

- Lead and inspire the Equalities Forum
- Promote the development and learning of the Forum.
- Promote a common sense of purpose.
- Ensure the Forum remains relevant and topical.
- Agree the agenda and work plan for the forum in conjunction with officers.
- To agree invitee list in advance of each meeting.

5. Attendees

Organisation:
Three Rivers District Council (x2)
Watford African and Caribbean Association
One Vision
Hertfordshire LGBTQ+ Health and Wellbeing CIC
Ark Synagogue
Northwood and Ruislip United Synagogue
Impactful Lives
Mission Employable
Watford Mencap
Watford and Three Rivers Trust
Jummah in Chorleywood Prayer Group
Herts Mind Network
Carpenders Park and South Oxhey Methodist Church
Gate Herts
Watford Three Rivers Refugee Partnership
Former Players Club CIC (Veterans Together)

Partner organisations will be invited to attend, or present at forum meetings.

Partner organisations attending will be expected to:

- Contribute to the work of the forum by contributing to the discussion, raising awareness of best practice, and raising issues within the community.
- Be the link between the Forum and their organisations, networks and communities.
- Be aware of cross-cutting issues and be responsive to the impact and causes of inequality.
- To respect the dignity, diversity and human rights of all members of the forum, the council, supporting staff and the public.

All councillors for Three Rivers District Council will be invited to attend the Forum meetings.

Additional partner organisations will be welcome to attend the meetings even if not listed as forum members. Membership will be reviewed by the Chair and Vice-Chair when necessary to allow for additional partners to join.

Any additional invitees can be added with the Chairs agreement.

6. Financial Procedures

There are currently no financial implications for the Forum.

Should the Forum be allocated funds these will be subject to the Financial Standing Orders and Procedures of Three Rivers District Council and reported through the Annual Accounts of Three Rivers District Council.

7. Review of the Terms of Reference

Three Rivers District Council will review the Terms of Reference every 2 years.

Date of Next review: October 2027.

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Final Service Plans 2025-28 21/10/2025

Full Council
Tuesday, 25th February 2025

PART I

FINAL Service Plans 2025-28

1 Summary

This report provides an overview of the final service plans which detail our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives outlined in the Corporate Framework. Key Performance Indicators and Service Volumes are included within the service plan alongside a link to the strategic, operational and climate resilience risks.

Recommendation:

That Full Council consider and agree the final service plans.

2 Details

2.1 On 21 February 2023 Full Council agreed a new Corporate Framework 2023-26 which outlines four strategic objectives:

2.1.1 Provide responsive and responsible local leadership

2.1.2 Expand our position as a great place to do business

2.1.3 Support and enable sustainable communities

2.1.4 Achieve net carbon zero and be climate resilient.

2.2 These strategic objectives have been incorporated into the service plans for 2025-28.

2.3 On 30 April 2024 Corporate Management Team agreed the new Service Plan template. This new format makes it clear the roles and responsibilities of each service area, what they are working on and what projects and actions are required to support in the achievement of the Corporate Framework.

2.4 There is now a link to the Risk Registers that is updated every quarter. This allows the risks to be maintained and remain relevant whilst also being more visibly available on the council's website.

2.5 The service area budget has also been reintroduced to the service plan. This will be added to the service plans once budgets have been agreed at Council on 25 February 2025.

2.6 The final service plans include Key Performance Indicators, which were agreed at the previous draft service plan review.

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

3 Options and Reasons for Recommendations

- 3.1 To agree the final service plans for 2025 – 2028 so each service area can progress with their plans to meet the Council's strategic priorities and statutory requirements.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed policy. The relevant policy is entitled Corporate Framework 2023-2026 and was agreed on 21 February 2023.
- 4.2 The recommendations in this report relate to the achievement of the following performance indicators found in each individual service areas service plan.

5 Financial Implications

- 5.1 No direct financial implications arising from this report. The budget is due to be agreed at Full Council on 25th February 2025 and will be reflected in the service plans accordingly post the meeting.

6 Legal Implications

- 6.1 No direct legal implications arising from this report.

7 Equal Opportunities Implications

- 7.1 An Equalities Impact Assessment was previously completed for the Corporate Framework 2023-2026 in February 2023 with the outcome that there are no significant negative impacts on groups with protected characteristics. Tackling inequality is a 'golden thread' running throughout the Corporate Framework 2023-26. Its objectives seek to address issues of inequality and promote inclusivity, tackling health inequalities and the wider determinants of health, targeting regeneration schemes in more deprived areas, supporting quality and affordable housing (including social housing), promoting safer and accessible neighbourhoods and enabling more people-centred service provision.
- 7.2 Equality Impact Assessments are carried out for specific actions and proposals on a case-by-case basis, including engagement and formal consultation where appropriate. We continue to ensure that due regard is given to any potential impact of specific proposals on protected characteristics by conducting Equality Impact Assessments for specific actions and proposals that emerge from service plans as required.

8 Staffing Implications

- 8.1 None specific unless otherwise stated in the individual service plan.

9 Environmental Implications

- 9.1 Several objectives and work areas within the service plans will have a positive impact on the environment and aim to improve it. A sustainability impact assessment (SIAs) was also undertaken for the Corporate Framework. SIAs are done separately for specific projects and business cases. The results for the SIA on the Corporate Framework were as follows:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	4.00
Travel	4.00
Goods and Consumption	4.00
Ecology	4.00
Adaptation	4.00
Engagement and Influence	4.00
Total Overall Average Score	4.0

10 Community Safety Implications

- 10.1 Many of the objectives and actions within the service plans are intended to improve community safety within the district building on the positive work undertaken currently.

11 Public Health implications

- 11.1 A number of objectives and actions within the service plans are intended to improve the overall health and wellbeing of the district building on the positive work achieved already within this current Corporate Framework.

12 Customer Services Centre Implications

- 12.1 None specific.

13 Communications and Website Implications

- 13.1 The Service Plans will be available to view on the website alongside the Corporate Framework and quarterly Performance Indicator reports.

14 Risk and Health & Safety Implications

- 14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties

under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

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

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Council does not agree the service plans.	There is no clear direction for individual services and could therefore fail to deliver the objectives set out in the Corporate Framework.	Council to agree service plans to direct the work of services and delivery of the Corporate Framework.	Tolerate	4

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

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

Impact Score

4 (Catastrophic)

Likelihood Score

4 (Very Likely (≥80%))

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

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

Report prepared by: Emily McGuigan, Katie Stacey, Corporate Support Officer,
Corporate Support Officer, emily.mcguigan@threeivers.gov.uk,
katie.stacey@threeivers.gov.uk

Data Quality

Data sources: Individual service plans and corporate framework

Data checked by: Emily McGuigan, Katie Stacey

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

APPENDICES / ATTACHMENTS

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Climate Change and Sustainability Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

- Strategic Co-ordination of the Councils Sustainability and Climate Change Strategy, its delivery and monitoring of progress.
- Supporting communities to identify and implement sustainable actions and become more resilient to a changing climate.
- Co-ordinating the delivery of home energy efficiency programmes with District partners.
- Encouraging the uptake of community energy projects to expand the renewable energy production in the district.
- Working in partnership through the Colne Can catchment to improve water quality

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Net Revenue Budget

Service Area	Budget
Climate Change and Sustainability	£216,932

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Climate Change and Sustainability
Provide responsive and responsible local leadership	Lead, enable and inspire the district to achieve net zero by leading by example on council decarbonisation and providing support to enable delivery of projects in the wider district
Support and enable sustainable communities	Supporting communities in implementing sustainable actions and becoming more resilient to a changing climate.
Expand our position as a great place to do business	Actively developing the local green economy enabling residents to understand the plethora of jobs in the sustainability sector. Working with SME's to raise awareness of opportunities and skills training in the retrofit sphere Utilising UKSPF to deliver grants to local SME's to encourage decarbonisation projects.
Achieve net carbon zero and be climate resilient	Strategic Co-ordination of the Councils Climate Change and Sustainability Strategy, delivery and monitoring of the Action Plan. Encouraging the uptake of community energy projects to expand the renewable energy production in the district. Establishing the route to zero for council operations

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Achieve net carbon zero and be climate resilient</p> <p>Provide responsive and responsible local leadership</p>	Establish the route to zero for council operations	Climate Change and Sustainability Strategy Officer	Commence delivery of core building decarbonisation programme starting with William Penn. Learnings from this decarbonisation will inform the rest of the core buildings.	William Penn decarbonisation work programme to be decided and agreed by March 2026.	SLM, Grand Union Community Energy GUCE, Mitie, Scene.	Internal resource with externally funded support from Fast Followers, and Low Carbon Skills Fund, and Climate Change budget.
<p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Enable residents to retrofit their homes and live more sustainable lives	Climate Change and Sustainability Strategy Officer	Extend Transition Streets to more areas, and enable the continuation of the Retrofit One Stop from a pilot to Business as Usual	March 2026	(GUCE) National Energy Foundation (NEF) Innovate UK	Funded by Fast Followers programme from Innovate UK until June 2025 Continuing and extending the scheme beyond June '25 will require more funds to cover internal resource and partners.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Achieve net carbon zero and be climate resilient</p> <p>Provide responsive and responsible local leadership</p>	Solar Canopies on council car parks	Climate Change and Sustainability Strategy Officer	Exploration of the feasibility - technical and financial of installing solar canopies, and how they could be funded with a specific emphasis on community funding	Feasibility study to complete April '25. All feasibility work and agreed route for implementation 2027	Transport Parking Projects, Property, Planning, GUCE, Phil Whiting Consulting, Scene	None – project funded by Net Zero Hub Community Energy Fund, pro bono from PW consulting, and internal resource.
Achieve net carbon zero and be climate resilient	TRDC Carbon offsetting policy	Climate Change and Sustainability Strategy Officer	Approval of a Policy for the council that establishes the principles, calculations and verification of projects which can be considered suitable for carbon offsetting	October 2025	HCCSP, University of Hertfordshire	None

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/ External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Implementation of Home Energy Efficiency schemes	Climate Change and Sustainability Strategy Officer	Optimise and assist access to Great British Insulation Scheme and ECO4 (when it restarts),and other schemes as they are made available. Solar Together programme to re-commence in 2025	'March 2026 2025	NEF, E.ON Hemel Garden City, Solar Together	Existing resource and Government schemes Existing resource, residents
Achieve net carbon zero and be climate resilient	Develop a county wide domestic retrofit strategy under the Local Area Retrofit Accelerator pilot project.	Climate Change and Sustainability Strategy Officer	TRDC's Fast Followers work, and extensive experience is being used to inform the strategy	October 2025	MCS Foundation are preparing the strategy and will be supported HCCSP, HCC and the 10 Local Authorities	Funding provided by the MCS Foundation

External Funding Opportunities to be considered

Description	Potential grant award and timing	Notes / explanation
Climate Action Fund from the National lottery	Max grant award £1.5million - 2025	Officers are exploring routes for a viable application
Innovate UK Fast Followers (Phase 2) (not published yet)	£150,000 2025/26	It has been implied by Innovate UK there will be a second phase, by this is dependent on the new Government
Public Sector Decarbonisation Fund (PSDF) 2025 (not published yet)	£500,000 Aiming for 2025/26	Low Carbon Skills Funding being used to assess the feasibility of a decarbonisation plan for William Penn. This should lead to a bid to PDSF (assuming new Government retains the scheme)
Invest Readiness Scheme managed by Greater South-East Net Zero Hub (GSENZH). It aims to support the creation of business cases to attract the investment needed to deliver net-zero projects.	£75,000 per application	Officers are making 2 applications, one for the William Penn Heat Decarbonisation Business Plan and one for Solar canopy on council Carparks. Very competitive process, hoping for 1 success.
Net Zero Go Hub – Community Energy Fund for further feasibility of community funded solar canopies on car parks. (Not published yet)	£50,000 - 2025	Dependant on the outcomes of the current CEF stage 1, GUCE can apply for CEF Stage 2 funding. TRDC will be supporting partners not recipients of the grant

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2022 Actual	2023 Ambition	2024 Ambition	2025 Ambition	2026 Ambition
CCS01	District carbon emissions reported as tCO _{2e} equivalent	522,962	475,494	408,925	351,675	302,441
Ambition shows trajectory needed to achieve net zero by 2045	ONS report this data 2 years in arrears					
CCS02	Carbon emissions from council operations reported as tCO _{2e} equivalent	2,159	2,106	2,084	1,667	1,650

Risk Management

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

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Customer Experience Service Delivery Plan 2025 – 2028

Service Area	Customer Experience	Directorate	Corporate Customer & Community
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Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Introduction

The Customer Experience Service is a central corporate service encompassing how our customers interact and engage with the Council and all the services we provide. The service is specifically responsible for:

- Corporate Communications & Digital Services
- Customer Service Centre
- Watersmeet Theatre

In addition, the service is responsible for the Council wide implementation of the Customer Experience Strategy, which influences the way the Council interacts with its customers to deliver a first-rate customer service.

Service Overview

Communications & Digital Services

Strategic coordination and day to day operational management of proactive and reactive communications both internal and external across all the Council's communications channels and platforms.

- Press office - point of contact for media enquiries
- Copywriting and promoting the Council's activity and messages
- Guardian of the Council's branding and style guide
- Managing the Council's social media accounts
- Development of the Customer Relationship Management platform and digital transformation
- Customer engagement, public consultation and data analysis
- Website, online services and intranet contract management and content updates

Customer Service Centre

Provision of a front line customer enquiry and administrative service for the Council on behalf of all departments including:

- Operation of the Council's telephone contact centre, general enquiries email and face to face Visitor Centre at Three Rivers House and Healthy Hub services across the district.
- To process, handle and manage online enquiries via the Council's website and email system.
- Support all service departments in identifying and implementing service improvements with customer contact and engagement.
- Management of Corporate Compliments & Complaints processes.
- Contract Management of the Council's outsourced standby (out of hours emergency) service.
- Provision of administrative support across Council services.
- Administration for the Council's Freedom of Information (FOI) obligations.

Watersmeet Theatre

Watersmeet serves as a cultural hub for all our communities through its programme of live theatre, music, comedy, children's performances, films and events.

- The programme is designed to reflect the broad range of tastes and interests of local people.
- To be a vibrant entertainment hub for the community.
- The venue strives to provide financially viable and affordable arts entertainment and community hire facility for the residents of Three Rivers and beyond
- Watersmeet delivers an inclusive and engaging programme of events that appeals to a broad demographic

Net Revenue Budget

Service Area	Budget
Customer Experience	£1,649,327

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Provide responsive and responsible local leadership	<p>Promoting Council led initiatives and activities and ensuring proactive communications whilst reacting quickly and effectively to unforeseen events.</p> <p>Through proactive, innovative and diverse Council communications and digital services, the service area shows the Council's Corporate Framework in action.</p> <p>Providing the Council's elected and corporate leadership with communications support for both internal and external platforms to reach a diverse audience across the district and further afield.</p> <p>Providing digital support to corporate leadership teams and elected members as required.</p>
Expand our position as a great place to do business	<p>The Communications and Digital Services Team supports all economic development projects led by or involving the Council through promotional and technical activities.</p> <p>The service supports local business activities through working with partner organisations, including local chambers of commerce, the Local Enterprise Partnership, other local authorities as well as individual businesses. The service areas produce a Business Newsletter which residents and businesses can subscribe to in order to receive relevant content, in addition to regular content across the Council's corporate communications channels including the website and social media platforms.</p>
Support and enable sustainable communities	<p>The Communications and Digital Services Team supports a wide variety of community-based events and activities led by teams within the Council and across the locality.</p> <p>The team promotes available funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Council's website now has an accessibility tool, pages are regularly updated, and the team is working towards making it disability compliant (Regulation WAG2.2).</p>

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Achieve net carbon zero and be climate resilient	<p>The Communications and Digital Services Team supports a wide variety of Council led environmental policies, initiatives, events and activities through innovative communications including video, text and social.</p> <p>The service continues to improve digital access to Council services and digitalisation of paper forms, reducing the carbon footprint of both residents and the Council itself.</p> <p>The team promotes available green grant funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the digital service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>A forthcoming digital pledge page will enable customers to publicly declare how they intend to reduce their own carbon footprint.</p>

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Customer Services
Provide responsive and responsible local leadership	Provide administrative support across Council services to assist Departments in delivering their service to customers. Review Compliments & Complaints policy and learning, implementing changes where necessary. Continue to invest in staff development and training and promote CSC Academy.
Expand our position as a great place to do business	Answering a variety of enquiries via phone, email and face to face regarding Council services. Ensure we continue to answer 90%+ of Council enquiries at first point of contact. Ensure call wait times are kept to a minimum, not exceeding 10 mins, improving experience for those who can only use phone contact.
Support and enable sustainable communities	Provision of administrative support across Council services Manage the Council's outsourced standby (out of hours emergency) service Regular attendance at the Healthy Hubs to assist customers to widen accessibility for the customer experience.
Achieve net carbon zero and be climate resilient	Promoting the web site and online services to all customers to reduce the need for customers to contact the Council through phone or email as the information is available to them directly. Ensuring customers are aware of the email notification service to reduce the need for hard copies of Council information and promotions thereby reducing postage costs.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Watersmeet
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> Developing and enhancing customer touchpoints. Expanding package offers that turn a night out into an occasion. Achieving consistently high customer satisfaction results. Responding promptly to customer feedback. Continuing to invest in staff development and training Delivering against the Customer Experience Strategy action plan objectives
Expand our position as a great place to do business	<ul style="list-style-type: none"> Providing attractive packages to host local business events. Developing relationships with closed user groups such as the MOD to increase sales on those shows that are not performing as well as others. We can provide their employees exclusive access to special offers and discounts that are not generally available to the public who may have paid a higher price for their ticket. Working with other Council services to expand audience reach. Supporting local community and amateur theatre groups by offering affordable rates for multiday hires. Nurturing the relationship with the Friends of Watersmeet to extend volunteering.

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<p>Expanding the film programme to include more frequent relaxed performances targeting neurodiverse customers, those with additional needs or with disabilities, and those with daytime childcare responsibilities.</p> <p>Delivering a programme that caters for minority groups and underrepresented communities in the district.</p> <p>Maintaining and developing the accessibility provision including, infrared hearing loop system, signed performances, relaxed performances, touch tours, and accessible lift and toilet.</p> <p>Providing local students with work experience opportunities allowing them to develop their knowledge of the industry.</p> <p>Encouraging schools to utilise the venue for their productions or to attend film screening day trips in order to provide a real-life theatre experience to their pupils.</p> <p>Inspiring local community groups to take advantage of the lower hire rates for charity organisations in order to increase their engagement with the community.</p>
Achieve net carbon zero and be climate resilient	<p>Implementing the venue's sustainability delivery and route to net carbon zero plan.</p> <p>Continuing to invest in sustainable technologies, replacing end of life equipment and infrastructure with energy efficient alternatives.</p> <p>Giving emphasis to procuring sustainable products and sourcing from local suppliers</p>

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Supports and enables sustainable communities Achieve net-carbon zero and be climate resilient	Launch and begin implementation of the adopted communications strategy	Corporate Communications Lead	To see all aspects of communications plan implemented as outlined in the policy.	March 2028	Customers Councillors Staff Partners	N/A
Provide responsive and responsible local leadership Supports and enables sustainable communities Achieve net-carbon zero and be climate resilient	Procurement of CRM (Customer Relationship Management) platform and online service portal and consultation platform.	Digital Services Development Manager	Procurement of a customer relationship management platform and online portal, the awarding of a contract And the start of that contract.	March 2025	Customers Councillors Staff Partners Suppliers	Circa. £70k (agreed budget).

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Supports and enables sustainable communities</p> <p>Achieve net-carbon zero and be climate resilient</p> <p>Expand our position as a great place to do business</p>	Review reporting platforms currently used	Digital Services Development Manager	<p>Review current platform Microsoft Power Bi and reports it can produce.</p> <p>Review service requirements.</p> <p>Understand if the quality of the reports built is a system limitation or training need.</p> <p>Submit an outline business case if required</p>	December 2027	Customers Councillors Staff Partners Suppliers	TBC
<p>Provide responsive and responsible local leadership</p> <p>Achieve net-carbon zero and be climate resilient</p>	Review and refresh of the Council's intranet	Senior Digital Services Officer	Review intranet usage and implement update and new look	December 2025	Councillors Staff Suppliers	TBC

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Implementation of post call SMS end of call survey	Customer Services Manager	To identify improvements and streamline services. Improve and review services	December 2025	Customers Councillors Staff Partners	N/A
Expand our position as a great place to do business	Implement internal survey to identify department satisfaction	Customer Services Manager	To identify improvements and streamline services. Improve and review services	October 2025	Staff	N/A
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of Customer Experience Strategy	Head of Customer Experience	Deliver a customer centric approach and encouraging digital services and communication through service action plans	March 2026	Customers Councillors Staff	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Deliver the Watersmeet Business Plan 2024-2027	Watersmeet General Manager	Meet the objectives and actions in the Watersmeet Business Plan 2023-2026	31 March 2027	Watersmeet team Promoters Film distributors Hirers Friends of Watersmeet Customers	N/A
Achieve Carbon Net Zero and be Climate Resilient	Deliver route to Carbon Net Zero Plan 2023-2026	Watersmeet Venue Technician	Meet the objectives and actions in the Carbon Net Zero Plan 2023-2026	31 March 2026	Climate change team Property team	TBC
Expand our position as a great place to do business Provide responsive and responsible local leadership	Delivery of the Watersmeet fire door replacement	Watersmeet General Manager	Subject to OBC approval, the delivery of replacing fire doors within the venue	31 October 2025	Watersmeet staff Property team	£90k capital (subject to OBC approval)

Key Performance Indicators to support the Corporate Framework

KPI RefW	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CX01	Number of subscribers to GovDelivery Service	43,874	44,486	45,598	46,737	47,905
CX02	Satisfaction with online services via the customer portal My.ThreeRivers	4.1	4.1	4.1	4.1	4.1
CX03	Percentage of customer enquires submitted via the portal My.ThreeRivers	38%	38%	40%	42%	44%
CX04	Percentage of calls with first point resolution	95%	88%	90%	90%	90%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	21,500	22,500	23,500	24,500	25,500
CX06	Percentage of complaints received fully upheld at stage one, stage two and ombudsman (LGSCO)	N/A	N/A	35%	32%	30%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Completion of the Annual Residents' Survey	500	500	This is the first year of a new approach to publicity, promotion and design and structure of the survey itself, which is intended to boost completions and quality of data gathered.
Total unique visits to website	342,000	342,000	Improved in communication across a wide array of channels should reduce the necessity of the audience to access the website directly to find information – for example bin collection dates are now more widely publicised through newsletters and social media.

Service Volumes (continued)

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected volume 2024/2025	Estimated volume 2025/26	Notes / explanation for estimated change
Monitoring Call Wait times	3 minutes mean average wait time	2m 40s mean average wait time	Ensure call wait times are kept to a minimum, improving experience for those who can only use phone contact.
Number of Subscriptions on GovDelivery Service (email notifications)	83,095	87,247	As we reach a ceiling of the number of households that can sign up to the service, it is appropriate that we track the number of subscriptions that are signed up to receive.

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Risk Management

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

Financial Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Finance Service is part of the Shared Services arrangement for Three Rivers District Council and Watford Borough Council. The Director of Finance is the Section 151 Officer for Three Rivers District Council. The Head of Finance acts as the Section 151 Officer for Watford Borough Council.

The service provides the organisational expert advice for the following strategic, statutory and transactional processes at Organisational, Service and Project level:

- Budget Setting and Realignment
- Financial Reporting
- Financial Monitoring
- Treasury Management
- Accounts Payable
- VAT
- Financial Systems
- Fraud

Our Promise to our Customers:

- We are trusted advisors who are professional and knowledgeable.
- We communicate clearly using language that is accessible to managers and the public.
- We are responsive to our customers' needs, with a focus on helping services to deliver their objectives.

All staff working within the service demonstrate the following core behaviours:

- Commitment to personal development and the development of others
- Commitment to continuous improvement
- Professionally curious – seeks out opportunities, and identifies and resolves risks and issues
- Maintain calm whilst under pressure

Flexible and resilient

Net Revenue Budget

Service Area	Budget
Finance Shared Service	£271,060

Service purpose and core functions

Corporate Framework Objective	Service’s contribution to the Corporate Framework Objectives
Provide responsive and responsible local leadership	The Finance service supports the delivery of the all objectives within the Corporate Framework through the provision of robust financial advice, budget planning, budget reporting and creating a strong control environment for the Council’s financial transactions.
Expand our position as a great place to do business	
Support and enable sustainable communities	
Achieve net carbon zero and be climate resilient	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
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No Corporate Projects in 2025/26

Continuous improvement projects are reported to CMT and CMB via the Shared Service Operations Board (SSOB)

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
FN09	Accounts paid within 30 days	99.24%	98.5%	98.5%	98.5%	98.5%
FN15	% of Commercial income received	105%	95%	95%	95%	95%
FN16	General Balances are above the risk assessed level	£4.964	>£2.0m	>£2.0m	>£2.0m	>£2.0m

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Three Rivers Projected annual volume for 2024/25	Three Rivers Estimated annual volume for 2025/26	Watford Projected annual volume for 2024/25	Watford Estimated annual volume for 2025/26	Notes / explanation for estimated change
Supplier Invoices paid	5,602	5,602	6,209	6,209	It is not anticipated that there will be an increase in the volumes over the period of the service plan. Volumes can be managed within existing resources.
FPM Payment Vouchers paid	469	469	519	519	
New Suppliers raised	296	296	300	300	
Procurement card transactions	1,011	1,011	969	969	
Number of faster payments and chaps made out	150	150	204	204	
Number of transactions through the income management system (Aim) for all funds	104,279	104,279	132,806	132,806	
GL journals (not inc budget journals nor cashbook journals)	548	548	481	481	
Insurance claims	26	26	21	21	
National Fraud Initiative	624	624	989	989	

Risk Management

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

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Housing Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Housing Services is part of the Corporate, Customer and Community Directorate.

The Service is responsible for the all matters of housing on behalf of the Council, from the provision of homelessness advice and assistance, provision and management of temporary accommodation, housing disrepair enforcement, nuisance investigation, management of the Council's Housing Register, management of the Council's Private Rented Sector Scheme, approval of Disabled Facilities Grants for customers and working with partners to deliver affordable housing in the district.

The Housing Service provides integration support to those who have settled within the district as part of Government Resettlement Schemes and employs a Domestic Abuse Caseworker to provide support to those engaging with the service who have fled, or are experiencing, domestic abuse.

Page 75 The Housing Service comprises of Housing Operations, Housing Strategy and Residential Environmental Health. The Service is led by the Housing Operations Manager and Housing Strategy and Residential Environmental Health Manager. The Service is responsible for the delivery of the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 and is responsible for the Council's statutory obligations in the sector.

The Service provides support to other departments within the Council, including providing formal comment on planning applications by Environmental Health Officers, providing a visible presence at the Council's Healthy Hubs and works in partnership with the Council's Strategy and Partnerships Team on matters of community safety and wellbeing projects.

Housing Services has 3 x Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. These staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals.

Net Revenue Budget

Service Area	Budget
Housing Services	£619,994

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Housing Operations
Provide responsive and responsible local leadership	Management of temporary accommodation.
Support and enable sustainable communities	Maintain the Council's Housing Register and provide nominations to Housing Association partners.
Support and enable sustainable communities	Provision of housing advice to the public.
Support and enable sustainable communities	Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the Council's Homelessness Prevention Forum
Support and enable sustainable communities	Support of vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the Council's Housing Service.
	Housing Strategy
Provide responsive and responsible local leadership	Responsible for long term strategy and policy within Housing Services.
Support and enable sustainable communities	Work with partners to deliver affordable housing development.
Support and enable sustainable communities	Management of the Council's Private Rental Scheme, including the sourcing of additional PRS properties.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	Provide support to those who have settled within the district as part of Government Resettlement Schemes.
	Residential Environmental Health
Support and enable sustainable communities	Investigation of noise, light and smoke pollution reported by customers to determine if a statutory nuisance exists.
Support and enable sustainable communities	Housing condition enforcement. (including hoarding and empty properties).
Support and enable sustainable communities	Houses of Multiple Occupation (HMO) licensing and investigations into illegal HMO's.
Support and enable sustainable communities	Administration and approval of Disabled Facilities Grants (DFG).
Support and enable sustainable communities	Private Water Supply monitoring and enforcement.
Support and enable sustainable communities	Mobile Home Site licensing and enforcement.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Annual Review of Housing, Homelessness and Rough Sleeping Strategy Action Plan 2023-2028	Strategic Housing Manager	Review of the Action Plan completed, and update provided to Committee.	Feb 2025	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Housing Allocations Policy	Strategic Housing Manager/Housing Operations Manager	Review of Policy completed, and Policy agreed at Committee.	December 2025	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Commission a private housing stock condition survey	Strategic Housing Manager	Provide the Council a better understanding of conditions in the private rented sector in the district.	August 2026	Property Owners, PRS landlords, tenants, NRLA, External resource	Subject to OBC approval.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Establish a protocol with our Registered Providers for dealing with complaints of housing disrepair	Strategic Housing Manager	Housing disrepair issues rectified swiftly without the need for the use of formal enforcement powers on partners.	January 2026	Registered Providers	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Devise an early identification and intervention protocol with all Registered Provider's for those at risk of homelessness.	Housing Operations Manager	Protocol agreed with Registered Providers and adhered to on a consistent basis.	January 2025	Registered Providers.	Within existing resource.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager / Private Housing Coordinator	Project was initially scheduled for 2024, however, delay on new private rented legislation from Government has caused this to be postponed until 2025. Project aims to launch an improved scheme, leading to the procurement of more properties.	June 2025	External private landlords. HM Government.	Within existing resource.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Develop and implement an action plan following the private sector housing stock survey	Strategic Housing Manager	Improved standards in the private rented sector	January 2027	Property owners, PRS landlords, tenants, NRLA	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Temporary Accommodation Placement Policy	Strategic Housing Manager	Review of the Policy completed.	June 2027	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review of the Council's Private Rented Sector Placement Policy	Strategic Housing Manager	Review of the Policy completed.	February 2027	Nil	Within existing resource.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities	Review the Council's Housing Assistance Policy	Strategic Housing Manager	Review of the Policy completed.	April 2027	Nil	Within existing resource.
Provide responsive and responsible local leadership Support and enable sustainable communities	Review the Council's Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy	Strategic Housing Manager	Review of the policies completed.	February 2026	Nil	Within existing resource.
Provide responsive and responsible local leadership	Review the Council's Housing Enforcement Policy	Strategic Housing Manager	Review of the Policy completed.	December 2027	Nil	Within existing resource.

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	271	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	300
HN03	The number of households accessing Temporary Accommodation throughout the year	144	170	175	175	175
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	13	20	20	20	20
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	33%	30%	30%	30%	30%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Page 85	Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
	No. Homeless Applications received	525	550	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
	Throughput of TA	162	175	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
	No. joined the Housing Register	950 (includes applications that do not qualify to join the Housing Register)	950 (includes applications that do not qualify to join the Housing Register)	

Risk Management

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

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Legal, Elections and Democratic Services Service Delivery Plan 2025 – 2028

Service Area	Legal (inc. Monitoring Officer), Elections and Committee Services	Directorate	Legal, Elections & Democratic Services
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Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Legal Services

To provide corporate and operational legal advice and support to all officers and members of the Council.

Monitoring Officer

To handle Member code of conduct complaints, maintain the register of Members' interests and keep the constitution under review.

Committee Services

- Business support for the Senior Leadership Team, Leader of the Council, Deputy Leader of the Council, Lead Members, Group Leaders, Chairs of the Committees, and other Elected Members as required
- Support to the Chair and Vice Chair of Council in their civic roles including management of the civic engagements programme and of civic ceremonial duties and lead on the organisation of any charity events the Chair wishes to hold during their year of office.
- Provision of advice to Officers of the Council on Committee processes and procedures including statutory administration of meetings of the Council and its Committees/Sub-committees/Forums and internal meetings – around 140 meetings a year

Electoral Services

- Compile and maintain a register of electors including undertaking of an annual canvass (Statutory Function)
- Ensure that elections which are coordinated by the service (District, Parliamentary, Parish and Others) are administered effectively without legal challenge and that, as a result
- The experience of voters and those standing for election is a positive one.
- Voters are able to vote easily and know that their vote will be counted in the way they intended.
- It is easy for people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and they can have confidence in the management of the process and the result.

Net Revenue Budget

Service Area	Budget
Legal, Elections and Democratic Services	£1,252,290

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Legal
Provide responsive and responsible local leadership	To continue to keep the constitution under review and fit for purpose
Provide responsive and responsible local leadership	To continue to maintain a fully digitalised case management system
	Committee
Provide responsive and responsible local leadership	To ensure that the councils governance arrangements, including member level decision making are fit for purpose
Support and enable sustainable communities	To ensure that residents rights to access information and participate in decision making as set out by the Councils Constitution are upheld
Achieve net carbon zero and be climate resilient	To continue to ensure that all Council and Committee paperwork is available on the Councils website, including for members and officers thereby reducing the need to issue printed papers

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Elections
Provide responsive and responsible local leadership	To ensure that elections administered by the Council are done so professionally, efficiently and fairly
Support and enable sustainable communities	To ensure that notices of elections and other important communications (E.g. voter ID requirements etc) are easily accessible for all electors and to work with other council services to achieve this objective
Achieve net carbon zero and be climate resilient	To ensure that key information about registering for the electoral roll can be found on the Council's website

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Online case management system (IKEN)	Associate Director Legal & Democratic Services	Fully digitalised case management system	Dec 2024	IKEN	N/A
Provide responsive and responsible local leadership	Review of Council Constitution	Associate Director Legal & Democratic Services	<p>To complete the review of the constitution to ensure it is up to date and delegations and procedures are in line with current practices.</p> <p>Fully digitalised case management system</p>	March 2025	Cllrs	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Review of deeds room and law library	Associate Director Legal & Democratic Services	To undertake a review to ensure the Council is complying with its data retention policies	Dec 2025	Property Services	N/A
Provide responsive and responsible local leadership	Regulation of Investigatory Powers Act (RIPA)	Associate Director Legal & Democratic Services	As Senior Responsible Officer under RIPA to review and maintain the Council's policy and procedure on RIPA	Next review by March 2026	Fraud Team	N/A
Achieve net carbon zero and be climate resilient	Mod.Gov register of interest form	Interim Group Manager – Democratic and Electoral Services	Transition from resource intensive and paperwork heavy process for submitting, receiving and updating members registers of interest to an entirely digital process within the Mod.Gov system	May 2025	IT, Cllrs	N/A

Key Performance Indicators to support the Corporate Framework

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KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CM01	% of minutes/decisions, except for full Council, completed by Committee Services within 5 working days of the meeting to be circulated to officers for review. For full Council, % of minutes/decisions completed by Committee Services within 10 calendar days of the meeting to be circulated to officers and Group Leaders for review.	58%	85%	85%	90%	95%
ES01	Annual Canvass Return Rates	96%	92%	92%	92%	
LG01	To draft Enforcement/Stop/Breach of Condition Notices and Planning Contravention Notices within 5 working days of receiving full instructions	N/A	N/A	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Enquiries from the public in relation to public meetings	250	250	Enquiries continue to be received through the committee team general email account regarding attendance and procedures at our public meetings and their recordings, livestreaming and minutes. Focus to be made on further developing the website to allow residents to access the information they require online without needing to contact Officers directly.
Requests from Councillors	Varies each month	Varies each month	Enquiries continue to be high. With an additional resource, a focus on further developing the website to allow Councillors to access the information they require without needing to contact Officers directly. NEW – Not formally listed as a project as no scoping has taken place, but consideration is being given to the implementation of an intranet site to host information wanted by councillors which may reduce email traffic.

Risk Management

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

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Leisure and Natural Infrastructure Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Leisure and Natural Infrastructure Service is comprised of 3 teams: Leisure Services, Natural Infrastructure & Projects and Trees & Woodlands.

The Trees & Woodlands team are responsible for delivering the statutory function of the service through the making and serving of Tree Preservation Orders (TPOs); administering and determining tree work applications for protected trees and advising on tree issues in relation to Planning Applications.

The Leisure Services team provide the “business-as-usual” functions of the service, delivering a large variety of leisure and recreational opportunities for residents in the district. The work of the team includes the management of the council’s parks and open spaces (inc. filming and other hire of grounds requests) and the Leisure Management Contract for the Council’s leisure facilities.

The Natural Infrastructure & Projects team are key to the delivery of a range of biodiversity projects, supporting the implementation of the requirements under the new Environment Act, managing the Rickmansworth Programme and delivery of the leisure capital programme.

Net Revenue Budget

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Service Area	Budget
Leisure and Natural Infrastructure	£499,436

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Leisure Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management of the Leisure Facilities Contract with Everyone Active (Sport and Leisure Management) • Strategic management of parks and open spaces, through the development and implementation of Management Plans for major sites. • Securing funding to support the delivery of projects, including from the Countryside Stewardship Grants, Herts Sport and Physical Activity Partnership etc. • Responding to planning applications to ensure Leisure and play has been accounted for within development proposals and to ensure a Community Use Agreement is in place, which best supports the local area, where relevant.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone). • Support local coaches, trainers, artists and instructors by commissioning them to deliver a variety of leisure activities across the district. • Provides a process for film organisations to apply to film within Council owned parks and open spaces.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a wide variety of activities across the district for the local community. • Playschemes, Play Rangers, Active Parks, Sport and Physical Activity programme, nature workshops, annual Sk8 Jam, Artistsmeet gallery space, creative workshops and regular art groups. • Provides a hire of grounds process to enable local groups to operate and run activity session safely within parks and open spaces. • Strategic management of parks and open spaces through ensuring management plans are implemented, working with Friends of Groups and ensuring play spaces and other outdoor leisure facilities remain at a high standard.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Working with the Council's leisure provider to identify and look at ways they can reduce their carbon footprint – this includes the introduction of solar panels on William Penn Leisure Centre. • Working in partnership to identify locations for EV charging and solar canopies within car park areas managed by Leisure Services. • Delivery of the Council approved alternative grassland management regimes. • Delivery of actions within management plans for parks and open spaces includes opportunities to enhance biodiversity across the district.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Natural Infrastructure & Projects
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management and monitoring of the Council's new Biodiversity Policy to ensure it meets the requirements of the Environment Act. • Coordination of the Strengthened Biodiversity Duty reporting (as per the Environment Act) with legal and planning. • Supporting the work and delivery of the Hertfordshire Local Nature Recovery Strategy (coordinated by Hertfordshire County Council). • Securing funding to support the delivery of projects. • Procuring goods and services a part of the annual leisure capital programme, with a focus on value for money and supporting local businesses.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Working with legal and planning to ensure there are systems in place for S106 agreements for developers and landowners to deliver off-site Biodiversity Net Gain opportunities within the District.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a range of community engagement sessions with a focus on biodiversity. • Aim for biodiversity projects, where possible, to provide safe, accessible, welcoming opportunities for the public to access nature. • Deliver the annual play area capital programme, ensuring local communities are engaged in the process.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Supporting the delivery of the Local Nature Recovery Strategy by Hertfordshire County Council to protect and enhance areas of strategic significance where possible. • Work with colleagues to introduce opportunities for biodiversity to thrive and/or engagement and education opportunities within recreation spaces (for example play areas). • Determine further opportunities for TRDC land to be sustainably managed for biodiversity, through either site management or through development of future projects. • Work with Climate Change and Sustainability to help with Council and District meet net carbon zero through nature-based carbon offsetting.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Trees & Woodlands
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Managing the Council's tree stock to ensure trees are regularly inspected – primarily in relation to safety and the prevention of damage and subsidence. • Making, serving and administering Tree Preservation Orders and determining applications for works to protected trees (those protected by TPO or in a Conservation Area). • Undertaking enforcement action in relation to protected trees. • Assessing and commenting on planning applications and providing advice to planning officers. • Ensuring the Council's woodlands have up to date, and deliverable Management Plans. • Securing funding to support the delivery of projects from Countryside Stewardship Grants, Hertfordshire County Council and Government funding (UKSPF) and charitable sources.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Providing opportunities for local contractors and consultants to bid for TRDC tree and woodland management works
Support and enable sustainable communities	<ul style="list-style-type: none"> • Providing recommendations on planning applications in relation to tree and landscape issues. • Responding to public enquiries relating to tree issues and providing advice and support to residents • Providing support on capital projects to ensure consideration has been given to trees and woodlands as part of the overall project. • Providing professional advice to colleagues on initiative which involve or may have an impact on trees and woodlands across the district.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Delivering a programme of tree planting initiatives across the district and ensures they have the best chance of survival through implementing a robust monitoring regime. • Delivery of actions within the Tree Strategy, particularly managing pests and diseases including Ash Dieback and Oak Processionary Moth. • Supporting Hertfordshire County Council's free tree giveaway to residents by co-ordinating a 'pick up' point for TRDC.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Delivery of the Rickmansworth Aquadrome Programme	Programme Development Manager	<p>To deliver the Rickmansworth Aquadrome Management Plan, which includes</p> <ul style="list-style-type: none"> - Creating a biodiverse and sustainable environment, welcoming for all, a friendly site community and a high quality green space. 	March 2030	Variety of internal and external stakeholders linked to the Aquadrome – this includes the established Steering Group.	To be delivered through securing external funding.
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	The Bury Grounds Biodiversity Project	Natural Infrastructure Programme Manager	<p>The project aims:</p> <ul style="list-style-type: none"> • Respect the heritage of the site. • Benefit biodiversity within the woodland, grassland, and river channel. • Create a safe, welcoming green space for all to use. 	March 2027	<p>Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors,</p> <p>External: Affinity Water, Environment Agency, Batchworth Community Council</p>	<p>External funding secured for River restoration and habitat improvements.</p> <p>Further external funding to be sought for access and heritage protection.</p>

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities Achieve net carbon zero and be climate resilient	New Greenspace Strategy	Leisure Services Manager	New overarching Greenspace Strategy for parks, open spaces and woodlands.	March 2027	Environmental Protection, Legal, Finance, Communications, Friends of Groups, Parish/Community Councils, Councillors and local community groups.	Strategy production within existing resources.
Provide responsive and responsible local leadership Achieve net carbon zero and be climate resilient	Maple Lodge offsite BNG	Natural Infrastructure Programme Manager	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory BNG.	November 2028 (to complete enhancements, additional 25 years management)	Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors External: Consultant Ecologist	Funding secured through Maple Lodge S106 agreement.
Support and enable sustainable communities	Community and Leisure Capital Grants	Leisure Asset Manager	To enhance existing tennis courts at Scotsbridge and Baldwins Lane to improve the leisure experience for the local community.	March 2026	Environmental Protection, Finance, Communications, Councillors and local community groups.	Within existing agreed budgets

Key Performance Indicators to support the Corporate Framework

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KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
LNI01	Tree Preservation Order Applications processed within 8 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI02	Conservation Area Notice Tree Works Applications processed within 6 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI03	Successfully established standard (<i>10-12cm girth / 2-3m height at time of planting</i>) trees planted by Three Rivers District Council after a 3-year period.	New Performance Indicator	New Performance Indicator	75%	80%	85%
LNI04	External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	New Performance Indicator	New Performance Indicator	£1,200,000	£1,300,000	£1,300,000
LNI05	Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.	New Performance Indicator	New Performance Indicator	436 ha	446 ha	456 ha
LNI06	Percentage of vulnerable participants who take part in leisure activities.	New Performance Indicator	New Performance Indicator	11%	12%	13%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Enquiries from the public in relation to trees	300	300	Estimate based on total no. of enquiries received in 2023/24. No increase or decrease in enquires anticipated
Number of planning responses (including tree works applications)	600	600	Estimate based on total no. of tree applications and planning consultations received in 2023/24. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	13,131	13,500	
Number of trees planted	100	100	

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Risk Management

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

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Planning Policy and Conservation Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The planning policy team produce the policies and plans which shape development in Three Rivers. In particular, the service is responsible for producing the Local Plan for the district. This plan forms the blueprint for how we will sustainably develop the district, including managing needs for housing, jobs and supporting infrastructure – for example, shops, community facilities, transport, open spaces, schools and healthcare. The Local Plan identifies possible sites for development and sets out the policies against which we assess planning applications.

Page 111 The policy team also produce the Council's Annual Monitoring Report (AMR), which monitors the impact of the Council's Local Plan and planning policies. A key component of the AMR is the 5 Year Housing Land Supply update which calculates whether the pipeline of new houses through existing allocations and planning permissions is sufficient to supply 5 years' worth of housing against the government's annual housing target.

The conservation service (currently provided by Place Services) advise on the protection and enhancement of the historic built environment. It is also responsible for updating the district's conservation area appraisals.

Net Revenue Budget

Service Area	Budget
Planning Policy and Conservation	£546,755

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Planning Policy
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> The Local Plan's preparation follows a structured legislative process, including multiple stages of evidence gathering and public consultations, which exemplifies transparent and participatory leadership. Monitoring the performance of Local Plan policies through the preparation of the Annual Monitoring Report, ensures that the leadership remains accountable and responsive to the community needs. The council's 5 Year Housing Land Supply calculation and Housing Delivery Test Action Plan help measure the Council's performance in delivering much needed housing. Collaboration on the South West Herts Joint Strategic Plan, showcases a commitment to broader, cooperative leadership that extends beyond local boundaries. Supporting preparation of Neighbourhood Plans empowers local communities, ensuring their needs and visions for development are recognized and integrated into broader strategic plans.
Expand our position as a great place to do business	<ul style="list-style-type: none"> The Local Plan serves as a robust policy framework that addresses not only housing needs but also economic, social, and environmental priorities, creating a balanced and attractive environment for businesses. Preparation of Article 4 Directions protects the District's employment areas and town centres.
Support and enable sustainable communities	<ul style="list-style-type: none"> The Local Plan shapes the district's development pattern, ensuring that housing needs and other economic, social, and environmental priorities are met. The Self-build Register gives members of the local community an opportunity to build their own properties rather than relying on developers.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> The Local Plan allocates land in the most sustainable locations and incorporates infrastructure that supports a low carbon future. The plan also provides a policy framework that requires new development to meet our net zero targets. The South West Herts Joint Strategic Plan allows for a coordinated effort in addressing the broader challenges of climate change and sustainability. The Brownfield Land Register encourages use of previously developed land, which reduces pressure on greenfield land.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Conservation
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Provision of specialist comments on planning applications/appeals in relation to Heritage Assets (Listed Buildings, Conservation Areas), and Locally Listed Buildings. This service is outsourced to Place Services and paid for through the vacant Senior Planning and Conservation Officer Post. • Designation of Conservation Areas and updating Conservation Area Appraisals. We are responsible for the designation of Conservation Areas which are defined by the National Planning Policy Framework as 'designated heritage assets.' • We maintain a List of Locally Important Buildings (Local List) (over 160 entries) which are important buildings or structures of historical, or architectural, interest to the local community. Inclusion on the List means that its conservation as a non-designated heritage asset is a material consideration when determining planning applications
Support and enable sustainable communities	The implementation of Article 4 Directions reflects a proactive approach to preserving the character of specific areas, demonstrating a commitment to sustainable development.

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Expand our position as a great place to do business</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	Local Plan	Head of Planning Policy & Conservation	Delivery of the council's district plan, allocating land for development and containing planning policies.	September/October 2026 (expected adoption)	HCC External consultants assisting with evidence base: BNP Paribas, TRL Ltd, Exacom/ESRI, Lovell John, Place Services, Hatch Regeniris, Icen	TBC

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Expand our position as a great place to do business</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	South West Herts Joint Strategic Plan	Head of Planning Policy & Conservation	Strategic plan prepared by TRDC, DBC, SADC, HBC and WBC in collaboration with HCC. Sets high level strategic planning policies, broad areas for growth and infrastructure.	Adoption date not yet agreed. Further Regulation 18 consultation expected in 2025.	SW Herts JSP team, DBC, HBC, SADC, WBC and HCC External consultants assisting with evidence base: DLP, Arup, Havas, Icen	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Support and enable sustainable communities Achieve net carbon zero and be climate resilient	Conservation Area Appraisal (location to be determined)	Head of Planning Policy & Conservation	Updating conservation area appraisals	March 2026	Place Services	TBC

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
PPC01	Net additional homes provided within the district each year	261	640	832	TBC	TBC
PPC02	Number of affordable homes delivered (gross) within the district each year	3	224	374	TBC	TBC
PPC03	Housing Land Supply in years measured against the governments housing target	TBC (currently 1.9)	5	5	5	5
PPC04	Percentage of new homes built on previously developed land	86.6%	60%	60%	60%	60%
PPC06	Percentage change in employment floorspace across the district (as a result of development and/or conversions)	-3.7%	+/-5%	+/-5%	+/-5%	+/-5%
PPC09	Vacancy rate for town and district centres (snapshot)	6.8%	<6%	<6%	<6%	<6%
PPC10	Produce 2 Conservation Area Appraisals a year	0	2	2	2	2
PPC12	Respond to planning policy requests from Development Management within 21 days	100%	100%	100%	100%	100%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Conservation advice on planning applications (outsourced)	200 applications	200 applications	
Planning Policy advice	35 applications	35 applications	
Consultation Responses for Local Plan consultation	20,000	N/A	No consultation currently scheduled for 2025/26

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Risk Management

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

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Property Services & Major Projects Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

The Property Services & Major Projects Team is part of the Finance Directorate and is responsible for the management of the Council's land & property assets.

The Property Services & Major Projects Team comprises Estates & Asset Management, Facilities Management and Major Projects functions and provides a multi-disciplinary professional service which leads on all property matters for the Council.

In addition to actively managing the Council's investment and income producing estate, it also maintains responsibility for statutory compliance, ensuring that the Council manages its assets safely and in accordance with its statutory & regulatory obligations. For the benefit of our residents, we also maintain a substantial garage estate and deal with requests for licences, land purchase enquiries and other general estates matters.

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The Team plays a pivotal role in maintaining operational efficiency and service delivery, supporting other services through the distribution and dispatch of mail, providing an internal courier service, reprographic, scanning and printing solutions, together with a repairs and maintenance function.

The Property Service also leads on the development and delivery of major projects across the District, these include projects such as the South Oxhey Regeneration Initiative, the acquisition and development of properties under the Local Authority Housing Fund, but also projects such as the transformation of the corporate estate, the better utilisation of Three Rivers House and the upgrading of facilities at Batchworth Depot.

As an active service leading on property projects and initiatives, the Property Service Team also provides support to other Services within the Council to add value and assist with projects and schemes.

Net Revenue Budget

Service Area	Budget
Property Services and Major Projects	(-) £822,968

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Property Services & Major Projects
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> - Developing strategic and operational leadership for property and facilities to ensure services are customer-focused and continuously improved. - Managing the Council's property assets effectively, ensuring they are well-maintained and fit for purpose, aligning with community needs. - Engaging with citizens to understand their needs and feedback, fostering a culture of trust and transparency. - Collaborating with local councillors and stakeholders to deliver performance management that reflects the priorities and values of the local community. - Identifying and executing development projects that contribute to the local economy and social well-being, with a focus on decarbonisation and maximising capital and revenue returns.
Expand our position as a great place to do business	<ul style="list-style-type: none"> - Ensuring that all council-owned properties are used efficiently to attract and retain businesses. - Assisting in the development of infrastructure that supports business growth. - Making council properties more accessible to businesses by improving facilities and services. - Simplifying administrative procedures related to property services and facilities to save businesses time and resources. - Collaborating with local businesses to understand their needs and how the council can support their growth. - Encouraging sustainable practices in property management to appeal to environmentally conscious businesses.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<ul style="list-style-type: none"> - Developing and maintaining infrastructure that promotes sustainable living, such as energy-efficient buildings and facilities. - Ensuring that council properties are managed in a way that supports local market and affordable housing initiatives. - Implementing policies that encourage the use of renewable energy sources within council facilities and properties. - Supporting the preservation of local natural and heritage assets, which contribute to the unique character and sustainability of communities.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> - Leading energy conservation and climate change initiatives through property management, supporting the Council's sustainability objectives. - Implementing energy efficiency measures across council properties. - Transitioning to renewable energy sources for heating and electricity. - Conducting regular energy audits to identify areas for improvement and track progress towards carbon reduction goals. - Promoting sustainable transport options for staff and visitors, including electric vehicle charging points and incentives for using public transport or cycling. - Ensuring that council buildings and renovations adhere to high environmental standards, focusing on sustainable materials and design. - Supporting the development and maintenance of green spaces to enhance biodiversity and provide natural carbon sequestration.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Responsive, responsible, local leadership	Property Management System and Data Collection	Estates Surveyor	PMS is fully operational with all property data added	March 2026	Internal Project Team	Annual Subscription £37,000
Responsive, responsible, local leadership A great place to do business	Footpaths & Roads Condition Survey	Projects & Facilities Manager & Surveyor & Project Manager	Complete repairs/resurfacing to urgent/first year programme works	March 2026	External Contractors	As per OBC budget award [TBC]
Responsive, responsible, local leadership A great place to do business Net Carbon Zero & Climate resilient	Portfolio Condition Works Programme	Surveyor & Project Manager	Complete first year/urgent works repair/refurbishment programme	March 2026	External Contractors	As per OBC budget award [TBC]

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Net Carbon Zero & Climate resilient	Delivery of Property aspects of Climate Change Strategy	Projects & Facilities Manager	Actions in accordance with Climate Change Strategy Action Plan	March 2026	Sustainability Team	
Sustainable communities A great place to do business Responsive, responsible, local leadership	South Oxhey Phase 4	Head of Property & Major Projects	Development of programme, including project milestones & actions	TBD	Thrive Homes & Public Sector Partners	TBD
Sustainable communities A great place to do business	Car park renewal	Projects & Facilities Manager Surveyor & Project Manager	Continued renewal and repair of public car parking	March 2026	Watford Borough Council Engineer & External Contractors	As per OBC budget award [TBC]

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Sustainable communities A great place to do business	Local Authority Housing Fund	Head of Property & Major Projects	Completion of 16 new homes/purchase of 10 homes	March 2026	Watford Community Housing	
Sustainable communities A great place to do business	Barton Way redevelopment	Head of Property & Major Projects	Development of 9+ new affordable homes	March 2027	Watford Community Housing	
Sustainable communities	Aquadrome Bridge replacement	Projects & Facilities Manager	Replacement of new pedestrian/cycle bridge	March 2025	Leisure & Natural Infrastructure, External Contractor	
Responsive, responsible, local leadership Sustainable communities	Garage refurbishment programme	Surveyor & Project Manager	Complete repair/refurbishment works in accordance with programme	March 2026	External contractors	
Responsive, responsible, local leadership	Investment Property review	Head of Property & Major Projects	Review options regarding key investment properties	March 2026	External advisers	

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
PS01	Staff Satisfaction with the workplace environment	93%	>90%	>90%	>90%	>90%
PS02	Occupancy rate for the TRDC's commercial estate is above 96%	97%	96%	96%	97%	97%
PS03	Occupancy rate for the TRDC's garage estate is above 88%	93%	>87%	>88%	>89%	>89%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Land ownership & general property enquires	260	260	No change expected
Repair requests	155	155	No change expected
Member enquiries	155	155	No change expected

Risk Management

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

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Regulatory Services Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

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Service Overview

Regulatory Services is part of the Directorate of Finance. It comprises the following services: Development Management, Licensing, Land and Property including CIL, Transport and Parking Projects, Parking Services including Parking Enforcement, Environmental Health (commercial) and Building Control.

Development Management - Responsible for dealing with all matters under the Town and Country Planning Act, including determining planning applications and other related consents, providing professional pre-application advice to residents and prospective developers, investigating allegations of breaches of planning control and defending appeals lodged against the decisions of the Local Planning Authority.

Licensing - Responsible for the determination of licensing applications and the grant of licences in respect of Hackney Carriage and Private Hire vehicles, drivers and operators; house to house and street collections, lotteries, street trading consents and gaming machines. To also investigate complaints, enforcement of conditions tied to premises licences and undertake inspections at licences premises.

Land and Property – Responsible for Local Land Charges, Street Naming and Numbering, Corporate Land and Property Gazetteer, Section 106 Financial Monitoring, Assets of Community Value and CENSUS.

Transport and Parking Projects – Through TPP the District Council promotes better transport for people living and working in and around the District. The programmes we deliver enable and encourage people to use more sustainable ways to travel - making it easier to walk or go by bike and providing better buses & new travel options. We also improve infrastructure to promote better car and cycle parking (managing parking on local roads to make it safer and non-obstructive, with better off-street parking to keep roads clear).

Parking Services/Enforcement– the Partnership Parking Service is currently provided by Hertsmere BC on behalf of TRDC. This service includes the provision of Civil Enforcement Officers to check and enforce parking controls and the administration and processing of the parking permit process. The Head of Service manages the parking contract.

Building Control falls within the scope of Regulatory system and However the service is provided by Hertfordshire Building Control, with all matters relating to service delivery outsourced and overseen by the Chief Executive as Shareholder.

Environmental Health Commercial – management of the EH commercial service which is provided by Watford Borough Council on behalf of TRDC. Service includes management and delivery of the Food Hygiene Inspection programme and food sampling programme, (Brief overview of the purpose of the specific service you are writing the service plan for) administering of the national Food Hygiene Rating Scheme and submission of the annual LAEMS returns, investigation of all complaints about the hygiene of food businesses, or about food that has been bought or eaten, provide and manage Air Quality Management responsibilities including submission of Annual Screening Assessment (ASR) to DEFRA, responding to planning application consultation on new developments with regard to air pollution and contaminated land, provision and management of contaminated land services, provision of the LA Health and Safety at Work enforcement service, provision of the ID control and tracing service, via PHE and respond to outbreaks of infectious disease, management of the LAPPC services (via a third party) and management and administration of the Skin Piercing licensing service.

Community Infrastructure Levy - The Senior CIL Officer undertakes the administration (including enforcement, collection etc.) and monitoring of the Community Infrastructure Levy. Under The Community Infrastructure Levy Regulations 2010 (as amended) charging authorities are required to produce an Infrastructure Funding Statement (IFS) that sets out details about planning obligation receipts (CIL and S106), and anticipated expenditure. The IFS is published by the 31 December each year (alongside the Annual Monitoring Report) and covers the previous monitoring year.

Geographical Information Systems (GIS) – The Senior GIS Officer manages and maintains the corporate layers; base layers imagery and other data held within the GIS system and supports other departments in developing and collecting information to produce or use further layers. Key to this work is providing training to other departments to ensure they are able to access and use the data available to them.

Net Revenue Budget

Service Area	Budget
Regulatory Services	£1,077,146

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Development Management
Provide responsive and responsible local leadership	Provision of the statutory planning services and a pre application service Receipt and incorporation of specialist consultee comments in assessment of planning applications Management and monitoring of service budgets
Expand our position as a great place to do business	Provision of an efficient, high performing planning service
Support and enable sustainable communities	Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions or provision on small sites, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport Assessment and determination of planning applications for new development.
Achieve net carbon zero and be climate resilient	Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency. Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Land and Property (& CIL)
Provide responsive and responsible local leadership	Deliver an efficient service for Local Land Charges, street naming and numbering, Local Land & Property Gazetteer thus enhancing an excellent customer experience with our Council. Management and monitoring of service budgets
Expand our position as a great place to do business	Community Infrastructure Levy will enable us to deliver more sustainable infrastructure thus creating an attractive and accessible district
Support and enable sustainable communities	Delivery of sustainable infrastructure through the Community Infrastructure Levy will enhance the health and wellbeing of our community
Achieve net carbon zero and be climate resilient	New Local Plan will set the environmental standards for which Community Infrastructure Levy will support projects and development that will be environmentally friendly.
	Licensing
Provide responsive and responsible local leadership	Deliver an efficient service which processes and determines all licensing types within the required timescales and reviews policies having regard to local requirements. Management and monitoring of service budgets
Expand our position as a great place to do business	To strike balance between supporting local economies and safeguarding public safety / licensing objectives.
Achieve net carbon zero and be climate resilient	Implementation of Taxi Policy i.e. low emission vehicles

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Transport and Parking Services
Provide responsive and responsible local leadership	Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy. Management and monitoring of service budgets
Expand our position as a great place to do business	Provision of EV charging infrastructure at town and visitor destinations and development of a wider project including on street charging
Support and enable sustainable communities	Programmes consider and promote sustainable transport opportunities (reduction in private motor car/increased use of public transport etc). Implementation of the schemes forming part of the Local Cycling and Walking Infrastructure Plan Monitoring of and investigation of expansion of the Beryl Bike hire scheme in Croxley Green
Achieve net carbon zero and be climate resilient	Enable modal shift through projects which promote sustainable transport opportunities; promoting walking & cycling, better buses, managed parking and other travel options that reduce carbonised trips with healthier future-proofed choices.
	OTHER
Provide responsive and responsible local leadership	Efficient use of GIS as a corporate tool to improve service delivery and continue to improve our customer experience Provision of a statutory EH Commercial service Provision of a Building Control service through Herts Building Control Partnership
Achieve net carbon zero and be climate resilient	Implementation through Herts Building Control of relevant sustainability standards

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	GIS Strategy	Development Management Team Leader	Strategy setting out how the council will use GIS to enable digital access to information and data, how it can be used to enable service productivity and performance as well as providing spatial insight through digital mapping for residents and customers.	Qtr 2 2025/26	GIS Officer Digital Team	

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Shared Bike Scheme	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure a shared bike scheme jointly with Watford and Hertsmere Councils to provide shared bike bays across areas of the district – for implementation for April 2026.	Qtr 4 2025/26	Beryl Bikes Watford Borough Council Hertsmere Borough Council Watford Community Housing Trust	Initial capital investment by TRDC will be needed for the installation of bays and purchase of the bikes.
Support and enable sustainable communities	App based parking solution	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure an app based parking solution for council paid parking zones to enable a wider range of payment options.	Qtr 3-4 2025/26	Hertsmere Borough Council IPS	Initial capital investment by TRDC may be needed for the updating of signs. Income from parking may increase.
Achieve net carbon zero and be climate resilient	Sustainable Travel Plans	Principal Sustainable Travel Planner and Transport Officer	Update Sustainable Travel Plan initially for Three Rivers House. Work with HR to develop associated schemes such as EV salary sacrifice schemes.	Qtr 2 2025/26	TRDC Climate Change Team HR Watford Borough Council	Existing staff resource. Minimal costs spend on cooms otherwise no costs are expected to be incurred.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	LEVI – Electric Vehicle Charging Infrastructure Implementation	Principal Sustainable Travel Planner and Transport Officer	Work with Hertfordshire County Council on delivering the LEVI fund.	Qtr 3 – 4 2025/26	Hertfordshire County Council Charge Point Operator	Costs to be confirmed to cover TROs, insurance and other.
Support and enable sustainable communities	Parking Management and Verge Hardening Programmes	Parking and Transport Officer	Progress Parking Management and Verge Hardening schemes in accordance with the agreed Programme, which is reviewed every 2 years.	Ongoing	TRO consultants Hertsmere Borough Council	Costs to be determined, within existing capital budgets.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Parking management policies document review	Parking and Transport Officer	Development of formal parking policy to enable effective and robust implementation of PMP schemes	Qtr 3 2025/26	Hertfordshire County Council	No costs are expected to be incurred.
Support and enable sustainable communities	LCWIP	Principal Sustainable Travel Planner and Transport Officer	Agree and deliver the LCWIP, following by implementation of identified cycle schemes	Policy implementation Qtr 1 2025/26 Scheme implementation from 2025/26 onwards	Hertfordshire County Council Parish Councils	Costs to be confirmed
Achieve net carbon zero and be climate resilient	Sustainable Travel Strategy (encompasses active travel, public transport and low emission vehicles)	Principal Sustainable Travel Planner and Transport Officer	Revise the Strategy	Qtr 3 2025	TRDC Climate Change Team	No costs are expected to be incurred.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Parking Management Services contract	Head of Regulatory Services and Principal Sustainable Travel Planner and Transport Officer	Investigate options for Parking Enforcement Services contract from 1 April 2026	Ongoing into Qtr 1 2025/26 and beyond	Hertsmere BC	Costs to be confirmed
Support and enable sustainable communities	Demand Responsive Bus Service	Principal Sustainable Travel Planner and Transport Officer	Review of Demand Responsive Bus Service offer in Three Rivers District	September 2025	Hertfordshire County Council Parish Councils	Costs to be confirmed
Provide responsive and responsible local leadership, and support and enable sustainable communities	Implementation of Biodiversity Net Gain	Development Management Team Leader	Implement mandatory BNG for planning applications, and implement all related requirements including processes for the completion of S106 legal agreements and associated monitoring costs. Resolve process issues and monitor evolving guidance. Complete SLA with HCC for provision of expert advice.	Qtr 1 2025/26	Development Management Legal Leisure and Landscapes	Costs to be confirmed.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Hackney Carriage and Private Hire Policy 2022	Lead Licensing Officer	Policy to be amended to incorporate changes following guidance changes and to align with other Herts authorities re emissions and vehicle standards.	Qtr 1 2025/26	Licensing Climate Change and Sustainability Strategy Officer Development Management Team Leader	Potential impact on income if reduction in driver/vehicle applications
Provide responsive and responsible local leadership	Statement of Licensing Policy 2021-2026	Lead Licensing Officer	Reviewed every 5 years as required by legislative requirements.	Qtr 4 2025/26	Licensing Development Management Team Leader	
Provide responsive and responsible local leadership	Planning Enforcement Plan	Development Management Team Leader	Update policy to take on board changes to legislation.	Qtr 1 2025/26	Development Management Team Leader Legal	

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
DM01	Issue decisions for major planning applications within 13 week period	100%	60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week period	98%	70%	70%	70%	70%
DM03	Issue decisions for other planning applications within 8 week period.	99%	80%	80%	80%	80%
DM08	Percentage of planning appeals allowed	24%	35%	35%	35%	35%
DM09	Percentage of major planning application decisions that are overturned at appeal (biannual)	1%	10%	10%	10%	10%
DM10	Percentage of non-major planning application decisions that are overturned at appeal (biannual)		10%	10%	10%	10%

Key Performance Indicators to support the Corporate Framework

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KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SU01	Complete all Local Land Charges Searches within 10 days	100%	90%	90%	90%	90%
EHC02	Inspections of category A and B rated premises within 28 days of the due date		95%	95%	95%	95%
EHC05	Food establishments in the area which are broadly compliant with food hygiene law. (rating 3, 4 or 5 has been awarded)	95%	95%	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Environmental Health: Service Requests	175 (23/24 figures) service requests across all areas of the EH service that WBC provide for TRDC	200	All volumes will potentially impact on resourcing and future of the Partnership with SLA in terms of identification of resource and cost.
Food hygiene enforcement - Inspections	193 + newly registered businesses	185	
New food business registrations	124	120	
Land Charges – No of Searches	800 all Searches (LLC and Con29)	800 all Searches (LLC and Con29) but LLC searches reduce once Land Registry project goes live.	Reduction in income (Searches can have different fees depending whether they are residential or commercial, whether additional enquiries are asked or whether additional parcels of land are included). Figures include LLC and Con29 Searches, often they are not separated. No fee is charged for Personal Searches (by statute). Housing market has slowed considerably in 2023/24 due to increased mortgage interest rates affecting the housing market. However, it is recovering slightly in terms of impact on increased income in 2024/25, although the increased income is mainly because of the increase in search fees as search numbers have only increased slightly during this time. The income will be affected when we complete the Land Registry transfer which is planned for January 2025. When the transfer completes, TRDC will lose the LLC1 fee of £22 per search. The responsibility of maintaining the register will remain with the Local Authority so the staffing requirements will remain as they are now.

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Licensing: Taxis licensing (hackney carriage, private hire, drivers).	Renewals: 130 New: 10	Renewals: 90 New: 10	3 year cycle peaks 24/25 and 25/26. Based on volumes in 21/22 and 22/23 minus approx. 5%.
Taxi licensing, hackney carriage and private hire vehicles	Renewals: 190 New: 30	Renewals: 180 New: 30	Renewal vehicle numbers have been reducing year on year so applied an approx. 5% reduction. New applications hard to quantity. Received 40 in 2023/24.
Parking: Number of Penalty Charge Notices issued No. free car park pay and display transactions	 5765 410,163	 6630 410,163	 Increase and future increase to PCNs expected due to changes to deployment and new schemes. No significant change to free P&D transactions expected unless new P&D schemes are launched.

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Planning applications received	900	900	
Pre application submissions	130	130	Customer-driven demand. Income will fluctuate significantly depending on number and scale of submissions – heavily impacted by progression of new local plan, plus economics and politics.
Breaches of Planning Control Investigated	170	170	Allegations received from the public, and planning enforcement is reactive. Legislation changes could impact whether breaches take place.

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Risk Management

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

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Revenues & Benefits Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Revenues and Benefits is a shared service between Three Rivers District Council (TRDC) and Watford Borough Council (WBC) since 2010. TRDC is the lead authority.

Revenues and Benefits is by far the biggest service in both councils. It has a combined turnover of c£250m, paying out c£40m in benefits and collecting c£200m in Council Tax and Business Rates. Across the two councils there is around:

Three Rivers District Council	Watford Borough Council
2,006 HB Customers	2,869 HB customers
3,813 Local Council Tax Support Customers	5,534 Local Council Tax Support Customers
38,929 Council Taxpayers	44,811 Council Taxpayers
2,118 businesses	2,909 businesses

Net Revenue Budget

Service Area	Budget
Revenues and Benefits	£704,823

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Revenues and Benefits Teams
Support and enable sustainable communities	Maintain the Council Tax and Business Rates Listings
Support and enable sustainable communities	Provision of benefit, council tax and business rates advice to the public.
Support and enable sustainable communities	Process claims for housing benefit, council tax support and discretionary housing payment to those needing financial assistance
Support and enable sustainable communities	Process discount and exemption claims for council tax and business rates.
Support and enable sustainable communities	Support of vulnerable customers, including those who have are experiencing severe financial issues, engaging with third party providers to provide the necessary support.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership Supports and enables sustainable communities	Review of Generic Working Project delivered in 2024/25	Head of Revenues and Benefits	Review of project delivered in 2024/25. Detail any further areas of work within the service to be bought in-scope.	April 2025	HR, CSC	Within existing resource
Provide responsive and responsible local leadership Supports and enables sustainable communities	Upgrade of Information@work system, incorporating email connect.	System, Subsidy & Support Manager	Upgrade the Revenues and Benefits DIP system and go-live with email connect.	April 2025	NEC	Within existing resource.

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
RB01	Percentage of Council tax due that was collected	97.30%	98%	98%	98%	98%
RB02	Percentage of business rates due that was collected	98.14%	99%	99%	99%	99%
RB04	Average time taken to process changes in housing benefit entitlement	6 days	7 days	7 days	7 days	7 days
RB05	Average time taken to process new housing benefit claims	6 days	6days	5 days	5 days	5 days
RB06	Accuracy of work processed	85%	90%	95%	95%	95%
RB07	Housing Benefit Overpayment Collection Rate in current year	96.71%	92.5%	92.5%	92.5%	92.5%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
No. of Discretionary Housing Payment claims received	100	150	Expecting numbers to rise as rents charged in the private sector continue to increase and remain above LHA rates and there are still cost of living challenges.

Risk Management

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

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Strategy & Partnerships Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Strategy and Partnerships is part of the Corporate, Customer and Community Directorate and provides corporate support, emergency planning, community development, equalities, health and wellbeing, community safety, safeguarding, anti-social behaviour and partnerships work for Three Rivers.

The aim of the Strategy and Partnerships Unit is to work in partnership with public, private and voluntary sector organisations to deliver services and projects in the community to improve resident’s wellbeing and safety.

The team carries out this role by ensuring that the Council complies with its legislative duties including duties regarding community planning and crime and disorder through the Local Strategic Partnership and Community Safety Partnership. The team also offers corporate support to senior leaders, management and across the organisation as a whole including equalities, performance, project support and service planning. The service also provides emergency planning and business continuity services, risk and supports the organisation to meet data protection requirements.

Strategy and Partnerships also delivers community services directly to the residents of Three Rivers through its CCTV service, community safety, health and wellbeing projects, and voluntary sector grants. In addition, the service also has a role liaising with the voluntary sector and supporting community development.

Net Revenue Budget

Service Area	Budget
Strategy and Partnerships	£1,326,151

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Corporate Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Strategic co-ordination of the Council's Corporate Framework, Service Planning, Performance and Project Management reporting. • Overview of emerging national policy and local government challenges. • Provision of the Emergency Planning and Business Continuity services, as required by the Civil Contingencies Act 2004. • Reviewing and updating the strategic risk register and advising on risk management arrangements for all services. • Co-ordinating and responding to Subject Access Requests under the Data Protection Act 2018 and oversee the Freedom of Information requests working with Customer Experience under the Freedom of Information Act 2000.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Strategic co-ordination of the Comprehensive Equalities Policy and its implementation and monitoring including the development of the Inclusion working group. • Building and improving community cohesion in Three Rivers through community development and working with partners.
	Community Safety & Safeguarding
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Lead service for meeting the Council's obligations to safeguard children and vulnerable adults. Overseeing the Designated Safeguarding Leads and policy direction.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Working with the Police and other partners to address crime and anti-social behaviour. • Facilitation of the Community Safety Partnership including the Community Safety Board, sub-groups and Domestic Abuse Safeguarding Group and coordination of the delivery of the Community Safety Action Plan as well as fundraising with partners. • Coordination of Domestic Abuse and Violence against Women and Girls Forum and White Ribbon Accreditation. • Management of District Community CCTV infrastructure and contracts.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Community Partnerships & Health
Support and enable sustainable communities	<ul style="list-style-type: none"> • Facilitating the Local Strategic Partnership including Strategic co-ordination of the Three Rivers Community Strategy and Connecting Three Rivers Grant. • Supporting people to embrace and maintain healthier lifestyles such as losing weight, taking more exercise, improving their diet, reducing social isolation or stopping smoking via the Healthy Hub and delivery of the local Health Inequalities Programme. • Providing support and commissioning oversight to voluntary sector groups to deliver activities and build resilience. • Manage and monitor grant funding provided to local organisations through Service Level Agreements including the development of the Community and Voluntary Sector Infrastructure and Citizen Advice Service. • Working with the South West Herts Health & Care Partnership and Herts and West Essex Integrated Care Board to develop health integration plans. • Supporting vulnerable people and communities through targeted work including co-ordination of the Council's response to the Cost of Living. • Delivering and supporting a wide-ranging programme of community events, engagement and consultation activities to improve access to vital services as well bringing different partners together with the community. • Overseeing, delivering and developing workplan of the Equalities sub-committee, working to foster good relations, engage local community groups and build community cohesion.
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Coordinating and delivering objectives of the Equality, Diversity and Inclusion Policy, and overseeing the Inclusion Working Group.

Projects, Policies and Strategies

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Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Delivery of the Healthy Hubs. Identification and securing additional funding to support activities linked to the healthy hubs.	Partnerships Manager	Quarterly targets for attendance at the Healthy Hub. Continue to work with HCC and partners to ensure funding continues.	Quarterly, Annual Report April	HCC, Locality Board	Grant funded until March 2026. (Not confirmed)
Support and enable sustainable communities	Development of funding bids and delivery of projects subject to funding being awarded from the Public Health Fund.	Partnerships Manager	To reduce health inequalities with a particular focus on frailty and obesity.	Quarterly	HCC, Locality Board and Local Strategic Partnership.	Within existing resource, delivery subject to successful bids.

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Capital Grants	Partnerships Manager	<p>To improve health and wellbeing and address health inequalities including:</p> <p>Health monitoring equipment.</p> <p>Healthy Hub equipment & resources.</p> <p>Development of existing community infrastructure to promote health improvement</p>	March 2026	Locality Board & Local Strategic Partnership members	Within existing resource (£13,000)

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Deliver the Youth Education and Empowerment to reduce serious violence	Community Safety and Safeguarding Manager	To deliver a project aimed at young people to reduce knife crime, serious youth violence and exploitation	September 2025	Community Safety Partnership	Funding streams to be sought via PCC
Support and enable sustainable communities	Delivery of the Community Strategy including task groups and Connecting Three Rivers Fund (Donations)	Partnerships Manager	To draw in donations and ensure a grants programme is run to support deliver of the community strategy.	March 2026	Watford and Three Rivers Trust	N/A
Support and enable sustainable communities	Work with partners to deliver mental health support helping to support anti-social behaviour cases	Community Safety and Safeguarding Manager	To improve mental health and reduce complex needs.	March 2026	Community Safety Partnership	Existing resources and partner funding if available.
Provide responsive and responsible local leadership	Review of the council's privacy notices and deliver review of data retention.	Data Protection and Resilience Manager	To review privacy notices and the Council's data retention within each service area.	December 2025	All Service Areas	N/A

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Data Quality Strategy Review	Policy and Performance Manager	To review the Data Quality Strategy, requirements and need for the Strategy.	December 2025	n/a	None Required
Provide responsive and responsible local leadership	Corporate Framework	Head of Strategy and Partnerships	To review the Corporate Framework with staff, residents and members.	March 2025	n/a	None Required
Provide responsive and responsible local leadership	Equalities, Diversity and Inclusion Policy	Partnerships Manager	To review the public including consult with residents and staff.	January 2026-September 2027	n/a	None Required

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SP01	Number of ASB Case Reviews Received	1	5	5	5	5
SP02	Number of Legislative Enforcement Actions taken for ASB	9	15	20	20	20
SP03	Number of customers supported by the Healthy Hubs	989	400	450	500	550
SP04	Percentage of FOI and EIR requests responded to within timeframe (20 working days)	99.9%	100%	100%	100%	100%
SP05	Percentage of SAR requests responded to within timeframe (30 days)	N/A	100%	100%	100%	100%
SP06	Number of partnership initiatives held	N/A	N/A	36	40	40

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
Number of open ASB Cases	70	90	The team are dealing with more complex cases including those with mental health, drug, alcohol, and domestic abuse behaviours.
Citizens Advice: Number of clients supported	8000	8500	The number of clients supported was more than projected for 23/24. Cases are very complex with multiple problems and therefore often return for further support. The cost of living crisis is effecting this.
Citizens Advice:	2000	2500	Cost of living has significantly impacted on the type and levels of debt residents are experiencing.
Number of clients assisted with debt,	£450,000	£450,000	
Amount of debt written off	£14,000	£15,000	
Average amount per client of any debts written off.			

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
FOI volumes	800	800	In 2023 776 FOIs were received, which is more than projected previously. Administrative Support from CSC continues to be required.

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Risk Management

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

Waste and Environmental Protection Service Delivery Plan 2025 – 2028

Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

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- Key Performance Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Waste, recycling, street cleansing services and grounds maintenance

- The collection of statutory domestic refuse, recycling, trade, clinical, garden and bulky waste from residential and businesses throughout the District
- Grounds Maintenance of council parks and open spaces, play areas, football pitches, bowling greens, skate parks etc – including but not limited to grass cutting, hedge maintenance, minor tree works, litter picking, emptying of bins, playground inspections and maintenance of equipment, burial preparation and cemetery maintenance.
- Street cleansing – barrow beats, litter picking, mechanical street sweeping, emptying of litter bins.
- Removal of fly tipping, graffiti and roadkill.

Environmental Protection and Enforcement

- Investigation of fly tipping and waste contamination and related enforcement activity
- Abandoned vehicles
- Enforcement in relation to trade waste and accumulation matters
- House searches and administration in relation to statutory duties regards Public Health Funerals.
- Replacement of damaged street nameplates,
- Administration of cemeteries and burials

Animal welfare and licensing

- Full range of animal welfare duties including enforcement, noise/nuisance (statutory and anti-social behaviour)
- Promotion of responsible pet ownership
- Inspecting and licensing all establishments under the animal welfare legislation to ensure compliance.
- Enforcement of the Public Spaces Protection Order in place in relation to dog restrictions.
- Seizure and impound of stray, dangerous and/or aggressive dogs in line with statutory duties.
- Delivery of education and awareness programmes.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Waste and Street Cleansing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Maintain and enhance the council's position as one of the UK's top recycling Authorities . • Work with and through the Herts Waste Partnership on strategic waste matters for the county • Work with and through the DCN and LGA to advise and lobby as necessary on national waste policy and practice.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Provision of trade recycling collection services in line with statutory duties • District wide street cleansing including provision of barrow beats in district commercial centres/shopping parades • Partnership working with commercial management companies and housing providers on waste matters
Support and enable sustainable communities	<ul style="list-style-type: none"> • Delivery of domestic waste collection services including recycling, garden and food waste • Provision of assisted collection and clinical waste services for vulnerable residents • Entry level employment opportunities with career development within the service
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Providing a recycling collection service to households and businesses. • Promoting waste reduction and reuse and retain position as a top recycler • Fleet replacement programme including cleaner fuel and electric fleet where feasible • Energy efficient/low carbon depot building and infrastructure

Net Revenue Budget

Service Area	Budget
Waste and Environmental Protection	£3,823,687

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Grounds Maintenance
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Provision of in-house well resourced grounds maintenance crews that can adapt to the changing demands of the district, its communities and its landscapes • Work in partnership with HCC, the EA and other landowners to support preventative and reactive flood management activities • Day to day monitoring and implementation of the Aquadrome Asbestos Management Plan • Removal of graffiti with 24hr response for offensive and hate related content
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Maintain key visitor attractions within the district including the Aquadrome, Leavesden Country Park and Chorleywood House Estate
Support and enable sustainable communities	<ul style="list-style-type: none"> • Implementation of the council's alternative grassland management programme annually • Reactive support in the event of flooding of council owned land • Management and maintenance of landscaping, grave digging and memorial provision at council cemeteries • Monitoring and maintenance of council owned playgrounds • Day to day landscape management, litter collection and improvements to council parks and open spaces • Work collaboratively with and provide professional advice and support to Friends groups • Maintain parks, open spaces and playgrounds to a high standard
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Assessment of alternatives to diesel powered hand tools • Re-use of collected green by mulching it and using it on flower and shrub beds • Work with Leisure and Natural Infrastructure to develop, implement and maintain Biodiversity Net Gain within the council's parks and open spaces

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Environmental Protection and Animal Welfare & Licensing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Work alongside Herts Waste Partnership and DCN/LGA on national waste matters. • Ensure all waste data is reported correctly at county and national levels • Ensure all business establishments have suitable waste disposal contracts in place • Undertake enforcement action in relation to fly-tipping and other environmental and animal welfare offenses • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Ensure all business establishments have suitable waste disposal contracts in place • Provision of advice and support to property management companies on matters relation to waste and environment • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare • Liaison with local funeral directors on burials and memorials at council cemeteries
Support and enable sustainable communities	<ul style="list-style-type: none"> • Community engagement and education on waste and recycling programmes and their impacts • Provision of and support for community outreach programmes including clothes swaps, "nappy natters" and period poverty campaigns • Liaison with BW Foundation on the provision of Muslim Burials
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Promotion of waste reduction, reuse and recycling and retain a top recycler position. • Electric fleet used by Environmental Enforcement and Animal Welfare officers

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Procurement of new Fleet Maintenance Contract	Waste and Environment Manager	The current vehicle maintenance contract expires in July 2026. This project will ensure that a new maintenance contract is in place by this time. Potential impacts of annual fleet replacement programme.	July 2026	External Consultants, Procurement, Human Resources, Legal, incumbent Contractor	TBC but is expected to require additional funding as will unlikely be like for like service provision.
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Introduction of Trade Food Waste Collection	Waste and Environment Manager	DEFRA have mandated all waste collection organisations to provide a consistent waste collection service to businesses that mirrors that received by domestic householders. This will include separate collections of dry mixed recyclables and a weekly collection of food waste. TRDC will be obliged to provide collection if asked to do so from April 2025 requiring additional fleet and crew resource.	Spring 2025	Local businesses, HCC (disposal) vehicle and equipment suppliers	Subject of an OBC application for increased budget (statutory service requirement)

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Procure and Implement new Cemetery Management System	Environmental Strategy Manager	Implement a purpose-built solution to integrate deathcare management software and georectified mapping providing a better customer service and back-office efficiencies.	April 2025	Procurement, Finance, Digital	Non cashable efficiency savings expected with the service
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	Implement new, digital, Garden waste administration system	Environmental Support Manager	Introduction of new digital administration systems to manage sign up and renewal of the garden waste service providing a better customer service and back-office efficiencies.	June 2025	Bartec, Granicus and colleagues in Digital Services	Savings anticipated also with service efficiencies
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	New Vehicle Maintenance Provision	Environment and Waste Manager	Source a new contractor to provided effective and efficient vehicle maintenance to the council's fleet of vehicles.	July 2026	Procurement, Finance, current contractor, Human Resources	Determined through completion of full tender process

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
EP01	Percentage household waste recycled	29%	28%	28%	28%	28%
EP10	Percentage of municipal waste diverted from landfill	61.9%	63%	65%	65%	65%
EP11	Percentage of collections made on the correct day	99.8%	99%	99%	99%	99%
EP12	Number of fly tips collected per quarter	N/A	95%	95%	95%	95%

Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
The kg of household waste collected per head per annum	380	370	As a result of Simpler Recycling and EPR Regs
Percentage of eligible properties signed up to the Garden Waste scheme	78	78	
Reduce fly tipping across the district	600	500	Ongoing awareness raising and active promotion of successful prosecutions
Residual household waste Kgs per household	314	314	
Tonnes of Household waste collected and sent to disposal	13000	13000	Based on last 2 years data.

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Risk Management

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

Budget Monitoring Report to June 2025 21/10/2025

Full Council
21 October 2025
PART I

**BUDGET MONITORING REPORT TO 30 JUNE 2025
(DIRECTOR OF FINANCE)**

Budget Monitoring Summary

- 1.1 Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.
- 1.2 This report shows the expected financial position over the three year medium term based on the Council's actual financial performance at the end of Period 3 (30 June 2025) set against the latest budget.

Recommendation

To Council:

- 2.1 That the revenue budget virements as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 2.2 That the revenue budget supplementary estimates as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 2.3 That the revenue variances to be managed as set out in appendices 1 to 3 be noted.
- 2.4 That the capital variances as set out in appendices 1 to 3 be approved and incorporated into the three-year medium-term financial plan.
- 2.5 **Revenue Summary**

The original 2025/26 budget as approved by Council on 25 February 2025 was £14.677m. The latest budget which totals £15.108m includes the variances previously reported to Policy & Resources Committee in March 2025 (Period 10 Budget Monitoring) and approved by urgent decision in July 2025 (2024/25 year end report). The forecast year end position for 2025/26 at Period 3 is estimated to be £15.105m giving a favourable variance of (£0.003m).

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

Revenue Budget 2025/26	£000
Original Net Revenue Budget	14,677
Carry Forward from 2024/25 (<i>Year end report approved by urgent decision July 2025</i>)	431

Original Budget Plus Carry Forwards from 2024/25	15,108
Supplementary Estimates to budget reported at Period 3 (<i>to be approved</i>)	(13)
Variances to budget reported at Period 3 (<i>to be noted</i>)	10
Forecast Total Net Expenditure 2025/26	15,105

The main variances are shown in the table below:

Committee	2025/26 Revenue Account - General Fund Summary							
			(C)	(A)		(B)	(B-A)	(B-C)
	Original Budget	Original Budget Plus 2024/25 Carry Forwards	Latest Budget	Previous Forecast	Net Spend to Date	Latest Forecast	Supplimentary Estimates and Variances	Variation to Latest Budget
	£000	£000	£000	£000	£000	£000	£000	£000
General Public Services & Community Engagement	6,030	6,106	6,106	6,106	(1,236)	6,131	25	25
Climate Change & Leisure	1,504	1,573	1,573	1,573	160	1,573	0	0
Policy & Resources	4,885	5,172	5,172	5,172	4,473	5,144	(28)	(28)
Total Service Budgets	12,419	12,851	12,851	12,851	3,397	12,848	(3)	(3)
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,258	2,258	2,258	2,258	1,207	2,258	0	0
Net General Fund	14,677	15,109	15,109	15,109	4,604	15,105	(3)	(3)

The significant supplementary estimates and variances above include changes in the shared services agreements with Watford Borough Council, a request from Salary Contingency to facilitate the employment of a part-time Housing Enforcement Assistant on a 2 year fixed term secondment, increase in planning subscription costs and an increase in rental income from Herts Constabulary due to a rent review and using additional space.

2.6 Capital Summary

The original 2025/26 capital budget as approved by Council on 25 February 2025 was £5.522m. The latest budget which totals £14.829m for 2025/26 includes the variances previously reported to Policy & Resources Committee in March 2025 (Period 10 Budget Monitoring) and approved by urgent decision in July 2025 (2024/25 year end report). The forecast Year end position for 2025/26 is estimated to be £14.829m, which reflects rephasing of £9.307m from 2024/25.

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

Capital Investment Programme 2025/26	£000
Original Budget	5,522
Rephasing from 2024/25 (year end report approved by urgent decision in July 2025)	9,307
Latest Budget (To be approved at Council October 2025)	14,829
Variances to budget reported at Period 3 (to be approved)	0
Forecast Capital Expenditure 2025/26	14,829

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

Description	£000
Basing House – Whole Life Costing No Planned works this year – Budget virement of £60,000 requested to Temporary Accommodation – All Sites, primarily for 38 Lincoln Drive	(60)
Temporary Accommodation – All Sites Budget virement of £60,000 from Basing House – Whole Life Costing requested to facilitate internal works, primarily to 38 Lincoln Drive	60
Total Capital Variance	0

2.7 Reserves Summary

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

Description	Balance at 1 April 2025	Movement	Balance at 31 March 2026
	£000	£000	£000
Capital Reserves	(9,721)	(87)	(9,808)
Earmarked Reserves	(24,118)	(312)	(24,430)
Economic Impact Reserve	(1,382)	347	(1,035)
General Fund	(4,903)	472	(4,431)
Total	(40,125)	421	(39,704)

Details

3.1 Revenue Budget

The Council's latest approved services budget (excluding corporate budgets) is £12.851m. The Forecast year end position is now estimated to be £12.848m which results in a favourable service variance of (£0.003m). After taking account of Corporate Costs, the total favourable variation is (£0.003m)

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

Committee	Supplementary Estimates £000	Variances to be managed/Virements £000	Total £000
General Public Services and Community Engagement	13	12	25
Climate Change and Leisure	0	0	0
Policy and Resources	(26)	(2)	(28)
Total	(13)	10	(3)
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	0	0
Net General Fund	(13)	10	(3)

Within appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.

The budget virements requested enable effective budget management by ensuring that budgets are aligned to service activity, management responsibilities, and reflect grant income and planned use of reserves. Budget virements must always net to zero across the Council's budget. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.1.

Supplementary estimates totalling (£0.013m) are requested at the end of Period 3. Supplementary estimates are requested when there is certainty that a budget pressure will arise, and the pressure cannot be managed within the service area. Supplementary estimates are funded by an increase in the contribution from General Balances and if agreed, result in the latest budget being updated to reflect the agreed expenditure. The impact of agreeing the additional budget is taken into account in the General Fund reserves forecast at paragraph 2.2.1. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.2.

At the end of Period 3, variances to be managed total £0.010m. The Policy and Resources Committee is recommended to note these variances at paragraph 10.3.

3.2 Revenue Reserve Position

The effect of all Period 3 variances on the Council's General Fund Reserve over the medium term is shown in the table below:

Movement on General Fund Balance	2025/26				2026/27	2027/28
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest

	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(4,903)	(4,903)	(4,903)	(4,903)	(4,431)	(3,756)
(Surplus)/Deficit for Year	391	823	823	472	675	883
Closing Balance at 31 March	(4,512)	(4,080)	(4,080)	(4,431)	(3,756)	(2,872)

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

The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve will be used in 2025/26 to fund the shortfall on the SLM management contract income as a result of the impact of COVID-19 on the leisure contract and the reprofiling of the management fee and to fund the Local Plan in the following table:

Movement on Economic Impact Reserve	2025/26				2026/27	2027/28
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest
	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(1,383)	(1,383)	(1,383)	(1,383)	(1,035)	(1,035)
Covid-19 Impact for year	0	0	0	348	0	0
Closing Balance at 31 March	(1,530)	(1,530)	(1,530)	(1,035)	(1,035)	(1,035)

After taking account of the Economic Impact Reserve, the Council's unrestricted reserves position is forecast to remain above the £2.0m risk assessed level across the MTFP at £3.908m as at 31 March 2028 see Appendix 6.

3.3 Investment Portfolio

The Council's Property Investment Board was allocated up to a total of £20.000m in 2017 to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2025/26 receivable rent, and the resulting yield.

The total rent due is forecast to be £0.871m which will achieve an average yield of 5.72%, above the 5% target.

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

Investment Property	2024/25 rent £000	Total cost of property £000	Yield %	Comments
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Nottingham	(205)	4,469	4.59%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. With effect from the Feb 2023, Barclays Bank Plc rent has been negotiated and agreed at £145,000 pa. This will be to lease end Feb 2028. Due to financial difficulties Robinson Webster (Jigsaw) Ltd was under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as opposed to the contracted rent of £60,000 pa. Market Rent Valuation has now been agreed by TRDC and Jigsaw of £60,369pa. from the end of the CVA (8/4/23).
Norwich	(521)	7,169	7.27%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20 year lease from December 2007. The rent due wef 21-12-21 was £468,670. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively. However the lease requires that every 5th year a market rent review is undertaken. A rent review was undertaken wef 21-12-22 resulting in an uplift by the cap rate of 5%; totalling an annual rental figure of £492,103.58. The rents have been reviewed since and the uplifts from Dec 2023 is £516,708.80 and Dec 2024 £534,568.63. We are awaiting signoff for the rent uplifts from the tenant.
Lincoln Drive (South Oxhey)	(145)	2,740	5.29%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
Total	(871)	14,378	5.72%	Average Yield

3.4 Capital Programme

The Council's capital programme has been designed to support and enhance its core services and priorities. The Council's Medium Term Capital Investment Programme is shown by scheme by each Committee at Annex C in Appendices 1 to 3 and includes variances and commentary from officers.

The latest Capital budget including re-phasing from 2024/25 is £14.829m. The forecast year end position for capital expenditure by Services at Period 3 remains at £14.829m. The Policy and Resources Committee is recommended to approve a revised capital programme budget taking account of the budget variations as set out in appendices 1 to 3 at paragraph 10.4.

The table below shows the 2025/26 original budget, latest budget, forecast year end position, spend to date and variance for Period 3.

Committee	Original Budget £000	Original Budget Plus 2024/25 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
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General Public Services and Community Engagement	2,569	4,905	4,905	522	4,905	0
Climate Change and Leisure	1,566	2,332	2,332	200	2,332	0
Policy & Resources	887	1,372	1,372	210	1,372	0
Total Service	5,022	8,609	8,609	932	8,609	0
Major Projects:						
South Oxhey Parking	500	500	500	0	500	0
Property Investment Board	0	0	0	2	0	0
Local Authority Housing Fund	0	5,720	5,720	0	5,720	0
Total Capital	5,522	14,829	14,829	934	14,829	0

As at the end of Period 3, the spend totalled £0.934m and represents 6.30% of the latest budget.

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

3.5 Key Risk Areas

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

- **Inflation**

The 12 month Consumer Price Index (CPI) was 3.6% for June 2025 and the Retail Price Index (RPI) was 4.4%. Inflation drives costs across the Council's budgets with the most significant impact on pay, fuel and energy costs. The impact on the Council's budget is set out section 2.6 below.

- **Pay Award**

The pay award for 2025/26 was agreed at 3.2% for all employees on 23rd July 2025 and will be reflected in the committee budgets at Period 6 (September). The central contingency is sufficient to meet the pay award.

- **Business Rates & Council Tax**

The cost of living crisis, low economic growth and risk of recession will continue to place pressure on households and businesses throughout 2025/26 and may impact on the collection rates for Council Tax and Business Rates (NNDR - National Non Domestic Rates). The table below shows the impact on collection rates in the first three months of this year:

	P3	P3	Difference
--	----	----	------------

Fund	2025/26 Target	2025/26 Actual	
Council Tax	24.51%	30.3%	5.79%
Business Rates (NNDR)	24.75%	31.63%	6.88%

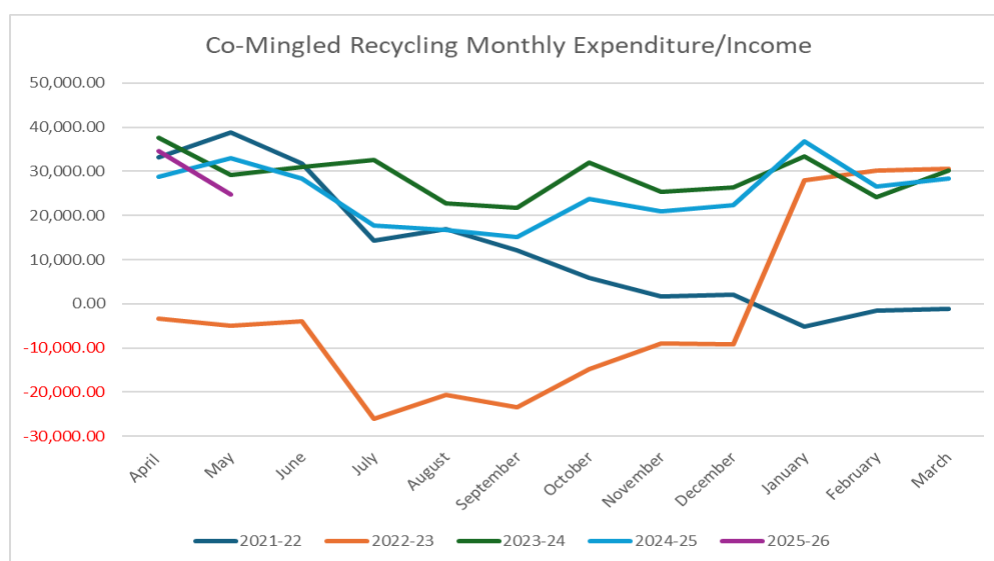
As at 30 June, collection rates for Council Tax and NNDR are ahead of target, this reflects the profile of payment plan options such as the payment of Council Tax over 10 months of the year rather than 12. Year on year, the collection of Council Tax is marginally behind the position reported at 30 June 2024 when 31.1% (-0.8%) of Council Tax due had been collected and Business Rates is ahead when 24.06% (7.57%) of Business Rates due had been collected.

Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2026/27 through the Collection Fund surplus or deficit.

• Recycling Costs

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

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



• Interest Rates

The Bank of England's response to high inflation has been to utilise

monetary policy by increasing the Bank of England Base Rate. This has impacted on the cost at which government can borrow and has fed through to the rates at which Councils can borrow from HM Treasury through the Public Works Loans Board (PWLB), rates that can be achieved from deposits with HM Treasury through the Debt Management Office (DMO), local authority to local authority lending and borrowing, and the interest rates offered by banks on current accounts and fixed deposits. The Council's cashflow forecasts indicate that the Council does not have a borrowing requirement during 2025/26. Therefore, the risk to the Council is on the upside, as higher interest rates mean that the Council will be able to generate more income from investing cash balances. The Council's Treasury Management activity is reported to the Audit Committee and the performance against budget is contained within this report in Appendix 4.

- **PCN (Penalty Charge Notices) Write-Off**

Approval is sought to "write off" an irrecoverable debt from Penalty Charge Notices issued by our parking enforcement provider, Hertsmere Borough Council, as the sum in question is above the delegated authority of the Director of Finance.

The sum of £3,846 pertains to 31 PCN's issued to one vehicle during the period 20/10/2021-5/5/2022. The owner of the vehicle has not been traced.

Hertsmere Borough Council have provided the Council's parking enforcement service since April 2018. A "Penalty Charge Notice Write Off Policy" for irrecoverable debts arising from unpaid Penalty Charge Notices exists and has been implemented. The debt is only considered irrecoverable once the recovery procedures have been fully exhausted.

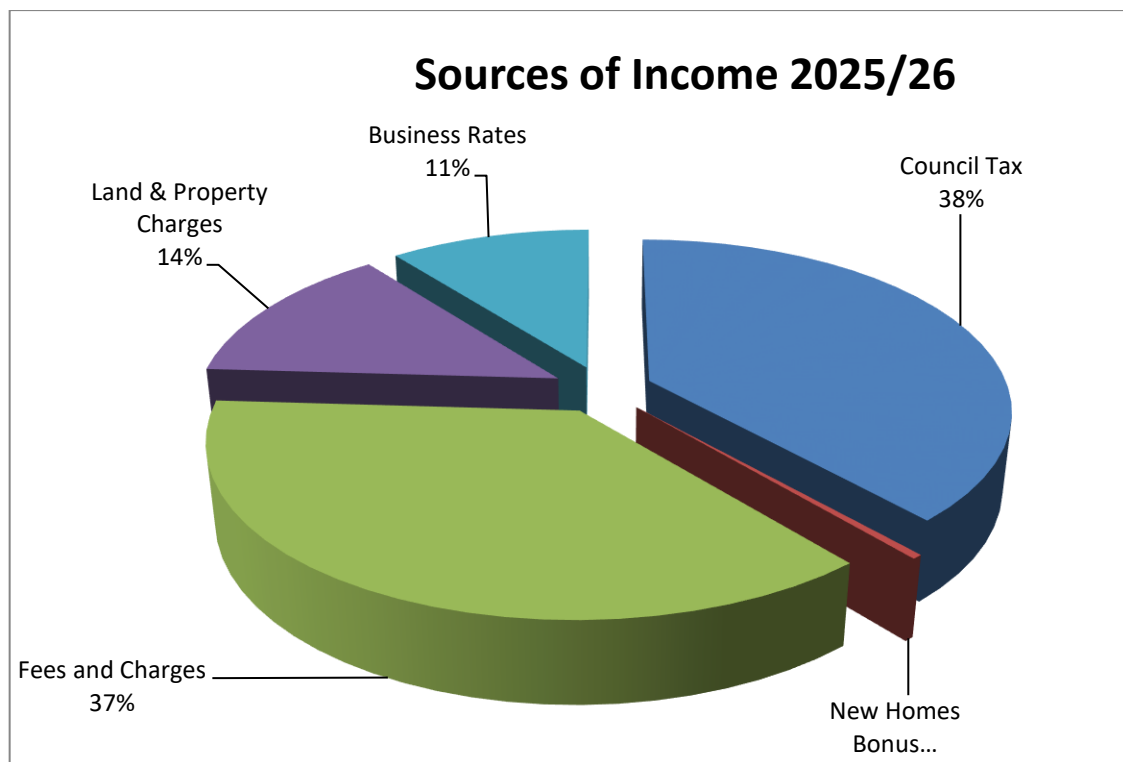
The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee on a quarterly basis. The latest matrix was presented to the Audit Committee on 25 March 2025.

3.6 **Impact of inflation**

Energy costs are expected to continue to place pressure on budgets in year although the pressure has not materialised in actual costs to 30 June 2025. As far as possible, services will be expected to absorb increased costs by managing other expenditure.

3.7 **Council Income**

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



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

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

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

Service	Income Stream	2025/26 Original Budget £	2025/26 Latest Budget £	2025/26 Actual to date £	2025/26 Year end Forecast £	2025/26 Variance £
Regulatory Services	Application Fees	(846,420)	(846,420)	(327,774)	(846,420)	0
	Licenses	(208,685)	(208,685)	(74,668)	(208,685)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(53,475)	(115,000)	0
	Pay and Display	(220,000)	(220,000)	(61,058)	(220,000)	0
Environmental Protection	Trade Refuse	(930,570)	(930,570)	(436,316)	(930,570)	0

	Garden Waste	(1,703,200)	(1,703,200)	(1,659,815)	(1,703,200)	0
	Clinical Waste	(126,925)	(126,925)	(52,830)	(126,925)	0
	Cemeteries	(248,283)	(248,283)	(36,461)	(248,283)	0
Property Services	Garages	(1,180,120)	(1,180,120)	(274,759)	(1,180,120)	0
	Shops	(210,000)	(210,000)	(85,818)	(210,000)	0
	Investment Properties	(982,225)	(982,225)	(374,910)	(982,225)	0

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

3.8 Debtors (invoicing)

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

As at the end of Period 3 (June), the total outstanding debt was £0.841m. This is equivalent to 2.97% of total budgeted income of £28.341m. Debts less than one month old total £0.320m (38.1% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.228m (27.07%) of the total debt which mainly relate to Temporary Accommodation and rent on a Commercial Property where the tenant was subject to a CVA, which has now come to an end, and a payment plan is now in place as a result of a rent review and back dated rent owed. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
General Public Services and Community Engagement	Community Partnerships	117,235	12,141	790	130,166
	Economic Development and Planning Policy	0	2,058	7,463	9,521
	Housing, Public Health and Wellbeing	6,297	34,626	60,880	101,803
	Public Services	4,098	68,947	2,693	75,738
Climate Change and Leisure	Leisure	6,671	9,048	976	16,695
	Sustainability & Climate	0	0	0	0
Policy & Resources	Resources	186,047	165,375	154,600	506,022
	Leader	0	643	220	863
Total		320,348	292,838	227,622	840,808

3.9 Treasury Management

The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 30 June. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set an original budget of £0.690m on short-term interest investment for 2025/26. The Bank of England base interest rate was 4.50% on 1st April 2025 and was reduced to 4.25% in May 2025. The base rate was therefore 4.25% at the end of the period.

3.10 Staff Vacancy Monitoring

A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of June 2025 with a detailed analysis by service within appendices 1 to 3.

Committee	Vacancies
General Public Services and Community Engagement	1
Climate Change and Leisure	1
Policy & Resources	4
	6

The percentage of vacant posts at the end of the second quarter is 1.66% when compared against the total number of 362 Council posts. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

Options and Reasons for Recommendations

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

Policy/Budget Reference and Implications

- 5.1 In accordance with the Council's Constitution and Financial Procedure Rules, if the recommendations are accepted, this will amend the Council's budgets for 2025/26, and over the MTFP.
- 5.2 There are no substantial changes to Council policy resulting from this report.

Financial Implications

- 6.1 The following revenue and capital variations have been identified for all service committees at 30 June 2025:

Variance	2025/26 £	2026/27	2027/28
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Revenue - (Favourable)/ Unfavourable	(3,306)	(3,936)	(2,912)
Capital - Increase / (Decrease)	0	0	0

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

Legal Implications

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

Equal Opportunities Implications

8.1 Relevance Test

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

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

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

Risk and Health & Safety Implications

- 10.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 10.2 The Financial and Budgetary risks are set out in Appendix 8 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk that the medium term financial position worsens, is also reported within the Council's Strategic Risk Register.
- 10.3 The risks set out in Appendix 8 are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Data Quality

Data sources:

Council's financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	

3	High	✓
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Background Papers

Budget papers to Council – February 2025

APPENDICES / ATTACHMENTS

- Appendix 1 General Public Services and Community Engagement Committee Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
 - Annex E – Key Income Streams
- Appendix 2 Climate Change and Leisure Committee Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
- Appendix 3 Policy and Resources Committee Detailed Monitoring Report
 - Annex A - Medium term revenue budget by service
 - Annex B - Explanations of revenue variances reported this Period
 - Annex C - Medium term capital investment programme
 - Annex D - Explanations of capital variances reported this Period
 - Annex E – Key Income Streams
- Appendix 4 Corporate Costs Medium Term Revenue Budget
- Appendix 5 Funding the capital programme
- Appendix 6 Medium Term Financial Plan 2025-2028
- Appendix 7 Reserves Forecast 2025/26
- Appendix 8 Budgetary Risks

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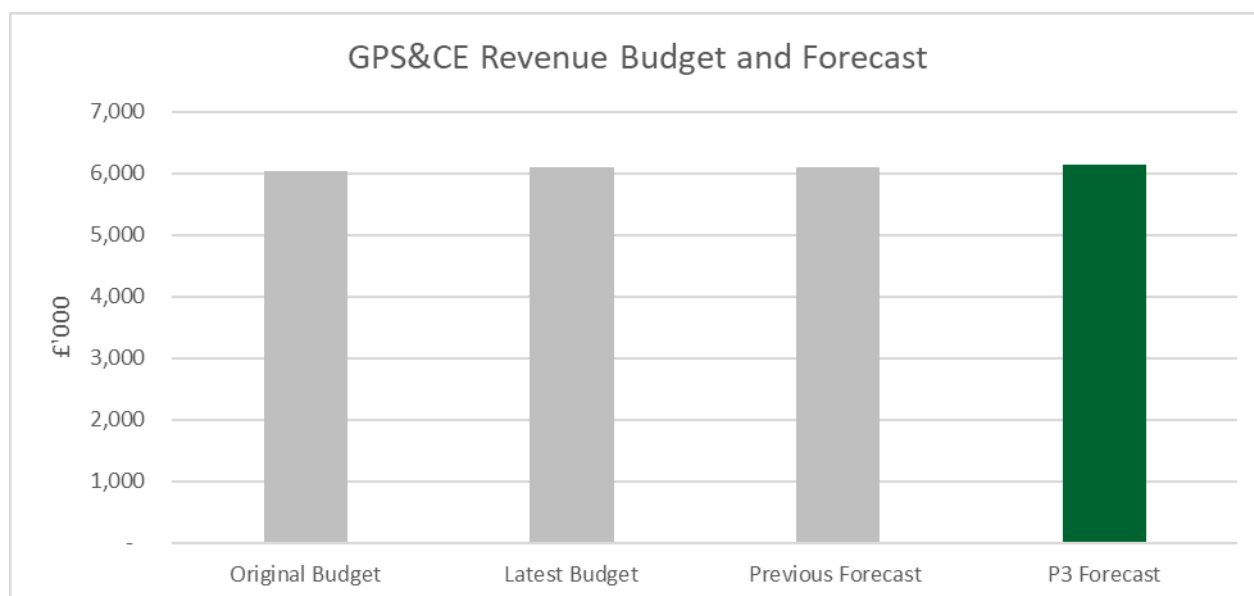
General Public Services and Community Engagement Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the General Public Services and Community Engagement (GPS&CE) Committee for the 2025/26 financial year. The forecast is based on the position as at Period 3 which covers the period from 1 April 2025 to 30 June 2025.

Revenue

2. The latest forecast is net expenditure of £6.131m against the latest budget of £6.106m. This is an unfavourable variance of £0.025m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2024/25 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Community Partnerships	1,075	1,097	1,097	1,097	1,097	0	0
Economic Development and Planning Policy	886	886	886	886	898	12	12
Housing	496	496	496	496	509	13	13
Public Services	3,573	3,627	3,627	3,627	3,627	0	0
Total	6,030	6,106	6,106	6,106	6,131	25	25

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

4. Income Streams

The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2025/26.

Capital Investment Programme

5. The latest capital investment programme for 2025/26 is £4.905m. No variation is reported.
6. Detailed Capital budgets are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
8. The following table sets out the vacancies as at 30 June 2025.

Department	Job Title	Comments	Total
Environmental Protection	Assistant Environmental Support Manager	Subject to restructure	1.00
Total General Public Services & Community Engagement			1.00

Annex A

GPS&CE Committee Medium Term Revenue Budget Service

General Public Services and Community Engagement										
Community Partnerships	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£		£		£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	129,645	288,340	0	288,340	288,340	Budget currently forecast to be spent
Community Development	4,500	12,066	12,066	12,066	(111,111)	12,066	0	4,500	4,500	Income and Expenditure budgets of £104,668 required for Ringfenced Household Support Fund grant
Community Safety	357,154	371,239	371,239	371,239	96,786	371,239	0	376,918	376,918	Budget currently forecast to be spent
Community Partnerships	209,797	209,797	209,797	209,797	49,069	209,797	0	209,797	209,797	Budget currently forecast to be spent
Env Health - Commercial Team	209,790	209,790	209,790	209,790	195	209,790	0	209,790	209,790	Budget currently forecast to be spent - awaiting 1st invoice
Licensing	(61,606)	(61,606)	(61,606)	(61,606)	(41,291)	(61,606)	0	(61,606)	(61,606)	Budget currently forecast to be spent
Community & Leisure Grant	67,500	67,500	67,500	67,500	22,800	67,500	0	67,500	67,500	Budget currently forecast to be spent
Total	1,075,475	1,097,126	1,097,126	1,097,126	146,093	1,097,126	0	1,095,239	1,095,239	

Economic Development and Planning Policy	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	16,971	16,971	16,971	16,971	(39,961)	16,971	0	40,561	40,561	Income and Expenditure budgets required for Land Charges Transition Grant of £36,356 and New Burdens Local Land Charges Grant of £14,949
Street Naming & Numbering	7,130	7,130	7,130	7,130	2,652	7,130	0	7,130	7,130	Budget currently forecast to be spent
Development Management	220,386	220,386	220,386	220,386	(71,395)	232,386	12,000	190,134	193,703	Variance to be managed of £12,000 on Publications due to increased planning subscription costs
Development Plans	546,755	546,755	546,755	546,755	56,602	546,755	0	353,138	355,011	Budget currently forecast to be spent
Hertfordshire Building Control	37,500	37,500	37,500	37,500	33,346	37,500	0	37,500	37,500	Budget currently forecast to be spent
HS2 Planning	0	0	0	0	(808)	0	0	0	0	Income received from HS2
GIS Officer	56,860	56,860	56,860	56,860	14,090	56,860	0	56,860	56,860	Budget currently forecast to be spent
Total	885,602	885,602	885,602	885,602	(5,473)	897,602	12,000	685,323	690,765	

Housing, Public Health and Wellbeing	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Housing Services Needs	559,622	559,622	559,622	559,622	198,032	559,622	0	582,749	571,140	Income and Expenditure budgets required for use of Homes 4 Ukraine grant of £5,609 held in reserves
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	0	5,110	0	5,110	5,110	Demand led service
Homelessness General Fund	(148,740)	(148,740)	(148,740)	(148,740)	(761,157)	(148,740)	0	(148,740)	(148,740)	Income and Expenditure budgets required for ringfenced Domestic Abuse New Burdens grant of £39,444
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	0	(5,000)	0	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(86,588)	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	85,305	85,305	85,305	85,305	24,411	98,177	12,872	112,685	100,742	Budget Virement request from Salary Contingency to facilitate the employment of a part-time Housing Enforcement Assistant on a 2 year fixed term secondment
Public Health	0	0	0	0	(8,868)	0	0	0	0	Income and Expenditure budgets required of £28,745 for Health Hubs Grant and Place Based Health Inequalities Grant
Total	496,297	496,297	496,297	496,297	(634,170)	509,169	12,872	546,804	523,252	

GPS&CE Committee Medium Term Revenue Budget Service cont.

Public Services	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	250,508	300,588	300,588	300,588	(72,310)	300,588	0	212,525	214,872	Budget currently forecast to be spent
Car Parking-Maintenance	110,466	110,466	110,466	110,466	(2,067)	110,466	0	110,466	110,466	Budget currently forecast to be spent
Dial A Ride	40,000	40,000	40,000	40,000	0	40,000	0	40,000	40,000	Budget currently forecast to be spent
Sustainable Travel Schemes	1,500	5,566	5,566	5,566	0	5,566	0	1,500	1,500	Budget currently forecast to be spent
Associate Director of Environment	101,898	101,898	101,898	101,898	29,089	101,898	0	101,898	101,898	Budget currently forecast to be spent
Refuse Domestic	(24,290)	(24,290)	(24,290)	(24,290)	952	(24,290)	0	(24,290)	(24,290)	Budget currently forecast to be spent
Refuse Trade	(107,017)	(107,017)	(107,017)	(107,017)	(409,540)	(107,017)	0	(106,680)	(106,334)	Budget currently forecast to be spent
Better Buses Fund	101,762	101,762	101,762	101,762	0	101,762	0	101,762	101,762	Budget currently forecast to be spent
Recycling General	750	750	750	750	(1,009)	750	0	750	750	Budget currently forecast to be spent
Garden Waste	(734,515)	(734,515)	(734,515)	(734,515)	(1,552,959)	(734,515)	0	(733,538)	(733,240)	Income is received at the beginning of the financial year and expenditure against the income is made throughout the year. Budget is currently forecast to be spent
Clinical Waste	(39,007)	(39,007)	(39,007)	(39,007)	(42,728)	(39,007)	0	(39,007)	(39,007)	Budget currently forecast to be spent
Recycling Kerbside	1,387	1,387	1,387	1,387	29,078	1,387	0	1,387	1,387	Budget currently forecast to be spent
Abandoned Vehicles	250	250	250	250	1,105	250	0	250	250	Demand led service, will continue to monitor
Public Conveniences	3,600	3,600	3,600	3,600	600	3,600	0	3,600	3,600	Budget currently forecast to be spent
Herefordshire Fly Tipping	0	0	0	0	0	0	0	0	0	The cost of clearing fly tipping is recharged to the perpetrator if known, or funded from a specific reserve.
Environmental Protection	398,787	398,787	398,787	398,787	120,141	398,787	0	400,347	400,347	Budget currently forecast to be spent
Depot-Batchworth	55,225	55,225	55,225	55,225	1,007	55,225	0	55,225	55,225	Budget currently forecast to be spent
Waste Management	2,699,685	2,699,685	2,699,685	2,699,685	973,586	2,699,685	0	2,700,378	2,701,271	Budget currently forecast to be spent
Street Cleansing	711,970	711,970	711,970	711,970	182,801	711,970	0	711,970	711,970	Budget currently forecast to be spent
Total	3,572,959	3,627,105	3,627,105	3,627,105	(742,253)	3,627,105	0	3,538,543	3,542,427	
Total General Public Services and Community Engagement	6,030,333	6,106,130	6,106,130	6,106,130	(1,235,803)	6,131,002	24,872	5,865,909	5,851,683	0

Annex B

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

Supplementary Estimates

General Public Services and Community Engagement					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Env Health - Residential Team	Employees	Budget Virement request from Salary Contingency to facilitate the employment of a part-time Housing Enforcement Assistant on a 2 year fixed term secondment	12,872	26,167	13,300
Total Housing, Public Health and Wellbeing			12,872	26,167	13,300
Total General Public Services and Community Engagement			12,872	26,167	13,300

Variances to be managed

General Public Services and Community Engagement					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Development Management	Supplies and Services	Increase in Publications budget required due to increased planning subscription costs	12,000	12,000	12,000
Total Public Services			12,000	12,000	12,000
Total General Public Services and Community Engagement			12,000	12,000	12,000

Virements

General Public Services and Community Engagement					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Community Development	Supplies and services	To spend ringfenced Household Support Fund grant	104,668	0	0
	Income	Receipt of ringfenced Household Support Fund grant	(104,668)	0	0
Total Community Safety			0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Land & Property Info Section	Supplies and services	To spend Land Charges Transition Grant	36,356	0	0
	Income	Receipt of Land Charges Transition Grant	(36,356)	0	0
	Supplies and services	To spend New Burdens Local Land Charges Grant	14,949	0	0
	Income	Receipt of New Burdens Local Land Charges Grant	(14,949)	0	0
Total Economic Development and Planning Policy			0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Housing Service Needs	Supplies and Services	To spend Homes 4 Ukraine grant held in reserves	5,609	0	0
	Income Funded from Reserves	Homes 4 Ukraine grant held in reserves	(5,609)	0	0
Homelessness General Fund	Supplies and Services	To spend ringfenced Domestic Abuse New Burdens grant	39,444	0	0
	Income	Receipt of ringfenced Domestic Abuse New Burdens grant	(39,444)	0	0
Public Health	Supplies and Services	To spend Health Hubs grant and Place Based Health Inequalities grant	28,745	0	0
	Income	Receipt of Health Hubs grant and Place Based Health Inequalities grant	(28,745)	0	0
Total Housing Public Health and Wellbeing			0	0	0
Total General Public Services and Community Engagement			0	0	0

Annex C
GPS&CE Medium term capital investment programme

General Public Services and Community Engagement													
Community Partnerships	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Capital Grants & Loans	20,000	20,000	20,000	0	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget is currently forecast to be spent
Community CCTV	6,000	0	0	0	0	0	3,236	3,236	0	6,000	6,000	0	No budget for 2025/26
Sub-total Community Partnerships	26,000	20,000	20,000	0	20,000	0	23,236	23,236	0	26,000	26,000	0	
Economic Development and Planning Policy	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Listed Building Grants	2,500	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Demand led service - No applications to date
CIL Community Grants	0	1,362,403	1,362,403	0	1,362,403	0		0	0		0	0	Budget is currently forecast to be spent
Sub-total Economic Development and Planning Policy	2,500	1,364,903	1,364,903	0	1,364,903	0	2,500	2,500	0	2,500	2,500	0	
Housing, Public Health and Wellbeing	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Disabled Facilities Grant	586,000	678,443	678,443	141,159	678,443	0	586,000	586,000	0	586,000	586,000	0	Budget is currently forecast to be spent
Home Repairs Assistance	2,000	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	2,000	0	Demand led service - No applications to date
Sub-total Housing, Public Health and Wellbeing	588,000	680,443	680,443	141,159	680,443	0	588,000	588,000	0	588,000	588,000	0	
Public Services	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Transport and Infrastructure	279,000	344,171	344,171	0	344,171	0	179,000	179,000	0	179,000	179,000	0	Budget is currently forecast to be spent
Disabled Parking Bays	2,500	2,500	2,500	0	2,500	0	2,500	2,500	0	2,500	2,500	0	Budget is currently forecast to be spent
Waste Plant & Equipment	25,000	32,070	32,070	1,010	32,070	0	25,000	25,000	0	25,000	25,000	0	Budget is currently forecast to be spent
Waste Services Depot	0	147,257	147,257	147,808	147,257	0	0	0	0	0	0	0	Budget is currently forecast to be spent - awaiting lighting to complete
EV Charging Points	0	535,938	535,938	0	535,938	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Controlled Parking	25,000	49,144	49,144	0	49,144	0	25,000	25,000	0	25,000	25,000	0	Budget is currently forecast to be spent
Replacement Bins	54,000	54,000	54,000	28,557	54,000	0	115,000	115,000	0	115,000	115,000	0	Budget is currently forecast to be spent
Waste & Recycling Vehicles	1,045,000	1,063,000	1,063,000	121,709	1,063,000	0	800,000	800,000	0	800,000	800,000	0	Budget is currently forecast to be spent
Car Park Restoration	250,000	313,131	313,131	61,969	313,131	0	250,000	250,000	0	250,000	250,000	0	Budget is currently forecast to be spent. Works to The Bury, Ebury Road, Talbot Road and Cemetery car parks instructed
Estates, Paths & Roads	47,000	47,000	47,000	0	47,000	0	20,000	20,000	0	20,000	20,000	0	Budget is currently forecast to be spent. Survey has been completed which will identify programme of works
TRDC Footpaths & Alleyways	225,000	251,413	251,413	19,689	251,413	0	205,000	205,000	0	215,000	215,000	0	Budget is currently forecast to be spent. Programme of works identified, this has started with works completed in Rickmansworth and Batchworth Heath
Sub-total Public Services	1,952,500	2,839,624	2,839,624	380,742	2,839,624	0	1,621,500	1,621,500	0	1,631,500	1,631,500	0	
Total General Public Services and Community Engagement	2,569,000	4,904,970	4,904,970	521,901	4,904,970	0	2,235,236	2,235,236	0	2,248,000	2,248,000	0	

Annex D

GPS&CE Explanations of capital variances reported this Period

Nothing to report this monitoring period

Annex E
GPS&CE Key Income Streams

Regulatory Services									
Car Park Enforcement	Month	2022/23		2023/24		2024/25		2025/26	
Penalty Charge Notices (PCNs)		£	Volume	£	Volume	£	Volume	£	Volume
	April	(7,700)	176	(5,410)	114	(12,845)	292	(18,195)	369
	May	(7,955)	153	(8,830)	135	(18,465)	372	(18,050)	362
	June	(6,960)	144	(8,180)	152	(16,355)	313	(17,230)	323
	July	(7,386)	113	(10,735)	248	(21,030)	359		
	August	(6,814)	122	(13,495)	289	(21,830)	337		
	September	(6,134)	114	(11,650)	236	(16,290)	326		
	October	(9,526)	249	(13,707)	247	(20,620)	391		
	November	(9,118)	194	(13,715)	219	(18,400)	349		
	December	(7,845)	134	(11,725)	212	(18,810)	363		
	January	(8,913)	154	(12,865)	316	(20,380)	368		
	February	(9,020)	172	(18,307)	233	(18,655)	345		
	March	(10,329)	135	(14,753)	296	(17,060)	315		
	Total	(97,700)	1,860	(143,372)	2,697	(220,740)	4,130	(53,475)	1,054

Comments: The Original budget for 2025/26 is £115,000. The charging structure is based on the severity of the contravention. The charge relating to a serious contravention is £70 and payable within 28-days (reduced to £35 if paid within 14 days). The charge relating to a less serious contravention is £50 payable within 28 days (reduced to £25 if paid within 14-days). The no of PCN's issued can reduce due to greater parking compliance.

Car Park Enforcement	Month	2022/23		2023/24		2024/25		2025/26	
Pay & Display Tickets		£	Volume	£	Volume	£	Volume	£	Volume
	April	(11,910)	7,037	(15,346)	8,197	(19,257)	10,009	(20,758)	11,918
	May	(12,841)	7,097	(17,473)	8,412	(20,212)	10,433	(20,982)	12,325
	June	(15,058)	7,062	(17,912)	9,036	(18,090)	9,441	(19,318)	11,455
	July	(13,121)	7,362	(17,937)	9,271	(19,394)	10,191		
	August	(13,742)	7,326	(16,564)	8,531	(16,320)	9,241		
	September	(14,086)	7,387	(17,540)	9,075	(20,204)	8,752		
	October	(14,702)	7,878	(18,978)	9,450	(16,532)	11,149		
	November	(14,587)	7,411	(19,091)	9,633	(19,932)	10,730		
	December	(17,110)	8,354	(20,515)	10,337	(22,453)	12,168		
	January	(16,778)	7,573	(20,475)	9,612	(19,597)	11,067		
	February	(14,471)	7,823	(19,453)	10,041	(20,048)	11,437		
	March	(19,225)	9,882	(21,063)	10,893	(21,517)	12,655		
	Total	(177,631)	92,192	(222,347)	112,488	(233,556)	127,273	(61,058)	35,698

Comments: The Original budget for 2025/26 is £220,000. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

GPS&CE Key Income Streams Cont.

Waste Management									
Trade Refuse	Month	2022/23		2023/24		2024/25		2025/26	
Contract fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(374,524)	925	(408,151)	900	(432,709)	865	(433,542)	886
	May	(2,105)	929	2,040	897	2,897	856	630	861
	June	(297)	930	200	879	1,981	849	(1,446)	894
	July	(328)	930	1,007	882	(120)	851		
	August	(1,417)	920	(3,049)	871	(324)	857		
	September	(1,221)	925	(1,635)	872	(1,651)	860		
	October	(376,644)	926	(402,130)	873	(430,584)	862		
	November	(7,399)	920	464	867	(5,727)	858		
	December	(738)	908	337	860	351	855		
	January	(2,476)	916	(940)	867	(883)	854		
	February	(1,298)	917	(5,573)	870	(2,115)	851		
	March	(5,356)	913	(2,436)	867	(750)	866		
	Total	(773,803)	913	(819,866)	867	(869,634)	866	(434,358)	
<p>Comments: The original 2025/26 budget is £930,570. Customers are invoiced twice a year in April and October. Income can fluctuate depending on the size of the bin collected and customers reducing their bin size and using the recycling service.</p>									
Garden Waste	Month	2022/23		2023/24		2024/25		2025/26	
Bin Charges		£	Volume	£	Volume	£	Volume	£	Volume
	April	(1,173,068)	21,649	(1,392,490)	21,254	(1,515,550)	21,389	(1,617,260)	21,280
	May	(18,910)	405	(31,450)	516	(23,624)	356	(21,225)	262
	June	(17,232)	237	(17,754)	273	(17,574)	255	(16,320)	168
	July	(8,724)	163	(6,786)	107	(9,899)	137		
	August	(5,778)	96	(7,494)	111	(6,009)	82		
	September	(3,129)	49	(4,346)	56	(3,090)	34		
	October	(2,480)	80	(3,254)	89	(3,790)	94		
	November	(1,589)	51	(1,781)	50	(2,037)	57		
	December	(324)	14	(645)	16	(366)	9		
	January	(956)	26	(204)	15	0	0		
	February	0	0	30	0	655	0		
	March	0	0	0	0	0	0		
	Total	(1,232,190)	22,770	(1,466,174)	22,487	(1,581,284)	22,413	(1,654,805)	21,710
<p>Comments: The original 2025/26 budget is £1,703,200. The standard charges for 2025/26 are £70 for the first bin and £115 each for a second or third bin. Customers in receipt of certain benefits pay a concession fee of £60 for the first bin.</p>									

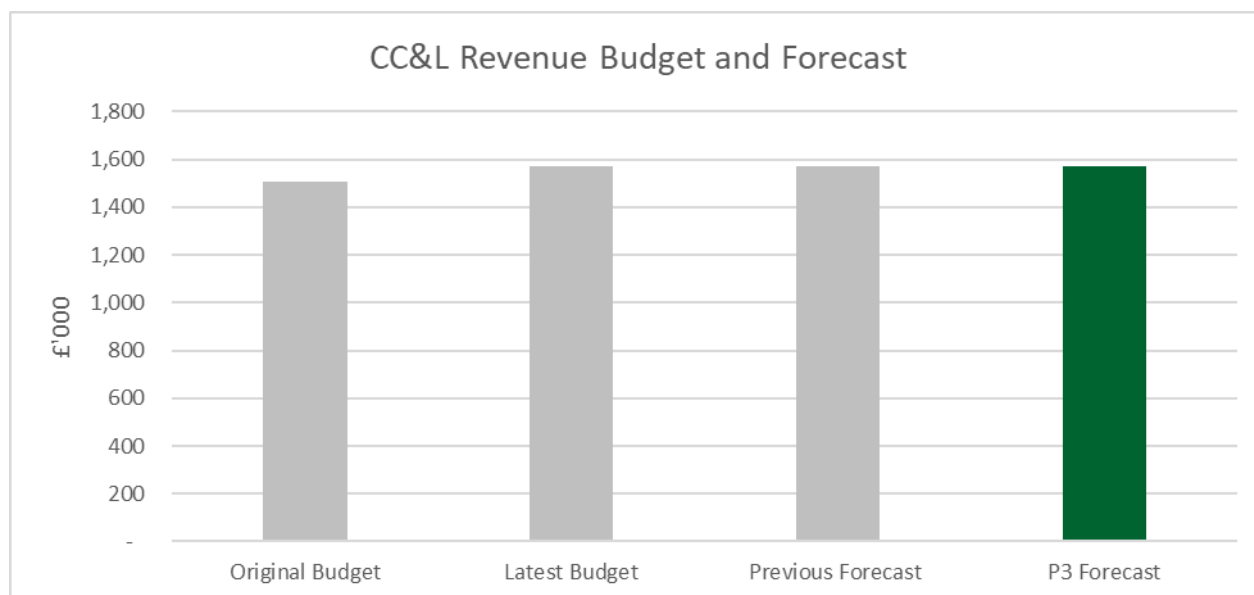
Climate Change and Leisure Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Climate Change and Leisure (CC&L) Committee for the 2025/26 financial year. The forecast is based on the position as at Period 3 which covers the period from 1 April 2025 to 30 June 2025.

Revenue

2. The latest forecast is net expenditure of £1.573m against the latest budget of £1.573m. There is no variance reported. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2024/25 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Leisure	1,173	1,173	1,173	1,173	1,173	0	0
Sustainability and Climate	331	399	399	399	399	0	0
Total	1,504	1,573	1,573	1,573	1,573	0	0

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

Capital Investment Programme

4. The latest capital investment programme for 2025/26 is £2.332m. No variation is reported.
5. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

6. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
7. The following table sets out the vacancies as at 30 June 2025.

Department	Job Title	Comments	Total
Watersmeet	Venue Technician	Not yet advertised	1.00
Total Climate Change & Leisure			1.00

Annex A
CC&L Committee Medium Term Revenue Budget Service

Climate Change and Leisure										
Leisure	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	11,402	0	0	0	0	Income and Expenditure Budgets required for the use of £100,000 of S106 monies and to use £24,787 of National Lottery Heritage Fund held in reserves for the management of Leavesden Country Park, which will be actioned at year end
Watersmeet	47,251	47,251	47,251	47,251	3,082	47,251	0	34,788	35,718	Budget currently forecast to be spent
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(19,105)	(35,000)	0	(35,000)	(35,000)	Income is received quarterly
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(1,032)	(3,000)	0	(3,000)	(3,000)	Income is received quarterly
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	Budget met
Playing Fields & Open Spaces	127,450	127,450	127,450	127,450	(8,956)	127,450	0	127,450	127,450	Budget currently forecast to be spent
Maple Lodge BNG	0	0	0	0	0	0	0	0	0	Income and Expenditure budgets required of £9,133 for the use of S106 monies for the implementation of the BNG agreement secured through planning for Maple Lodge
Scotsbridge River Chess Project	0	0	0	0	(57,773)	0	0	0	0	Income and Expenditure budgets required of £57,773 for funding received from Thames Water
Aquadrome Project	0	0	0	0	11,820	0	0	0	0	Income and Expenditure Budgets required for the use of grant funding from HS2 Colne Valley Mitigation Panel for the Rickmansworth Aquadrome Project of £32,802 and match funding of £50,000 for the National Lottery Heritage fund, held in reserves
Aquadrome	64,615	64,615	64,615	64,615	23,213	64,615	0	64,615	64,615	Budget currently forecast to be spent
The Bury Green Space	0	0	0	0	(30,210)	0	0	0	0	Awaiting final invoice
Leisure Venues	(709,455)	(709,455)	(709,455)	(709,455)	934	(709,455)	0	(709,455)	(709,455)	Budget currently forecast to be spent
Leisure Activities	124,507	124,507	124,507	124,507	3,435	124,507	0	124,507	124,507	Income and Expenditure budgets required of £4,050 grant funding from HAPpy for holiday playschemes
Leisure Development	680,239	680,239	680,239	680,239	182,438	680,239	0	694,460	702,264	Budget currently forecast to be spent
Grounds Maintenance	877,513	877,513	877,513	877,513	209,137	877,513	0	877,513	877,513	Budget currently forecast to be spent
Total	1,173,420	1,173,420	1,173,420	1,173,420	327,684	1,173,420	0	1,175,178	1,183,912	

Sustainability and Climate	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26		Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£		£	£	£	£	£	
Energy Efficiency	9,500	27,900	27,900	27,900	0	27,900	0	9,500	9,500	Budget currently forecast to be spent
Climate Change & Sustainability Projects	207,432	257,567	257,567	257,567	(198,162)	257,567	0	294,965	294,965	Income and Expenditure Budgets required of £229,877 to repay unused 2024/25 ringfenced Social Housing Decarbonisation Fund grant
Innovate UK	0	0	0	0	16,389	0	0	0	0	Project complete. Grant claimed retrospectively as per grant conditions
Pest Control	12,755	12,755	12,755	12,755	1,785	12,755	0	12,755	12,755	Budget currently forecast to be spent
Environmental Maintenance	25,970	25,970	25,970	25,970	11,998	25,970	0	25,970	25,970	Budget currently forecast to be spent
Animal Control	65,829	65,829	65,829	65,829	18,316	65,829	0	67,220	67,220	Budget currently forecast to be spent
Cemeteries	(234,233)	(234,233)	(234,233)	(234,233)	(30,040)	(234,233)	0	(234,233)	(234,233)	Budget currently forecast to be spent
Trees And Landscapes	243,580	243,580	243,580	243,580	12,193	243,580	0	243,580	243,580	Budget currently forecast to be spent
Total	330,833	399,368	399,368	399,368	(167,520)	399,368	0	419,757	419,757	

Total Climate Change and Leisure	1,504,253	1,572,788	1,572,788	1,572,788	160,164	1,572,788	0	1,594,935	1,603,669	
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Annex B
CC&L Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Virements

Climate Change and Leisure					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Abbots Langley Project	Supplies and services	To spend S106 for the management of Leavesden Country Park	100,000	0	0
	Income	Receipt of S106 for the management of Leavesdden Country Park	(100,000)	0	0
	Supplies and services	To spend Grant funding from National Lottery Heritage Fund for the Management and Maintenance of Leavesden Country Park, held in reserves	24,787	0	0
	Income Funded from Reserves	Grant funding from National Lottery Heritage Fund for the Management and Maintenance of Leavesden Country Park, held in reserves	(24,787)	0	0
Maple Lodge BNG	Supplies and Services	To spend S106 for the implementation of the BNG agreement secured through planning for Maple Lodge	9,133	0	0
	Income	To spend S106 for the implementation of the BNG agreement secured through planning for Maple Lodge	(9,133)	0	0
Scotsbridge River Chess Project	Supplies and Services	To spend grant funding from Thames Water for the Scotsbridge River Chess Project	57,773	0	0
	Income	Receipt of grant funding from Thames Water for the Scotsbridge River Chess Project	(57,773)	0	0
Aquadrome Project	Supplies and services	To spend grant funding from HS2 Colne Valley Mitigation Panel for the Rickmansworth Aquadrome Project - match funding for The National Lotttery Heritage Fund, held in reserves	50,000	0	0
	Income Funded from Reserves	Grant funding from HS2 Colne Valley Mitigation Panel for the Rickmansworth Aquadrome Project - Match funding for The Natinal Lottery Heritage Fund, held in reserves	(50,000)	0	0
	Supplies and services	To spend grant funding from HS2 Colne Valley Mitigation Panel for the Rickmansworth Aquadrome Project, held in reserves	32,802	0	0
	Income Funded from Reserves	Grant funding from HS2 Colne Valley Mitigation Panel for the Rickmansworth Aquadrome Project held in reserves	(32,802)	0	0
Leisure Activities	Supplies and Services	To spend grant funding from HAPpy for holiday playschemes	4,050	0	0
	Income	Receipt of grant funding from HAPpy for holiday playschemes	(4,050)	0	0
Total Leisure			0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Climate Change and Sustainability Projects	Supplies and services	To repay unused 2024/25 ringfenced Social Housing Decarbonisation Fund grant	229,877	0	0
	Income	Receipt of 2024/25 Social Housing Decarbonisation Fund grant	(229,877)	0	0
Total Sustainability and Climate			0	0	0
Total Climate Change and Leisure			0	0	0

Annex C
CC&L Medium term capital investment programme

Climate Change and Leisure													
Leisure	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Aquadrome Bridge Replacement	0	438,740	438,740	179,141	438,740	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Leavesden Country Park Gate	0	17,191	17,191	7,514	17,191	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Watersmeet Electrical	0	138,443	138,443	0	138,443	0	0	0	0	0	0	0	Budget currently forecast to be spent. Project out for tender
Watersmeet Fire Doors	75,400	75,400	75,400	0	75,400	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Scotsbridge-Chess Habitat	0	8,190	8,190	0	8,190	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Open Space Access Improvements	60,000	118,320	118,320	0	118,320	0	60,000	60,000	0	60,000	60,000	0	Budget is currently forecast to be spent
Improve Play Area-Future Schemes	120,000	211,238	211,238	7,456	211,238	0	120,000	120,000	0	120,000	120,000	0	Budget is currently forecast to be spent
Aquadrome-Whole Life Costing	11,000	11,000	11,000	1,479	11,000	0	11,000	11,000	0	11,000	11,000	0	Budget is currently forecast to be spent
Replacement Ground Maintenance Vehicles	696,800	696,800	696,800	0	696,800	0	540,000	540,000	0	540,000	540,000	0	Budget is currently forecast to be spent
Watersmeet-Whole Life Costing	20,000	31,303	31,303	3,203	31,303	0	20,000	20,000	0	20,000	20,000	0	Budget is currently forecast to be spent
Pavilions-Whole Life Costing	11,000	12,984	12,984	0	12,984	0	11,000	11,000	0	11,000	11,000	0	Budget is currently forecast to be spent
Sub-total Leisure	994,200	1,759,609	1,759,609	198,793	1,759,609	0	762,000	762,000	0	762,000	762,000	0	
Sustainability and Climate	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Sustainability Schemes	500,000	500,000	500,000	0	500,000	0	500,000	500,000	0	500,000	500,000	0	Budget is currently forecast to be spent
Woodcock Hill Shared Prosperity	0	0	0	1,395	0	0		0	0		0	0	Awaiting confirmation of 2025/26 grant allocation
Cemetery-Whole Life Costing	72,342	72,342	72,342	0	72,342	0	5,000	5,000	0	5,000	5,000	0	Budget is currently forecast to be spent. Planned works Woodcock Hill Cemetery, awaiting quotes
Sub-total Sustainability and Climate	572,342	572,342	572,342	1,395	572,342	0	505,000	505,000	0	505,000	505,000	0	
Total Climate Change and Leisure	1,566,542	2,331,951	2,331,951	200,188	2,331,951	0	1,267,000	1,267,000	0	1,267,000	1,267,000	0	

Annex D

CC&L Explanations of capital variances reported this Period

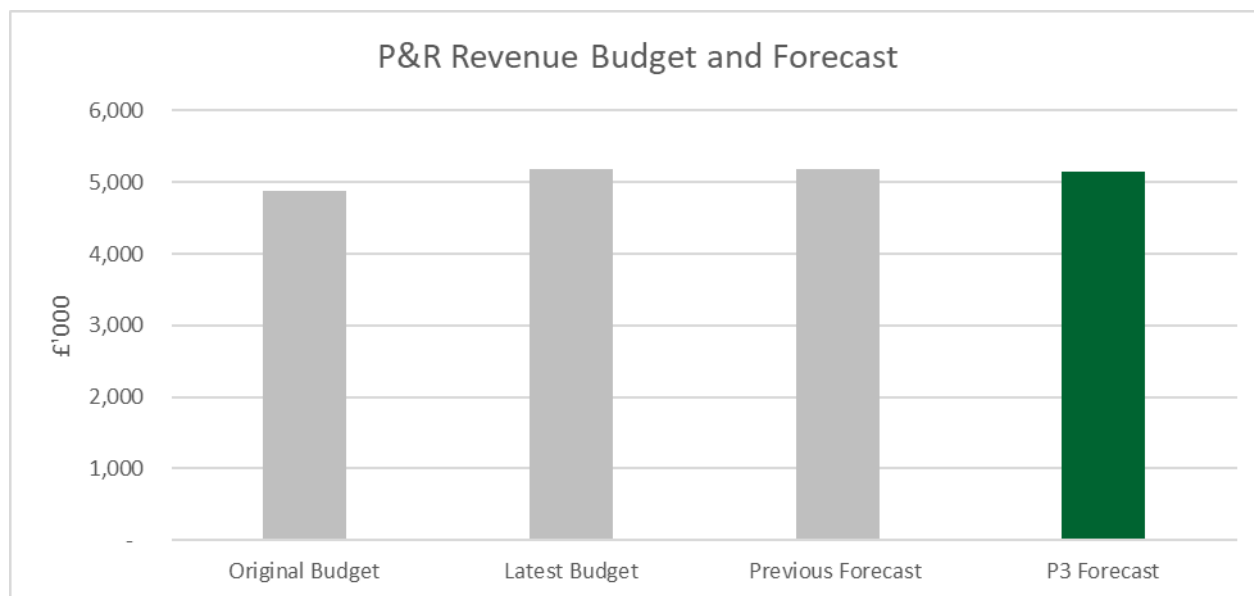
No variances reported this monitoring period

Policy and Resources Committee Detailed Monitoring Report

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Policy and Resources (P&R) Committee for the 2025/26 financial year. The forecast is based on the position as at Period 3 which covers the period from 1 April 2025 to 30 June 2025.

Revenue

2. The latest forecast is expenditure of £5.144m against the latest budget of £5.172m. This is a favourable variance of (£0.028m). The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2024/25 Carry Forwards £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
Resources and Leader	6,948	7,010	7,010	7,010	6,995	(15)	(15)
Garages and Shops	(1,372)	(1,372)	(1,372)	(1,372)	(1,372)	0	0
Investment Properties	(982)	(982)	(982)	(982)	(982)	0	0
Vacancy Provision	(180)	(180)	(180)	(180)	(180)	0	0
Salary Contingency	472	697	697	697	684	(13)	(13)
Total	4,885	5,172	5,172	5,172	5,144	(28)	(28)

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

Income Streams

4. The key income streams are detailed in Annex E. All are currently on target to achieve budget income levels in 2025/26.

Capital Investment Programme

5. The latest capital investment budget for 2025/26 is £14.829m. A variation of £0.000m is reported.
6. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

7. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
8. The following table sets out the vacancies by service as at 30 June 2025.

Department	Job Title	Comments	Total
Revenues & Benefits	Data Analysis Officer	Recently advertised	1.00
Legal & Committee	Associate Director, Legal, Democratic Service & Monitoring Officer	Not currently advertised	1.00
Finance	Head of Finance	Covered by interim	1.00
Customer Service Centre	Customer Service Centre Representative	Currently advertised	1.00
Total Policy & Resources			4.00

Annex A
P&R Committee Medium Term Revenue Budget Service

Policy & Resources										
Resources	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Corporate Management	341,741	341,741	341,741	341,741	(251,131)	341,741	0	341,741	341,741	Budget currently forecast to be spent
Major Incident Planning	118,836	118,836	118,836	118,836	30,878	118,836	0	119,641	120,472	Budget currently forecast to be spent
UK Shared Prosperity Fund	0	0	0	0	13,576	0	0	0	0	Awaiting 2025/26 grant income
West Herts Crematorium	0	0	0	0	1,976,226	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(1,224,500)	(1,224,500)	(1,224,500)	(1,224,500)	(18,977)	(1,224,500)	0	(1,141,500)	(1,141,500)	Budget currently forecast to be spent
Non Distributed Costs	59,000	59,000	59,000	59,000	441	59,000	0	59,000	59,000	Budget currently forecast to be spent
Director Of Finance	140,418	140,418	140,418	140,418	67,487	140,418	0	140,417	140,417	Budget currently forecast to be spent
Learning and Development	0	0	0	0	0	87,040	87,040	83,840	83,840	Staff Training Budget of £76,840 transferred from HR Client due to changes to Shared Service Agreement and Staff Day budget of £10,200 transferred from Communications
Miscellaneous Properties	(76,958)	(76,958)	(76,958)	(76,958)	(70,549)	(76,958)	0	(76,958)	(76,958)	Budget currently forecast to be spent
Office Services	190,810	190,810	190,810	190,810	48,162	190,810	0	190,810	190,810	Budget currently forecast to be spent
Asset Management - Property Services	971,951	971,951	971,951	971,951	206,103	971,951	0	916,016	916,016	Budget currently forecast to be spent
Finance Services	454,868	454,868	454,868	454,868	249,288	477,612	22,744	481,312	483,046	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 60/40 now 58/42
Council Tax Collection	348,753	348,753	348,753	348,753	184,927	366,073	17,320	367,546	368,044	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41
Benefits & Allowances	723,791	723,791	723,791	723,791	364,332	690,381	(33,410)	693,234	694,750	Increase in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 57/43 now 59/41
NNDR	62,213	62,213	62,213	62,213	5,584	65,404	3,191	65,404	65,404	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41
Revs & Bens Management	43,659	43,659	43,659	43,659	11,460	45,898	2,239	45,898	45,898	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41
Fraud	90,706	90,706	90,706	90,706	18,489	90,706	0	90,706	90,706	Budget currently forecast to be spent
Garages & Shops Maintenance	(1,372,320)	(1,372,320)	(1,372,320)	(1,372,320)	(349,468)	(1,372,320)	0	(1,372,320)	(1,372,320)	Budget currently forecast to be spent
Chief Executive	200,340	259,653	259,653	259,653	58,803	259,653	0	200,340	200,340	Budget currently forecast to be spent

P&R Committee Medium Term Revenue Budget Service cont.

Resources	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Investment Properties	(982,225)	(982,225)	(982,225)	(982,225)	(374,910)	(982,225)	0	(982,225)	(982,225)	Budget currently forecast to be spent
Performance Mgt & Scrutiny	79,684	79,684	79,684	79,684	20,889	79,684	0	81,707	82,553	Budget currently forecast to be spent
Debt Recovery	236,156	236,156	236,156	236,156	125,033	248,266	12,110	249,293	250,758	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41
Associate Director Strategy, Partnerships & Housing	118,697	118,697	118,697	118,697	29,446	118,697	0	118,697	118,697	Budget currently forecast to be spent
Three Rivers House	340,898	340,898	340,898	340,898	(11,870)	301,398	(39,500)	301,398	301,398	Increase in rent for Herts Constabulary of £37,200 due to rent review and additional space and £2,300 services charges for Citizens Advice Bureau
Basing House	(10,140)	(10,140)	(10,140)	(10,140)	2,198	(10,140)	0	(10,140)	(10,140)	Budget currently forecast to be spent
Oxhey Drive	10,250	10,250	10,250	10,250	0	10,250	0	10,250	10,250	Budget currently forecast to be spent
Wembleton	(500,000)	(500,000)	(500,000)	(500,000)	(384,973)	(500,000)	0	(500,000)	(500,000)	Budget currently forecast to be spent
Officers' Standby	6,140	6,140	6,140	6,140	0	6,140	0	6,140	6,140	Budget currently forecast to be spent
Emergency Provision	(180,000)	(180,000)	(180,000)	(180,000)	0	(180,000)	0	(180,000)	(180,000)	Budget currently forecast to be spent
Finance Client	15,998	15,998	15,998	15,998	28,654	15,998	0	16,016	16,016	Budget currently forecast to be spent
Business App Maintenance	257,875	257,875	257,875	257,875	245,570	257,875	0	260,875	260,875	Budget currently forecast to be spent
ICT Client	862,308	862,308	862,308	862,308	238,865	862,308	0	863,443	864,577	Budget currently forecast to be spent
Internal Audit Client	55,968	55,968	55,968	55,968	0	55,968	0	55,968	55,968	Budget currently forecast to be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	(1,400)	(126,879)	0	(126,879)	(126,879)	Budget currently forecast to be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	665,405	(470,660)	0	(470,660)	(470,660)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government.
Indr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	50	(107,090)	0	(107,090)	(107,090)	This is received at year end
Fraud Client	2,690	2,690	2,690	2,690	0	2,690	0	2,690	2,690	Budget currently forecast to be spent
Insurances	542,520	542,520	542,520	542,520	370,414	542,520	0	542,520	542,520	Budget currently forecast to be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(375)	(6,140)	0	(6,140)	(6,140)	Budget currently forecast to be spent
Benefits New Burden	0	0	0	0	(6,837)	0	0	0	0	Budget currently forecast to be spent
Benefits DHP	0	0	0	0	(42,563)	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(89,616)	1,020	0	1,020	1,020	Actioned at year end
HR Client	375,171	375,171	375,171	375,171	102,015	298,331	(76,840)	299,552	300,763	Staff Training budget transferred to new Learning and Development cost centre due to changes to Shared Service Agreement
Contingency	471,651	696,651	696,651	696,651	0	683,779	(12,872)	674,378	927,667	Budget Virement request to Environmental Health - Residential to facilitate the employment of a part-time Housing Enforcement Assistant on a 2 year fixed term secondment
Total	2,067,200	2,351,513	2,351,513	2,351,513	3,461,625	2,333,535	(17,978)	2,305,940	2,568,464	

P&R Committee Medium Term Revenue Budget Service cont.

Leader	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	36,800	36,800	(248)	36,800	0	36,800	36,800	Budget currently forecast to be spent
District Elections	76,320	76,320	76,320	76,320	79,639	76,320	0	76,320	76,320	Recharge to be done for county election
Customer Service Centre	1,014,348	1,014,348	1,014,348	1,014,348	243,412	1,014,348	0	1,023,355	1,029,314	Budget currently forecast to be spent
Democratic Representation	341,951	341,951	341,951	341,951	104,814	341,951	0	341,951	341,951	Budget currently forecast to be spent
Customer Contact Programme	68,453	68,453	68,453	68,453	80,651	97,503	29,050	97,503	97,503	Social Media budget of £17,000 and Software Licences Budget of £12,050 transferred from Communications
Customer Experience	103,464	103,464	103,464	103,464	25,866	103,464	0	103,464	103,464	Budget currently forecast to be spent
Communication	378,971	382,171	382,171	382,171	82,870	342,921	(39,250)	396,523	396,523	Social Media budget of £17,000 and Software Licences Budget of £12,050 transferred to Customer Contact Programme and £10,200 Staff Day budget transferred to new Learning & Development cost centre
Legal Practice	457,870	457,870	457,870	457,870	147,657	457,870	0	458,580	459,304	Budget currently forecast to be spent
Committee Administration	185,754	185,754	185,754	185,754	53,488	185,754	0	187,786	187,786	Budget currently forecast to be spent
Elections & Electoral Regn	153,595	153,595	153,595	153,595	62,882	153,595	0	155,627	155,627	Budget currently forecast to be spent
Parish Elections	0	0	0	0	57	0	0	0	0	No scheduled parish elections in 2025/26
County Elections	0	0	0	0	102,509	0	0	0	0	Recharges to Herts County Council to be done
Parliamentary Elections	0	0	0	0	46,882	0	0	0	0	July 2024 election claim with Cabinet Office
Referendums	0	0	0	0	0	0	0	0	0	Awaiting final figures for recent Neighbourhood Planning Referendum
Police Commissioner Election	0	0	0	0	(19,382)	0	0	0	0	Advanced monies from 2024 PCC election to be repaid in 2025/26
Total	2,817,526	2,820,726	2,820,726	2,820,726	1,011,096	2,810,526	(10,200)	2,877,909	2,884,592	
Total Policy and Resources	4,884,726	5,172,239	5,172,239	5,172,239	4,472,721	5,144,061	(28,178)	5,183,849	5,453,056	

Annex B

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

Supplementary estimates

Policy and Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Finance Services	Income	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 60/40 now 58/42	22,744	22,920	23,002
Council Tax Collection	Income	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41	17,320	17,523	17,548
Benefits & Allowances	Income	Increase in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 57/43 now 59/41	(33,410)	(33,548)	(33,622)
NNDR	Income	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41	3,191	3,190	3,190
Revs & Bens Management	Income	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41	2,239	2,238	2,238
Debt Recovery	Income	Reduction in Income due to the change in Shared Service agreement % recharges with Watford Borough Council. Was 61/39 now 59/41	12,110	11,241	12,232
Three Rivers House	Income	Increase in rent for Herts Constabulary due to rent review and additional space	(37,200)	(37,200)	(37,200)
Contingency Funds	Employees	Budget Virement request to Environmental Health - Residential to facilitate the employment of a part-time Housing Enforcement Assistant on a 2 year fixed term secondment	(12,872)	(26,167)	(13,300)
Total Resources			(25,878)	(39,803)	(25,912)
Total Policy and Resources			(25,878)	(39,803)	(25,912)

Variances

Policy and Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Three Rivers House	Income	Budget required for Service Charge income from Citizens Advice Bureau	(2,300)	(2,300)	(2,300)
Total Resources			(2,300)	(2,300)	(2,300)
Total Policy and Resources			(2,300)	(2,300)	(2,300)

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

Virements

Policy & Resources					
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Learning & Development	Employees	Staff Training Budget of £76,840 transferred from HR Client due to changes to Shared Service Agreement	76,840	76,840	76,840
	Supplies and Services	Staff Day budget transferred from Communications	10,200	7,000	7,000
HR Client	Employees	Staff Training budget transferred to new Learning and Development cost centre due to changes to Shared Service Agreement	(76,840)	(76,840)	(76,840)
Total Resources			10,200	7,000	7,000
Customer Contact Programme	Supplies and Services	Social Media budget of £17,000 and Software Licences Budget of £12,050 transferred from Communications	29,050	29,050	29,050
Communications	Supplies and Services	Social Media budget of £17,000 and Software Licences Budget of £12,050 transferred to Customer Contact Programme and £10,200 Staff Day budget transferred to new Learning & Development cost centre	(39,250)	(36,050)	(36,050)
Total Leader			(10,200)	(7,000)	(7,000)
Total Policy and Resources			0	0	0

Annex C
 P&R Medium term capital investment programme

Policy and Resources													
Leader and Resources	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
Professional Fees-Internal	157,590	157,590	157,590	0	157,590	0	157,590	157,590	0	157,590	157,590	0	Budget is currently forecast to be spent
Election Equipment	6,000	6,000	6,000	7,560	6,000	0	6,000	6,000	0	6,000	6,000	0	Replacement polling booths, awaiting final costs
Members' IT Equipment	0	0	0	0	0	0	48,780	48,780	0	0	0	0	No budget for 2025/26. Councillor Laptop refresh due in 2026/27
Rickmansworth Work Hub	0	3,200	3,200	0	3,200	0	0	0	0	0	0	0	Budget is currently forecast to be spent
ICT-Managed Project Costs	60,000	188,471	188,471	0	188,471	0	60,000	60,000	0	60,000	60,000	0	Budget is currently forecast to be spent
ShS-Hardware Replace Prog	40,000	40,000	40,000	0	40,000	0	40,000	40,000	0	40,000	40,000	0	Budget is currently forecast to be spent
Garage Improvements	150,000	178,538	178,538	0	178,538	0	150,000	150,000	0	150,000	150,000	0	Budget is currently forecast to be spent
ICT Website Development	0	11,000	11,000	0	11,000	0	0	0	0	0	0	0	Budget is currently forecast to be spent
ICT Hardware Replacement Prog	45,000	169,824	169,824	185,683	169,824	0	45,000	45,000	0	45,000	45,000	0	Budget is currently forecast to be spent. Staff Laptop refresh programme has commenced
PH Whole Life Costing	270,000	406,949	406,949	4,780	406,949	0	170,000	170,000	0	170,000	170,000	0	Budget is currently forecast to be spent. Access Control replacement, fire doors, patio doors, 5 new toilets and fuse boards are currently out to tender
Basing House-Whole Life Costing	67,914	67,914	67,914	0	7,914	(60,000)	60,000	60,000	0	60,000	60,000	0	No planned works this year - Budget Virement of £60,000 requested to Temporary Accommodation - All Sites primarily for 38 Lincoln Drive
Business Application Upgrade	90,000	130,000	130,000	0	130,000	0	90,000	90,000	0	90,000	90,000	0	Budget is currently forecast to be spent
Temporary Accommodation - All Sites	0	0	0	12,486	60,000	60,000	0	0	0	0	0	0	Budget Virement of £60,000 from Basing House requested to facilitate internal works, primarily 38 Lincoln Drive
Three Rivers House Transformation	0	12,412	12,412	0	12,412	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Sub-total Leader and Resources	886,504	1,371,898	1,371,898	210,509	1,371,898	0	827,370	827,370	0	778,590	778,590	0	
Major Projects													
	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P3 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	
South Oxhey Parking	500,000	500,000	500,000	0	500,000	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Property Investment Board	0	0	0	2,500	0	0	0	0	0	0	0	0	Spending requirements for 2025/26 are currently being calculated. An update will be provided at P6 (September 2025)
Local Authority Housing Fund	0	5,720,103	5,720,103	0	5,720,103	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Sub-total Major Projects	500,000	6,220,103	6,220,103	2,500	6,220,103	0	0	0	0	0	0	0	
Total Policy and Resources	1,386,504	7,592,001	7,592,001	213,009	7,592,001	0	827,370	827,370	0	778,590	778,590	0	

Annex D

P&R Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Policy and Resources				
Basing House-Whole Life Costing	No planned works this year - Budget Virement of £60,000 requested to Temporary Accommodation - All Sites primarily for 38 Lincoln Drive	(60,000)	0	0
Temporary Accommodation - All Sites	Budget Virement of £60,000 from Basing House requested to facilitate internal works, primarily 38 Lincoln Drive	60,000	0	0
Total Policy and Resources		0	0	0

Annex E
P&R Key Income Streams

Garages and Shops									
Garages	Month	2022/23		2023/24		2024/25		2025/26	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(76,062)	17%	(79,962)	18%	(84,907)	8%	(89,801)	8%
	May	(74,883)	17%	(70,669)	16%	(90,903)	7%	(92,049)	8%
	June	(75,841)	16%	(80,973)	16%	(89,983)	8%	(65,811)	8%
	July	(76,597)	16%	(82,085)	14%	(94,267)	8%		
	August	(72,188)	16%	(81,588)	14%	(89,655)	7%		
	September	(74,631)	16%	(81,247)	14%	(90,008)	7%		
	October	(75,002)	16%	(82,104)	14%	(93,797)	6%		
	November	(73,282)	15%	(80,289)	14%	(89,644)	7%		
	December	(74,000)	16%	(82,367)	11%	(90,244)	7%		
	January	(75,231)	16%	(80,210)	9%	(91,618)	6%		
	February	(74,914)	18%	(81,581)	9%	(90,863)	7%		
	March	(72,721)	17%	(80,968)	8%	(92,504)	7%		
	Total	(895,352)		(964,043)		(1,088,393)		(247,661)	

Comments: The original budget for 2025/26 is £1,180,120. There are currently 1,056 rentable garages. The void percentage is based on the rentable stock only.

Shops	Month	2022/23		2023/24		2024/25		2025/26	
Rent		£	Volume	£	Volume	£	Volume	£	Volume
	April	(46,495)	n/a	(39,495)	n/a	(35,353)	n/a	(47,966)	n/a
	May	0	n/a	0	n/a	0	n/a	0	n/a
	June	(37,853)	n/a	(37,853)	n/a	(37,463)	n/a	(37,853)	n/a
	July	(8,250)	n/a	(8,250)	n/a	(4,890)	n/a		
	August	0	n/a	0	n/a	0	n/a		
	September	(38,244)	n/a	(31,244)	n/a	(37,870)	n/a		
	October	(8,250)	n/a	(14,773)	n/a	(4,500)	n/a		
	November	0	n/a	0	n/a	0	n/a		
	December	(37,853)	n/a	(37,853)	n/a	(40,376)	n/a		
	January	(8,250)	n/a	(8,250)	n/a	(21,750)	n/a		
	February	0	n/a	0	n/a	2,915	n/a		
	March	(7,000)	n/a	(7,017)	n/a	(49,017)	n/a		
	Total	(192,195)		(184,735)	0	(228,303)	0	(85,818)	0

Comments: The original 2025/26 budget is £210,000. There are 20 shops in the district which are predominantly let as self repairing leases. Each shop rent is negotiated at the best market rate taking into consideration local factors regarding usage, availability, affordability and community benefit.

Corporate costs Medium Term Revenue Budget

Corporate Costs	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P3	Forecast 2026/27	Forecast 2027/28	Officer Comments
	£	£	£	£	£	£	£	£	£	
Interest Earned	(1,110,000)	(1,110,000)	(1,110,000)	(1,110,000)	(99,618)	(1,110,000)	0	(1,060,000)	(1,010,000)	Budget is currently forecast to be spent
Interest Paid	755,266	755,266	755,266	755,266	396	755,266	0	825,296	864,796	Budget is currently forecast to be spent
Parish Precepts	2,612,285	2,612,285	2,612,285	2,612,285	1,306,143	2,612,285	0	2,664,530	2,717,820	Paid half yearly in April & September
Total Corporate Costs	2,257,551	2,257,551	2,257,551	2,257,551	1,206,920	2,257,551	0	2,429,826	2,572,616	

Funding the Capital Investment Programme

CAPITAL INVESTMENT PROGRAMME 2025-2028 - FUNDING

Capital Programme	2025/26			2026/27	2027/28
	Original Budget	Latest Budget	Outturn Forecast at P3	Forecast	Forecast
	£	£	£	£	£
Balance Brought Forward					
Govt Grants: Disabled Facility Grants	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0
LAHF	(1,114,593)	(1,114,593)	(1,114,593)	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0
Total Funding Brought Forward	(3,853,901)	(3,853,901)	(3,853,901)	(2,739,308)	(2,739,308)
Generated in the Year					
Govt Grants: Disabled Facility Grants	(586,000)	(678,443)	(678,443)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0
Capital Receipts Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(116,500)	(116,500)	(116,500)	0	0
Total Generated	(1,702,500)	(1,794,943)	(1,794,943)	(1,586,000)	(1,586,000)
Use of Funding					
Govt Grants: Disabled Facility Grants	586,000	678,443	678,443	586,000	586,000
Section 106 Contributions	0	0	0	0	0
CIL Contributions	0	2,408,399	2,408,399	0	0
Capital Receipts Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
LAHF	0	1,114,593	1,114,593	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	116,500	116,500	116,500	0	0
Borrowing	3,819,546	9,510,987	9,510,987	2,743,606	2,707,590
Total Use of Funding	5,522,046	14,828,922	14,828,922	4,329,606	4,293,590
Balance Carried Forward					
Govt Grants: Disabled Facility Grants	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)	(1,342,808)
Capital Receipts Reserve	0	0	0	0	0
LAHF	(1,114,593)	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0
Total Funding Carried Forward	(3,853,901)	(2,739,308)	(2,739,308)	(2,739,308)	(2,739,308)
South Oxhey Initiative					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	0	0	0	0	0
Repayment of Borrowing	0	0	0	0	0
Total	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,522,046	14,828,922	14,828,922	4,329,606	4,293,590

Medium Term Financial Plan 2025-2028

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)							
Funding	2025/26					2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
	£	£	£	£	£	£	£
Council Tax Base (No.)	40,038.90	40,038.90	40,038.90	40,038.90	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.99	0.99
Band D Council Tax (£)	206.36	206.36	206.36	206.36	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99
Council Tax (£)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,594,564)	(8,939,869)
<i>Parish Precepts (£)</i>	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	(2,664,530)	(2,717,820)
Total Taxation (£)	(10,874,713)	(10,874,713)	(10,874,713)	(10,874,713)	(10,874,713)	(11,259,094)	(11,657,689)
Business Rates (£)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	124,592	124,592	124,592	124,592	124,592	0	0
New Homes Bonus Grant (£)	(116,296)	(116,296)	(116,296)	(116,296)	(116,296)	0	0
Government Funding (£)	(419,117)	(419,117)	(419,117)	(419,117)	(419,117)	(445,000)	(445,000)
Total Grant Funding (£)	(3,410,821)	(3,410,821)	(3,410,821)	(3,410,821)	(3,410,821)	(3,140,000)	(2,940,000)
Total Taxation & Grant Funding (£)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,399,094)	(14,597,689)

Financial Statement - Summary	2024/25					2025/26	2026/27
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
	£	£	£	£	£	£	£
Committee - Net Cost Of Services							
General Public Services and Community Engagement	6,030,333	6,106,130	6,106,130	6,106,130	6,106,130	5,827,742	5,826,383
Climate Change and Leisure	1,504,253	1,572,788	1,572,788	1,572,788	1,572,788	1,594,935	1,603,669
Policy and Resources	4,884,726	5,172,239	5,172,239	5,172,239	5,172,239	5,225,952	5,481,268
Period 3 Variances	0	0	0	0	(3,306)	(3,936)	(2,912)
Sub-Total	12,419,312	12,851,157	12,851,157	12,851,157	12,847,851	12,644,693	12,908,408
Other							
Parish Precepts	2,612,285	2,612,285	2,612,285	2,612,285	2,612,285	2,664,530	2,717,820
Interest Payable & Borrowing costs	755,266	755,266	755,266	755,266	755,266	825,296	864,796
Interest Received	(1,110,000)	(1,110,000)	(1,110,000)	(1,110,000)	(1,110,000)	(1,060,000)	(1,010,000)
Period 3 Variances	0	0	0	0	0	0	0
Sub-Total	2,257,551	2,257,551	2,257,551	2,257,551	2,257,551	2,429,826	2,572,616
Net Expenditure	14,676,863	15,108,708	15,108,708	15,108,708	15,105,402	15,074,519	15,481,024
Income from Council Tax, Government Grants & Business Rates	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,399,094)	(14,597,689)
(Surplus)/Deficit Before Use of Earmarked Reserves	391,329	823,174	823,174	823,174	819,868	675,425	883,335
Planned Use of Reserves:							
Economic Impact Reserve	0	0	0	0	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	391,329	823,174	823,174	823,174	472,281	675,425	883,335

Movement on General Fund Balance	2025/26					2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(4,903,506)	(4,903,506)	(4,903,506)	(4,903,506)	(4,903,506)	(4,431,225)	(3,755,800)
Revenue Budget (Surplus)/Deficit for Year	391,329	823,174	823,174	823,174	472,281	675,425	883,335
Closing Balance at 31 March	(4,512,177)	(4,080,332)	(4,080,332)	(4,080,332)	(4,431,225)	(3,755,800)	(2,872,465)

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

Total Reserves Impact	2025/26					2026/27	2027/28
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,286,407)	(6,286,407)	(6,286,407)	(6,286,407)	(6,286,407)	(5,466,539)	(4,791,114)
Impact for Year	391,329	823,174	823,174	823,174	819,868	675,425	883,335
Closing Balance at 31 March	(5,895,078)	(5,463,233)	(5,463,233)	(5,463,233)	(5,466,539)	(4,791,114)	(3,907,779)
Total Reserves	(5,895,078)	(5,463,233)	(5,463,233)	(5,463,233)	(5,466,539)	(4,791,114)	(3,907,779)

Reserves Forecast 2025/26

Category	Opening Balance 01/04/2025 £	Net Movement in Year £	Closing Balance 31/03/2026 £	Purpose
General Reserves				
General Fund	(4,903,506)	472,281	(4,431,225)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,382,901)	347,587	(1,035,314)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Total Revenue	(6,286,407)	819,868	(5,466,539)	
Capital Reserves				
Community Infrastructure Levy (CIL)	(7,209,399)	(87,296)	(7,296,695)	Developers contributions towards Infrastructure
Capital Receipts	0	0	0	Generated from sale of Council assets
Grants & Contributions	(2,511,093)	0	(2,511,093)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	(9,720,492)	(87,296)	(9,807,788)	
Other Earmarked Reserves				
New Homes Bonus	0	0	0	Government grant set aside for supporting capital expenditure
Section 106	(2,479,701)	(311,869)	(2,791,570)	Developers contributions towards facilities
Leavesden Hospital Open Space	(733,888)	0	(733,888)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(749,415)	0	(749,415)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(97,688)	0	(97,688)	Reserve to fund expenditure on plant & machinery
Building Control	(350,596)	0	(350,596)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(9,305,716)	0	(9,305,716)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve & HB Equalisation	(7,841,278)	0	(7,841,278)	To manage timing differences on the Collection Fund and to provide against future deficits on the Housing Benefit account
Grants & Contributions	(2,260,044)	0	(2,260,044)	Revenue Grants earmarked for use in future years
Planning Reserve	(200,000)	0	(200,000)	To allow for conservation area appraisals, the local plan timetable to be accelerated and other planning advice
Local Government Reform Reserve	(100,000)	0	(100,000)	To allow for advice for the proposed Local Government Reform
Total Other	(24,118,326)	(311,869)	(24,430,195)	
Total All	(40,125,225)	420,703	(39,704,522)	

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	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 in the future.	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 received.	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 'Fair Funding' are received.	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

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Head of Finance	2	2	4	⇒	Fees and charges, including and surplus or loss are monitored through budget monitoring with key income streams reported to CMT.	Service Heads	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total VATable	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	⇒	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFS agreed for next three	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 organisations 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

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Pooling has been announced for 2025/26 and the Council is part of the Hertfordshire bid. The VOA has amended the Warner Bros rates valuation which negates the appeal risk. Business Rate reset has been announced for 2026/27	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 general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	⇒	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial investment .	3	2	6	Oversight mechanisms put in place to ensure oversight by PIB.	Head of Finance	2	2	4	⇒	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	1	3	3	⇒	The Finance team is currently fully staffed 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 which	Chief Executive/ Director of Finance	Continuous

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Treasury Management End of Year Report 2024/25 21/10/2025

Full Council

PART I

Treasury Management End-of-Year Report 2024/25 (DoF)

Summary

- 1.1 This report concludes the Treasury Management (TM) Reporting cycle, required under regulation, for 2024/25. It provides a review of TM activities, performance, and the actual prudential and treasury indicators for the year.
- 1.2 The report fulfils the requirement under the relevant codes of practice for the Audit Committee to give scrutiny to all the required treasury management reports.
- 1.3 It further confirms that the Council has complied with the Treasury and Prudential Indicators for 2024/25.
- 1.4 Following scrutiny by the Audit Committee, the report will be presented to Full Council in October 2025.

Recommendation

- 2.1 That:

The Committee notes the Treasury Management End-of-Year Report.

Prepared by: Robert Thurlow, Chief Accountant.

Purpose of the Report

- 4.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2024/25. This report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 4.2 During 2024/25 the minimum reporting requirements were that the Full Council should receive the following reports:
 - An annual treasury strategy in advance of the year (Council February 2024)
 - A mid-year year review (December Audit Committee)
 - An annual review following the end of the year describing activity compared to the strategy, (this report)
- 4.3 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report provides details of the year end position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 4.4 The Council confirms that it has complied with the requirement under the Code to give scrutiny to all of the above treasury management reports by the Audit

Committee. Following scrutiny by the Audit Committee, the report will be presented to Full Council in October.

4.5 Key Prudential and Treasury Indicators

4.6 During 2024/25 the Council complied with its legislative and regulatory requirements. The key actual Prudential and Treasury Indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and Treasury Indicators	31.3.24 Actual £m	2024/25 Original Budget £m	31.3.25 Actual £m
Loans Capital Financing Requirement	28.732	39.964	35.772
Finance Lease Capital Financing Requirement	42.822		45.122
Total Capital Financing Requirement	71.554	39.964	80.894
Gross borrowing	8.000	8.000	14.000
Investments	24.548		36.410
Net borrowing / (Investments)	(16.192)		(22.410)

4.7 The Loans CFR includes CFR related to the activities of West Herts Crematorium (WHC) , following the consolidation of WHC balances in the single entity financial statements under the Lead Authority model. The breakdown of the loans CFR is as follows:

Loans CFR	31.3.24 Actual £m	31.3.25 Actual £m
Loans Capital Financing Requirement	28.732	30.372
West Herts Crematorium CFR		5.400
Total Capital Financing Requirement	28.732	35.772

4.8 The Finance Lease CFR relates to the lease of property in Wimbledon as part of an income strip deal. Accounting standards require this amount to be recalculated annually to reflect the indexation of lease payments as required in the lease. This recalculation increases the CFR related to the lease, but as an accounting adjustment it does not increase the actual amount of cash payable by the authority.

Details

5.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: “the management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

- 5.2 The Council's 2024/25 Treasury Management Policy, as approved by Council on 20 February 2024, has the primary objectives of safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective.
- 5.3 This report provides the Committee with an overview of Treasury Management performance for 2024/25 including the actual prudential and treasury indicators as prescribed by the Prudential Code for Capital Finance (revised 2022) and the Treasury Management Code of Practice (revised 2022).
- 5.4 The Council has appointed treasury advisors to assist with our treasury management, Arlingclose Ltd.
- 5.5 The economic environment has a significant impact on treasury management activity and performance. Information on interest rates for investments and borrowing is contained in the main body of the report. In addition, a commentary on wider economic performance during 2024/25 has been provided by Arlingclose Ltd.
- 5.6 **The Council's Capital Expenditure and Financing**
- 5.6.1 The Council's capital expenditure plans are one of the key drivers of treasury management activity. The outputs of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.
- 5.6.2 The Council undertakes capital expenditure on long term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
- 5.6.3 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Capital Expenditure	6.700	4.172	10.445
Financed in Year	(6.700)	(2.006)	(8.305)
Unfinanced Capital Expenditure	0.000	2.166	2.140

5.7 The Council's Overall Borrowing Need

- 5.7.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the cumulative unfinanced capital expenditure (see above table) which has not yet been paid for by revenue or other resources.

- 5.7.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLb], or the money markets), or utilising temporary cash resources within the Council.
- 5.7.3 The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
- 5.7.4 The total CFR can also be reduced by:
- the application of additional capital financing resources, (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).
- 5.7.5 The Council's 2024/25 MRP Policy, (as required by DLUHC Guidance), was approved as part of the Treasury Management Strategy Report for 2024/25 on 20 February 2024.
- 5.7.6 The Council's CFR for the year is shown below and is a key prudential indicator.

Capital Financing Requirement	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Opening CFR relating to Capital programme	29.146	37.799	28.738
Add unfinanced Capital Expenditure (as above)	0.000	2.166	2.140
Add: CFR Consolidated for West Herts Crem			5.700
Opening CFR relating to Finance Leases	42.877		42.821
Adjustments to Finance Lease CFR under IFRS16	-		2.356
Less MRP	(0.469)	(0.374)	(0.781)
Total Closing CFR	71.554	39.591	80.974

Note 1: The CFR for 2023/24 has been restated following external audit. The CFR for 2024/25 may be subject to revision following the completion of the outstanding audits

- 5.7.7 The CFR includes finance leases on the balance sheet, which increase the Council's borrowing need. Although, no external borrowing is required against these schemes as a borrowing facility is included within the contract. The Council's acquisition of the headlease for three hospitality units in 2022/23 must be accounted for as a finance lease under proper accounting practices. Accounting standards require an annual remeasurement of the finance lease liability which takes into account the impact of inflationary changes resulting from

contractual conditions. This remeasurement affects the CFR but does not change the actual cash payments which are required under the lease.

5.8 Limits to Borrowing Activity

5.8.1 Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

5.8.2 In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2023/24) plus the estimates of any additional capital financing requirement for the current (2024/25) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2023/24. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

Borrowing and the CFR	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Gross borrowing position	8.000	8.000	8.000
Loans CFR	29.123	39.964	30.797
Under funding of CFR (internal borrowing)	(21.123)	(31.964)	(22.797)

5.8.3 The gross borrowing table above excludes WHC CFR and WHC borrowing of £6m. Joint Committee members are liable for their share of the loan in the unlikely event that the crematorium cannot meet its obligations

5.8.4 The **authorised limit** is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level without the agreement of Full Council. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its authorised limit.

5.8.5 The **operational boundary** is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

5.8.6 External borrowing is well below the operational boundary for external debt predominantly due to re-phasing of the capital programme during the year. The difference between the CFR and external borrowing is met by internal borrowing. This is the use of cash balances (arising from working capital, earmarked reserves and general balances) to finance the expenditure on a short-term basis.

5.9 Treasury Position as at 31 March 2025

5.9.1 The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the end of 2024/25 the Council's treasury position (excluding borrowing by finance leases and non-treasury investments) was as follows:

Debt Portfolio	31.3.24 Principal £m	Rate/ Return %	Average Life Years	31.3.25 Principal £m	Rate/ Return %	Average Life Years
Fixed rate financing:						
PWLB	8.000	2.41%	45.5	8.000	2.41%	44.5
Local Authorities*	0	-	-	6.000	5.49%	17.2
Total debt	8.000	2.41%	45.5	14.000	3.73%	35.7
Total Debt (Council)	8.000	2.41%	45.5	8.000	2.41%	44.5
CFR	29.123			30.797		
Over / (under) borrowing	(21.123)			(22.797)		
Total investments	24.192			36.812		
Net debt / (Investments)	(16.192)			(28.812)		

*This loan belongs to West Herts Crematorium. Crematorium balances have been consolidated within the Single Entity Financial Statements.

Investment Portfolio	31.3.24 Actual £m	31.3.24 Actual %	31.3.25 Actual £m	31.3.25 Actual %
Banks	1.192	5.50%	9.299	31.50%
Local and Police authorities	10	46.16%	14	47.42%
DMADF (H M Treasury)	10.47	48.33%	5.049	17.10%
Banks (WHC Balance)			1.176	3.98%
Total managed in house	21.662	89.55%	29.524	81.09%
Short Term Fixed Income	2.529	100.00%	5.001	72.63%
CCLA Public Sector Deposit Fund (WHC)	0	0.00%	1.885	27.37%
Total managed externally	2.529	10.45%	6.886	19%
Total Treasury Investments	24.191	100.00%	36.410	100.00%
Total Council Investments (Exc WHC)	24.191	100.00%	33.349	100.00%
Non-Treasury investments				
Loans to Joint Ventures	4.097	48.04%	4.035	47.77%

Other Long Term Loans	4.432	51.96%	4.412	52.23%
Total Non-Treasury Investments	8.529	100.00%	8.447	100.00%
Treasury investments	24.191	73.93%	36.410	81.17%
Non-Treasury investments	8.529	26.07%	8.447	18.83%
Total of All Investments	32.72	100.00%	44.857	100.00%

The maturity structure of the debt portfolio was as follows:

	31.3.24 Actual £m	2024/25 original upper limits %	31.3.25 Actual £m	31.3.25 Actual %
Within 50 years TRDC Loans WHC Loans	8.000 -	100%	8.000 6.000	100%

The maturity structure of the treasury investment portfolio was as follows:

	31.3.24 Actual £m	2024/25 Maximum £m	31.3.25 Actual £m
Longer than 1 year	0	10	0
Up to 1 year	24.191	n/a	36.410
Total	24.191		36.410

- 5.9.2 The Council also has commercial investments in property which are governed by the Investment Guidance issued by the Department for Levelling Up, Housing and Communities. The performance of the Property Investment Portfolio is overseen by the Shareholder and Commercial Ventures Panel. As such, it is not included in this report.

5.10 The Strategy for 2024/25 – Borrowing

- 5.10.1 When the Capital Strategy and Treasury Management Policy was set in January 2024, It was determined that should any borrowing be required during the year it would likely be on the basis of a cash need to borrow, and that any such borrowing would be taken at the short end of the market as this would avoid locking in long-term costs while interest rates were elevated, with the prospect of lower long-term rates on the horizon.

5.11 Borrowing Activity

- 5.11.1 During the year no new borrowing was undertaken.

5.11.2 The Council's current external borrowing portfolio is comprised of one loan of £8.000m from the Public Works Loan Board (PWLB). The loan is a long-term loan with repayment on maturity, reflecting the expectation that the Council will have a long-term borrowing requirement. The loan commenced in March 2019 and will run to September 2068 (44.5 years) at an annual interest rate of 2.41%.

5.11.3 Total interest payable for the year was £0.193m.

5.11.4 The Council has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.

5.12 The Strategy for 2024/25 – Investments

5.12.1 In accordance with the CIPFA Prudential Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.

5.12.2 During the year, investment returns decreased as central banks began to loosen monetary policy, recognising that the inflationary pressures seen through 2022/23 and 2023/24 had peaked. The Bank of England base rate was 5.25% on 1 April and moved down in stepped increases of 0.25% throughout 2024/25, reaching 4.50% by the end of the financial year.

5.12.3 These rates are high relative to the past decade meaning that short-term cash deposits and other Specified Investments (investments of less than a year in duration) have remained an attractive asset class when compared to bonds, equity, and property.

5.12.4 This has placed greater emphasis on proactive cashflow management and forecasting as cash balances (even relatively low values held for daily liquidity) are able to generate a significant contribution to the revenue budget through interest received.

5.13 Investment Activity

5.13.1 The Council's investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 21 February 2023.

5.13.2 This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

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

5.13.4 There were no changes to the Council's counter party list during the year.

5.13.5 The policy also set out the following liquidity facilities/benchmarks to maintain:

- Authorised bank overdraft of £nil.
- Liquid short term deposits of at least £0.500m available with a week's notice.

5.13.6 The liquidity arrangements were adequate during the year.

5.13.7 The investment activity during the year conformed to the approved strategy.

5.13.8 The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources	31.3.24 £m	31.3.25 £m
General Balances	4.532	4.409
Earmarked reserves	20.231	23.22
Provisions	1.805	1.818
Usable capital receipts	16.569	13.254
Total	43.137	42.701

Note: Values are taken from the unaudited 24/25 draft Statement of Accounts and may be subject to change following the conclusion of the external audit.

5.13.9 Investments held by the Council:

- The Council maintained an average balance of £35.413m of internally managed funds.
- The internally managed funds earned an average rate of return of 4.93%.
- The comparable performance indicator is the average 7-day Sterling Overnight Index Average (SONIA) rate, which was 4.90%.
- Total investment income from internally managed funds was £1.747m.
- Interest on loans to the Council's joint ventures was £0.328m

5.13.10 The Council keeps all internally managed treasury investments short term. There are no sums invested for greater than 364 days.

5.13.11 Investments held by fund managers:

The Council uses a Short Term Fixed Income fund managed by Royal London Asset Management (RLAM) to invest its longer term cash. The performance of the fund manager against the benchmark return was:

	Total Cash Invested at 31 March £m	Carrying Amount at 31 March £m	Investment (Drawdown) In Year	Unrealised Gains (Cumulative)	Income Received £m	Cash Return %	Total Return
2023/24	2.350	2.530	0	0.180	-	N/A	5.54%
2024/25	4.752	5.001	2.402	0.248	0.129	3.38%	5.18%

During the year the Council moved its investment from an accumulating share class to a distributing share class in order to benefit from income paid out from the fund.

5.13.12 These investments are held with a long-term view and performance is assessed over medium term horizon of three to five years.

Policy/Budget Reference and Implications

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

Financial Implications

7.1 This report provides formal assurance on the Council's compliance with its Treasury Management Strategy during the year. The Director of Finance confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached. The financial implications are set out in the main body of the report and the impact of interest rates on investment income and borrowing costs have been reported through the financial monitoring report during the year.

Risk Implications

8.1 The Code of Practice on Treasury Management identifies eight key risks that are inherent in Treasury Management activity. The Council's Treasury Management Policy sets out the risks that it is seeking to manage:

1.	Liquidity Risk	That the Council may not have the cash it needs on a day to day basis to pay its bills.	This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.
2.	Interest Rate Risk	That the costs and benefits expected do not materialise due to changes in interest rates.	This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council's retained advisors).
3.	Exchange Rate Risk	That losses or gains are made due to fluctuations in the prices of currency.	The Council does not engage in any significant non-sterling transactions.
4.	Credit and Counterparty Risk	That the entity holding Council funds is unable to repay them when due.	This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited.
5.	Refinancing Risk	That the loans taken by the Council will become due for repayment and need	The timing of loan maturities and likely timing of externalisation of internal borrowing is monitored along with interest rate forecasts.

		replacing at a time when there is limited finance available or interest rates are significantly higher.	Officers ensure that due dates are monitored and seek advice from the Council's advisors about when to raise any finance needed.
6.	Legal and Regulatory Risk	That the Council operates outside its legal powers.	This risk is managed through the Council's training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit, and the advice (for example on the contents of this strategy) taken from the Council's Treasury advisors.
7.	Fraud, Error and Corruption	The risk that losses will be caused by impropriety or incompetence.	This risk is managed through the controls in the Council's financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds.
8.	Market Risk	That the price of investments held fluctuates, principally in secondary markets.	The majority of the Council's investments are not traded, but where they are (e.g. Property investment portfolio) the main investments' value comes from the income they generate which is generally long term and secure.

Data Quality

Data sources:

Treasury Management System; KPI Monitoring to SSOB; TM Advisor reports.

Data checked by:

Robert Thurlow, Chief Accountant

Data rating: Tick

1	Poor	
2	Sufficient	
3	High	X

Background Papers

Capital Strategy and Treasury Management Strategy 2024/25 (published as part of the 2024/25 budget)

APPENDICES / ATTACHMENTS

Appendix 1 – External Context for Treasury Management (Provided by Arlingclose Ltd)

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Appendix 1: External Context for the Treasury Management End-of-Year Report

1. Economic background

- 1.1. Both the UK and US elected new governments during the period, whose policy decisions impacted the economic outlook. The Chancellor of the Exchequer delivered her Spring Statement in March 2025, following her Budget in October 2024. Based on the plans announced, the Office for Budget Responsibility downgraded its predictions for UK growth in 2025 to 1% from 2%. However, it upgraded its predictions for the four subsequent years. Inflation predictions for 2025 were pushed up, to 3.2% from 2.6%, before seen as falling back to target in 2027. The market reaction to the Spring Statement was more muted compared to the Budget, with very recent market turbulence being driven more by US trade policy decisions and President Trump.
- 1.2. After revising its interest rate forecast in November following the Budget, the council's treasury management advisor, Arlingclose, maintained its stance that Bank Rate will fall to 3.75% in 2025.
- 1.3. UK annual Consumer Price Index (CPI) inflation continued to stay above the 2% Bank of England (BoE) target in the later part of the period. The Office for National Statistics (ONS) reported headline consumer prices at 2.8% in February 2025, down from 3.0% in the previous month and below expectations. Core CPI also remained elevated, falling slightly in February to 3.5% from 3.7% in January, just below expectations for 3.6% but higher than the last three months of the calendar year.
- 1.4. The UK economy Gross Domestic Product (GDP) grew by 0.1% between October and December 2024, unrevised from the initial estimate. This was an improvement on the zero growth in the previous quarter, but down from the 0.4% growth between April and June 2024. Of the monthly GDP figures, the economy was estimated to have contracted by 0.1% in January, worse than expectations for a 0.1% gain.
- 1.5. The labour market continued to cool, but the ONS data still require treating with caution. Recent data showed the unemployment rate rose to 4.4% (3mth/year) in the three months to January 2025 while the economic inactivity rate fell again to 21.5%. The ONS reported pay growth over the same three-month period at 5.9% for regular earnings (excluding bonuses) and 5.8% for total earnings.
- 1.6. The BoE's Monetary Policy Committee (MPC) held Bank Rate at 4.5% at its March 2025 meeting, having reduced it in February. This follows earlier 0.25% cuts in November and August 2024 from the 5.25% peak. At the March MPC meeting, members voted 8-1 to maintain Bank Rate at 4.5%, with the one dissenter preferring another 25 basis points cut. The meeting minutes implied a slightly more hawkish tilt compared to February when two MPC members wanted a 50bps cut. In the minutes, the Bank also upgraded its Q1 2025 GDP forecast to around 0.25% from the previous estimate of 0.1%.
- 1.7. The February Monetary Policy Report (MPR) showed the BoE expected GDP growth in 2025 to be significantly weaker compared to the November MPR. GDP is forecast to rise by 0.1% in Q1 2025, less than the previous estimate of 0.4%. Four-quarter GDP

growth is expected to pick up from the middle of 2025, to over 1.5% by the end of the forecast period. The outlook for CPI inflation showed it remaining above the MPC's 2% target throughout 2025. It is expected to hit around 3.5% by June before peaking at 3.7% in Q3 and then easing towards the end of the year, but staying above the 2% target.

- 1.8. The unemployment rate was expected to rise steadily to around 4.75% by the end of the forecast horizon, above the assumed medium-term equilibrium unemployment rate of 4.5%.
- 1.9. Arlingclose, the authority's treasury adviser, maintained its central view that Bank Rate would continue to fall throughout 2025. From the cuts in August and November 2024 and February 2025, which took Bank Rate to 4.50%, May is considered the likely month for the next reduction, with other cuts following in line with MPR months to take Bank Rate down to around 3.75% by the end of 2025.
- 1.10. The US Federal Reserve paused its cutting cycle in the first three months of 2025, having reduced the Fed Funds Rate by 0.25% to a range of 4.25%-4.50% in December, the third cut in succession. Fed policymakers noted uncertainty around the economic outlook but were anticipating around 0.50% of further cuts in the policy rate in 2025. Economic growth continued to rise at a reasonable pace, expanding at an annualised rate of 2.4% in Q4 2024 while inflation remained elevated over the period. However, growth is now expected to weaken by more than previously expected in 2025, to 1.7% from 2.1%. The uncertainty that President Trump has brought both before and since his inauguration in January is expected to continue.
- 1.11. The European Central Bank (ECB) continued its rate cutting cycle over the period, reducing its three key policy rates by another 0.25% in March, acknowledging that monetary policy is becoming meaningfully less restrictive. Euro zone inflation has decreased steadily in 2025, falling to 2.2% in March, the lowest level since November 2024. Over the current calendar year, inflation is expected to average 2.3%. GDP growth stagnated in the last quarter of the 2024 calendar year, after expanding by 0.4% in the previous quarter. For 2025, economic growth forecasts were revised downwards to 0.9%.

2. Financial markets

- 2.1. Financial market sentiment was reasonably positive over most of the period, but economic, financial and geopolitical issues meant the trend of market volatility remained. In the latter part of the period, volatility increased and bond yields started to fall following a January peak, as the economic uncertainty around likely US trade policy impacted financial markets. Yields in the UK and US started to diverge in the last month of the period, with the former rising around concerns over the fiscal implications on the UK government from weaker growth, business sentiment and higher rates, while the latter started falling on potential recession fears due to the unpredictable nature of policy announcements by the US President and their potential impact.
- 2.2. The 10-year UK benchmark gilt yield started the period at 3.94% and ended at 4.69%, having reached a low of 3.76% in September and a high of 4.90% in January in between. While the 20-year gilt started at 4.40% and ended at 5.22%, hitting a low of 4.27% in

September and a high of 5.40% in January. The Sterling Overnight Rate (SONIA) averaged 4.90% over the period.

3. Credit review

- 3.1. In October, Arlingclose revised its advised recommended maximum unsecured duration limit on most banks on its counterparty list to six months. Duration advice for the remaining five institutions, including the newly added Lloyds Bank Corporate Markets, was kept to a maximum of 100 days. This advice remained in place at the end of the period.
- 3.2. Fitch revised the outlook on Commonwealth Bank of Australia (CBA) to positive from stable while affirming its long-term rating at AA-, citing its consistent strong earnings and profitability.
- 3.3. Other than CBA, the last three months of the period were relatively quiet on the bank credit rating front, with a small number of updates issued for a number of lenders not on the Arlingclose recommended counterparty list.
- 3.4. On local authorities, S&P assigned a BBB+ to Warrington Council, having previously withdrawn its rating earlier in 2024, and also withdrew its rating for Lancashire County Council due to the council deciding to stop maintaining a credit rating. However, it still holds a rating with Fitch and Moody's. Moody's withdrew its rating of Cornwall Council after it chose to no longer maintain a rating.
- 3.5. Credit default swap prices generally trended lower over the period but did start to rise modestly in March, but not to any levels considered concerning. Once again, price volatility over the period remained generally more muted compared to previous periods.
- 3.6. Financial market volatility is expected to remain a feature, at least in the near term and, credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

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Lead Members Report 21/10/2025

Report from the Leader of the Council, Stephen Giles-Medhurst OBE – October 2025

Since the last Council meeting and over the summer a considerable amount of mine and officer time has been taken up with **Local Government Reorganisation**.

This has included:

- * Chaired (by the time of Full Council) eight meetings of the Herts Leaders Group.
- * Chaired and hosted a meeting on this with the business community, stakeholders and a separate meeting with our Parish Councils.
- * Presented the current proposals at five Special Areas Forums and a public meeting (Penn/ Mill End/ Maple Cross) seeking feedback.
- * Promoted the consultation with two videos.

I would like to pay a special tribute and thanks to Josh Sills on this, who put together the presentation packs and was also at all the public events we undertook- the most of any council in Herts! Overall, in excess of 350 people attended these.

The submission to government has to go in by the 28 November. It is intended, at the time of writing, that three options will be presented to government to consider along with all the supporting data, financial background and information the government wants. The options will be, as per the public engagement events for 2 Unitary, 3 Unitary or 4 Unitary Council. Each Council will be asked to express a preference for the option it supports.

I have tabled a motion for Full Council, which I will with leave of the Council, move up the agenda so that all councillors might express a view, if they so wish, on the 21 October. A decision on this will be made at Policy & Resources on 17 November 2025.

The government response to the overall submission is expected next year and it is anticipated to be followed by a final government led consultation and decision on what the government decides for our area in the summer of 2026.

Arising from the public event at the Mill End Community Centre there was a clear indicative view that residents in the unparished area of Maple Cross, Penn and Mill End would like to be consulted on the option of becoming a parished area in whole or part, joining another parish(s) or staying as they are. I have asked that this be added to the next Policy & Resources agenda so this can be progressed.

Other Activities include:

Chaired and hosted the **quarterly meeting with the Parish Councils**.

Undertook a visit to **Sarratt Parish Council** to discuss their issues' and with their outgoing Chair, undertook a video on the role of Parish Councils.

Met with the **Chief Constable** and hosted a meeting regarding anti-social behaviour concerns.

Attended and spoke at a special meeting of **Watford Rural Area Forum** having secured **Red Rose (buses)** attendance. I made a commitment to secure this at the last Full Council.

Wrote to our MP about the possible loss of Household Support Fund and to update him on the Local Plan and our latest Green Belt independent report.

Wrote to government to support a bid for Three Rivers to secure funding support in an application for a **Heat Network Feasibility**. Initial funding now secured.

Chaired meetings of the Policy & Resources Committee, Local Plan, Stakeholders and Commercial Venture Panel.

Had a further meeting with **Rickmansworth Traders** to discuss possible measures to assist.

Met with and kept the **Three Rivers Joint Residents' Association** representatives informed on our progress on the new Local Plan.

Local Plan

In January, the Council decided to delay submitting its new Local Plan to gather stronger evidence that Three Rivers was unlikely to be able to find enough sites to meet the government's housing number of 13,312. New planning rules allowed Three Rivers to gather evidence to show that releasing too much of its green belt would "**fundamentally undermine its purpose**".

The findings from the Stage 4 green belt review, conducted by specialist advisors, are now back. They have found that large sections of our green belt are not suitable or suitable for limited development only – not large-scale development as the government would like us to do as it indeed would undermine the purposes of the Green Belt.

This is particularly the case in Abbots Langley and between Abbots and Hemel Hempstead as well as between Rickmansworth and Chorleywood and to the east and south of Carpenders Park, would do just that and undermine the reason we have green belt. Whilst it does not 100% rule out all development, it does mean very large-scale developments that could see merging of community is a no-goer in green belt terms.

We have made multiple calls for site owners of previously developed land (brownfield sites), but, so far, about 600 homes can be provided on such sites. We are not like some of our neighbouring authorities where they have dense developments or have more brownfield sites compared to us.

This means the only way to meet the government's high figure is to take multiple sites out of the green belt. This is totally unacceptable and unsustainable for the

district as we simply don't have the infrastructure to support all these new housing and employment sites. It will also fundamentally undermine the function of the green belt - effectively preventing the merging of communities in our area. This new report is essential evidence in that regard.

In order to present a plan that government will accept, and provide some new homes for future generations, we will have to have to release some smaller less harmful sites, and some areas now classed as grey belt as we do need some new housing for future generations, but from the assessments on sites carried out it is clear it will be far less than the 13,312 homes the government said it wanted here.

I am pleased it looks like our delay and the evidence we gathered so far is set to pay off. We still have some more work to finish on transport and sustainability of sites likely to be developed to make sure they work for all. However, I am confident we will have a new plan by early next year that we can put to the government. It will be a plan that has the right infrastructure and meets our future housing and economic needs while also protecting our precious green belt – and that commitment is cast iron. We will push government to agree the plan once agreed by Council.

Report from the Lead Member for Resources, Regeneration and Economic Development, Councillor Louise Price – October 2025

Finance Updates

2024/25 Audit and Statement of Account

Audit committee approved an updated set of accounts for publication and the public inspection period is now underway. The accounts were updated to include the valuation figures that were not available at the time of publication of the draft accounts. The auditors are in and likely to be working with us throughout the period October to December to work on removing the accounts disclaimers (a process that is planned to take a number of years in line with other authorities in a similar position). Their initial focus will be on the balance sheet.

Budget Monitoring

The P6 Budget Monitoring Report will go to the next Policy and Resources Committee but the draft report shows little movement on the bottom line.

Local Government Reorganisation

A lot of work is going into producing the financial models for the options under consideration as part of Hertfordshire's Local Government Reorganisation; submission is due to be made to Government in November 2025.

Project and Property Updates

South Oxhey Phase 3

Following a recent meeting with South Oxhey Ward Councillors, Officers are about to commission a post-development parking study to repeat the pre-development study, with the aim of identifying local parking pressures and cost-effective remedial works or projects to alleviate such pressures.

Local Authority Housing Fund (LAHF) – Rounds 1–3

The development of the garage site is in the pre-commencement phase. The main contractor has been appointed and various pre-commencement works and conditions are being discharged. The scheme will provide 16no. new build properties and during the construction phase Watford Community Housing are providing substitute properties. With respect to LAHF3, the Council has received funding to acquire 12no. market properties. A series of properties have been inspected, with building surveys commissioned for properties of interest. At the time of writing offers on 4no. properties have been made.

Barton Way Building, Croxley Green

Final plans for the former Red Cross site have been shared with the Parish Council to confirm the ground floor layout meets their needs. Architects are

completing the required documentation ahead of submitting the planning application later this month. Cost estimates from Watford Community Housing's contractor have been sent to valuers to determine a fair rent, forming the basis for lease negotiations with the Parish Council. A report will go to Full Council in December seeking approval to the grant of a lease, transfer of the asset into the Joint Venture, and the release s.106 funding to provide 8no. new affordable homes.

Sir James Altham & Oxhey Jets FC

Significant progress has been made by Oxhey Jets Football Club, following the award of CIL funding at the Altham Way ground. The works are a major upgrade to the tired premises, which will ensure the property is fit to continue supporting aspiring footballers within the community into the future.

Three Rivers Museum Trust – Basing House

Following approval at the previous Full Council, a draft lease has been shared with the Museum Trust for their comments and amendments. A letter of confirmation was also provided to the Museum, in order for them to submit an expression of interest for Arts Council accreditation. It is fair to say that the decision reached at Full Council has been greeted with great joy by the Museum Trust.

Three Rivers House – Ground Floor

The letting of the ground floor at Three Rivers House remains a key focus for both the Property & Legal Team and the incoming tenants, with the lease draft continuing to evolve. While progress is being made towards finalising the agreement, planning consent will still be required for certain proposed modifications, including a level, accessible entrance through the front courtyard. Upcoming discussions will centre on service installations and the planned changes to the building's existing layout, as preparations move into the next phase. Underlining the importance of this letting, Officers are meeting weekly with the Tenants to address all lease enquires and practical questions arising.

Bullsland Hall, Chorleywood – Subletting

Following the grant of planning permission which permits the use of the hall as a 'creche, day nursery or day centre; not including a residential use', draft terms have been agreed with the Parish Council to permit an under-letting. The base rental level has been agreed at £11,000 p.a. and TRDC have proposed a 25% share of income and that it will waive surveyors' fees, but not the Council's legal fees. This proposal is subject to agreement between the parties and formal sign-off, but in Officers' opinion is that it represents a good deal for both parties.

Finally, my thanks go to Officers for their assistance in compiling this report.

Smart Homes, Zero Bills: Harnessing Solar for a Brighter Future

There's been some discussion within the council about new sustainability requirements for housing — especially the goal for renewables to meet all of a home's energy needs. But this isn't as daunting as it sounds! Let's take a closer look at one powerful solution: solar energy.

The future of housing is smart, independent, and affordable. By integrating solar panels and home batteries into new builds, we're not just helping the planet — we're helping homeowners save money, improve comfort, and strengthen our local energy system.

Why Solar and Batteries are a Win-Win

- **Financial Freedom:**
 - Imagine a home with no energy bills. Many providers already offer “zero-bill” packages — sometimes lasting up to 10 years — for homes built to high-efficiency solar standards. That's real, long-term savings for homeowners and one that some developers are keen to engage.
- **Energy Security & Independence:**
 - Our national grid is under pressure. With millions of new homes, plus the shift to electric cars and heat pumps, demand is rising fast. By generating and storing your own power, your home eases the strain on the grid — reducing the need for new pylons and delivering more reliable electricity for everyone.
- **Batteries Make the Difference:**
 - Solar panels produce the most energy during the day — when many people are out. A home battery stores that clean energy so you can use it in the evenings and on weekends, when you need it most. A smart system will also sell to the grid at beneficial times for the Local Area Energy Requirements, and buy back at financial beneficial times to the user.

Building Smarter, Not Harder

- **Quality Homes, Built Right:**
 - The solar requirement links directly to how efficient a house is. A well-insulated home needs fewer panels, which keeps construction costs down. This motivates developers to build better-quality, energy-efficient homes from the start.
- **Control in Your Hands:**
 - While we can't regulate every appliance, smart home systems can show you exactly how much energy your devices use — helping you make smart choices and save even more.
- **Learning and Improving:**
 - Anonymous energy-use data (known as Post-Occupancy Data) helps us understand how homes perform in real life. This feedback

means future houses will be even more efficient, and residents will get practical advice to make the most of their systems.

Addressing Global Challenges

- **Building Responsibly:**
 - Solar panels do have a carbon cost to make — but we're introducing Embodied Carbon rules to ensure developers use materials with the lowest environmental impact and can help promote local and UK based economies.
- **Quick Carbon Payback:**
 - Within about five years, the carbon saved by using solar power outweighs the carbon used to produce the panels — and this payback period keeps shrinking as manufacturing improves.
- **Smart Economics:**
 - Fossil fuels are volatile and finite. Local solar power provides energy security, economic stability, and keeps us aligned with global progress — countries like China are already leading the way and accelerating their solar innovation.

Integrating with Our Communities

- **Beautiful by Design:**
 - New solar homes won't look radically different. When solar panels are designed into the roof from the start, they're sleek, modern, and harmonious — a natural part of a well-designed home.
- **Environmental Layout:**
 - This is a return to historical best practices, where houses were orientated to maximize natural light and gain.
- **A Ripple of Positive Change:**
 - It starts with new builds, but better standards through transferred skills, will soon influence renovations and smaller projects too. This raises the overall quality, efficiency, and comfort of homes across the community — benefiting everyone.

The Takeaway

Solar-powered homes mean lower bills, better living, and a cleaner future. By embracing smart design and renewable energy today, we're not just building houses — we're building resilience, independence, and hope for generations to come.

What I'm also involved with.

- Attended UK 100 where likeminded progressive councils are looking at sustainable progression which not only brings sustainable outcomes, but also financial and independence to communities. We also visited the Castle Park Energy Centre in Bristol, to appreciating how they are embracing community heat networks.
- Working on the Nature Recovery strategy in Abbots Langley. Addressing residents concern regarding the sale of Longspring Wood and liaising

with Herts Middlesex Wildlife Trust and Parish and County concerned councillors to ensure its protected future.

- Attended the Community Energy Conference on 10th October, and keen to see the progression of our own heat networks within the district.
- Was thrilled to see the Retrofit Fast Followers presentation to HCCSP by Officer Nathan on the 9th September, the report was extremely well received and demonstrated the enthusiasm, diligence and continued progression that Three Rivers are demonstrating not only Cross County, but on a country wide basis.
- Visiting West Herts College to appreciate how the contractors of tomorrow are embracing the sustainable requirements that can future proof the current and proposed housing stock.

Sustainability, climate change and energy efficiency

Carbon Offsetting Principles for Hertfordshire:

Warm Homes Local Grant (2025-2028):

14 live applications from Three Rivers residents so far - these are being assessed for eligibility, and once eligibility evidenced, homes will be surveyed, and installers will provide quotes for the work. Social media posts and e-newsletter features to promote the grant have been running through September, and by mid-October we will review if any further marketing is required to spend our full FY1 allocation.

The first Three Rivers property has received an installation of loft insulation, solar PV and an Air Source Heat Pump, and the installers are currently completing the post-installation paperwork requirements for this. Additional Three Rivers properties who have been surveyed and quoted for will be submitted to DESNZ for approval to install soon.

Grand Union Community Energy contracts:

We are progressing contracts with Grand Union Community Energy from October 2025-October 2026 to:

- Continue the delivery of the Transition Streets programme which TRDC partnered with GUCE to trial using grant funding from Innovate UK between July 2023-June 2025.
- Deliver targeted community energy support and advisory services, including: running community energy cafe/clinic sessions offering residents free energy efficiency advice, identify and progress community-funded renewable energy projects on community buildings in Three Rivers, raise awareness and participation in local community energy initiatives, and run events to promote and educate residents on renewable energy technologies e.g. heat pumps, solar pv.

Hertfordshire Retrofit Strategy

When & What is it: A countywide strategy to increase uptake of domestic retrofit across Hertfordshire. TRDC endorsed the Strategy, at HCCSP on 3rd July 2025.

What is being done: A priority action of the Retrofit Strategy is to seek to procure a countywide retrofit advice service for Hertfordshire residents.

New Funding Available: Innovate UK has made some additional funding available in a closed competition (for Local Authorities that participated in Fast Followers only) to enable the scaling and embedding of solutions to net-zero challenges.

TRDC applied for this funding with the National Energy Foundation to enable NEF to refine and scale their Retrofit One Stop Shop advice service on a county-wide or regional basis. We will know if we have been successful in this bid on 14th October. The HCCSP Manager was involved in the development of the bid and provided a letter of support for it.

If TRDC are successful we would receive approx. £12,000 of the grant funding for our time and resource overseeing NEF's project, and for our role as Grant Recipient and reporting to Innovate UK.

Investment Readiness Service (IRS) Grant – Business Case Creation for the Solar Car Park Canopies

When: In March 2025 the council were awarded a £75k grant from the Greater South East Net Zero Hub as part of their Investment Readiness Service. The project will complete in March 2026

What are we doing:

- Evo Energy has been appointed as the Solar Canopy Designer, responsible for designing the solar canopies, providing detailed cost estimates, and producing 3D renderings. The canopy designs and costs estimates has been completed. The 3D renderings have been drafted, and the final polished versions will be completed in early-October.
- Grand Union Community Energy will use these 3D renderings to engage with residents and gather feedback on the concept of solar canopies in car parks. GUCE plan to host 3 pop-up sessions in the reception of Three Rivers House and the two leisure centres (1 per venue). Additionally, 3 presentations - one in the daytime, one in the evening and one online. Engagement sessions are booked at William Penn on Saturday 18th October 10am-12noon and South Oxhey Thursday 23rd October 11am-1pm. Further sessions for the Rose Garden are booked for mid-November because the events will need to be marketed to maximise engagement.
- Asteros Advisors has been commissioned as the Financial Consultant, tasked with evaluating the financial viability of the project and identifying potential funding sources. We envisage the Asteros evaluation to be completed in early-October and the business cases to be drafted by early-November.

SOLC Roof Top Solar:

When: . Target for installation March '26

What: What Are We Doing?

- Following approval at P&R we are finalising the supplier contract and have started the process of creating the Power Purchase Agreement for the sale of the electricity from TRDC to SOLC, and the contract variation to the Leisure contract with SLM.

- A Prior Approval notice for planning purposes has been registered and the determination date is 4/11/25

Three Rivers House Roof Top Solar

When: Target for installation March '26

What are we doing?: . Following approval at P&R we are finalising the supplier contract and A Prior Approval notice for planning purposes has been registered.

Energy Plan:

When: Currently and in the coming 6 months

What: Officers are developing an Energy Plan

What are we doing:

- Officers are continuing to engage with businesses on their current and future energy use and use of low carbon technology via the survey
- Presented to Connecting Three Rivers, asking that the organisations that have property complete the survey.

Environmental Forum

When Tuesday 18th November at Watford Rural Parish Council Hall

What are we doing? Working on a report for CMT at end of October to present the new Three Rivers Environmental Network and TOR. Currently developing an Agenda for the Winter meeting, this will be based around Energy, following on from the screening of Power to the People, and will include a presentation from Sarah Burgess from GUCE on solar canopies in car parks.

Film and Panel

When 14th October at Watersmeet Theatre

What Film screening of [Power to the People](#) - a short film on local renewable generation and home retrofit from an environmental charity in Cornwall. This will be followed by a panel discussion/Q&A similar to 2040 and 6 Inches of Soil. Panellists include representatives from GUCE, Octopus and NEF. Currently bookings are low – we are continuing to push the event, however, there may be a change in format in more bookings aren't made. Any support to push the event is appreciated.

Proposed Data Centre

When: Outcome of expression of interest application for a heat network feasibility funding is expected before 20/10/25.

What are we doing: Our application received letters of support from WBC, HCC, Watford Community Housing Trust, NHS England for Watford hospital and the developer

Greystoke. GUCE have secured community energy Funding to establish the benefits for the residents of Abbots Langley themselves, and Greystoke have also provided a letter of support for this.

Greystoke are in active discussion with potential developers are confident their timeline of construction to start with 2/ 3 years and to be operational in 5 years is on track.

Another developer Verne, who have experience of connecting to heat networks have offered members and officer of TRDC to visit one of their data centres in London to enable us to understand the operations better.

Business Solar and Battery Grant

When: October 15th 2025

What: We propose to launch a grant for SME's to encourage the installation of solar and batteries.

The grant will be up to £3,000 and will require at least 75% match funding from the recipient. We will be targeting the industrial estates, and applicants will be required to complete our business energy survey to help contribute to the Three Rivers Energy Plan. Due diligence will be in place to prevent fraud.

Tree and Woodlands (inc Tree Protection)

Tree Protection

- A new Tree Preservation Order (TPO 934) was served in July at 156 The Drive, Rickmansworth. The TPO was served in response to concerns from local residents regarding protection of trees at the location, and to update an existing TPO covering the site. One objection to the TPO has been received, so confirmation (making permanent) of the TPO will be referred to planning committee. A legal challenge to the TPO has also been made by the owner, officers and legal have responded to this and the intention is still to Confirm the TPO.

TRDC Tree management

- Ash Die Back – The annual inspection of high priority areas commenced during July 2025. Recent reports from the Forestry Commission indicate that a proportion of germinating Ash seedlings may have resistance to ADB, so in time the Ash population may recover through natural selection. However, many existing mature trees continue to be infected, our annual inspections aim to assess the health of trees in higher risk areas, with a view to undertaking works when trees reach around 75 to 100% defoliation. Inspections are currently ongoing.
- Oak Processionary Moth – No new reports of OPM have been received and the season for caterpillars have now passed for this year.

- Tree safety inspection of higher risk areas (for inspection on an 18-month cycle) – A local consultancy, Maydencroft, have been appointed to carry out these inspections, due for completion by Feb 2026. .
- Tree Officers will also be starting the inspection of trees for safety, on lower risk areas of TRDC land (inspected on 36-month cycle) this financial year. A third of areas will be inspected each year to complete the cycle.
- Tree Watering – Due to the exceptionally dry spring and summer months, many trees planted in the last two or three years have struggled this growing season, and it is likely that a significant number will die. This is despite increased watering by Grounds Maintenance over the last couple of months. Officers will be looking at what else can be done to increase survival rates. This may include additional mulching; the addition of compost, biochar, or other soil improvers when planting; and/or employing seasonal staff dedicated to tree watering.
- Pond Wood, South Oxhey – CMS, working in partnership with TRDC are developing a management plan for Pond Wood in South Oxhey. The public engagement session on-site on the 16th September had very little engagement but was generally supportive. CMS will now produce a draft plan for the site.
- Woodland management works – Officers are currently planning woodland management works for the winter. Projects include Sycamore thinning and hedge laying works at Leavesden Country Park; hedge laying and hedge restoration works at Carpenters Wood; Conifer thinning works at Oxhey Woods.

Grazing

Location	Date grazing to start	Date grazing to end	Number and type of cattle to be grazed
Croxley Common Moor	27 th May (Starting with 26 cows)	Week ending 30 th November	30 cows (Sussex or Sussex Cross Aberdeen Angus)
Horses Field *	17 th /18 th May (starting with 10 cows)	Week ending 7 th September	20 cows (Sussex native cattle)
The Withey Beds	W/C TBC (fence to be fixed first)	Week ending 28 th September	6/7 cows (Dexter)

- * The cattle would not have a significant impact on ground nesting birds. The timing and quantity of cattle on site is continually monitored and adjusted where necessary to ensure the site is not over-grazed.

River Restoration and Management

Hydrological Study :

When: We have received the EA flood model and JBA are working on completing the Hydrological Study which we expect to be complete by the end of the year - following that RSK will take over to undertake detailed design of the viable options which we expect to be complete by August 2026 in line with the timelines of the Lottery funding

Where: For Rickmansworth Aquadrome.

What it is: The hydrological study helps us understand the movement of water in, across and out of the site. It is dependent on the release of the EA modelling of the lower Colne.

What we're doing about it: Officers are working with external consultants to progress this work now that the EA have released their modelling

Scotsbridge – River Chess: Bank Habitat Improvements

When: Spring-Summer 2025

Where: River Chess alongside Scotsbridge

What it is: The perched riverbank, increased flow and localised erosion due to people and dogs have severely deteriorated of the riverbanks resulting in water escaping the channel.

What it's doing: Awaiting the longer term bypass project a habitat improvement project has been delivered to support the river banks and increase habitat.

What we're doing about it: The works are now complete along the river with the introduction of flow deflectors, berms and areas of gravel. Water voles have been spotted enjoying the habitat and a new interpretation board will be installed soon.

Draft Management Plan for The Green & Stones Orchard

When: Consultation period has now completed. It will be discussed at JLT on 11th November 2025 before being presented to Climate Change & Leisure Committee on 14th January 2026.

Where: The Green & Stones Orchard, Croxley Green

What it is: New management plan for the Green & Stones Orchard, to guide how the site is managed over the next 5 years

What it's doing: Sets out how the sites will be managed over the coming 5 years with support from the Parish Council.

What we're doing about it: Officers are reviewing, amending and summarising the feedback received through the consultation process into a Consultation report to accompany the other documents. A site visit is being held for Ward and parish councillors

The Glade Bridge

When: In progress, aiming for work to take place within the next 18 months.

Where: The Glade, off Riverside Drive, Rickmansworth

What it is: Project to replace a dilapidated pedestrian wooden bridge

What it's doing: The bridge crosses the river facilitating access to and from the canal tow path.

What we're doing about it: Officers have been working to develop plans to replace the wooden bridge with a like-for-like replacement (with exception of a material change to composite plastic and removal of the steps on either approach). Due to the nature of the project this is a complex timeline, a FRAP (Flood Risk Activity Permit) was submitted to the EA in July 25 (anticipated that this may take 6-9 months for approval). A planning application was submitted on 30.09.2025. Officers have been in communication with the Canal and Rivers Trust for their approval as the bridge goes onto their towpath. As discussed at JLT this will be flagged as a budget pressure via budget monitoring though external funds will be sought were possible. It is anticipated that the bridge replacement will be an 18-month project with anticipated project costs in the region of £125k. Due to the nature of these works BNG will also be required so initial surveys have been undertaken.

Biodiversity Duty Reporting

When: Must be published before 26th March 2026

Where: District Wide, the report will be discussed at P&R and then Full Council

What it is: Legislative obligation of the Environment Act to ensure local authorities have due regard for biodiversity.

What it's doing: This will include an updated Biodiversity Policy (originally adopted Summer 2024); acknowledgement of the Herts Local Nature Recovery Strategy; reporting on BNG within the District and how the council is considering biodiversity within several strategies/policies.

What we're doing about it: Officers have commenced work on the report, in anticipation for the end of the reporting period 31.12.2025. The Development Management team are assisting with collating BNG data. The report will be discussed in a draft form at JLT on 6th January 2026 ahead of P&R on 26th January 2026.

Air pollution and noise pollution

Noise Pollution – no update

Residential Environmental Health continue to see a significant amount of noise and smoke nuisance complaints made by residents to the council. Whilst Officers will always consider the use of formal enforcement powers, in the first instance, Officers will attempt to work with the parties involved to achieve an informal resolution.

Officers continue to plan for the introduction of the Renters Rights Bill (expected late 2025) that will see a significant change in the statutory obligations on the council in the private rented sector. The bill is currently at the review stage within the House of Lords and once it is returned to the Commons and received Royal Assent, a briefing paper will be presented to JLT outlining the key changes and expected implementation dates.

Report from the Lead Member for Leisure, Councillor Chris Lloyd – October 2025

Watersmeet

Panto

- Beauty and the Beast
- 2804 reserved and 4474 tickets sold.
- Panto civic night is Friday 5 December @ 6pm. Invitations have been sent to councillors. My wife and I are taking our grandson.
- The Panto is on from 5th – 31st December.

Membership Scheme

- The membership scheme has 131 members.

Capital Works

- Electrical Works Contractor has been appointed – Govier Electrical with works taking place around events.
- Door contractor has been appointed – Global HSE - replace 29 doors & repair 26 doors

Watersmeet Annual Review

- Watersmeet annual review 2024-25 will be presented to October Climate Change and Leisure committee.

Power to the People (Film)

- Tuesday 14th October – 7 – 9pm
- FREE SCREENING AND PANEL DISCUSSION FROM THREE RIVERS DISTRICT COUNCIL
- Come join us for an evening of thought-provoking cinema and engaging conversation at the Watersmeet Theatre. The event will feature a screening of the powerful documentary 'Power to the People' followed by a panel discussion with local and industry experts, discussing how you can be part of a greener, more reliable energy system.
- Power to the People explores the exciting opportunities and huge challenges facing us as we wean ourselves off fossil fuels – from a farmer who's found a novel way to combine food production with solar panels, opportunities to use our historic heritage to power the future, and projects to harness the amazing untapped heat 5km down in the Earth's crust.

Events

- Thursday 5th September – spoke at Living Longer Better Event at the University of Hertfordshire (Organised by Herts Sports Partnership in partnership with Hertfordshire Council)
- Tuesday September 16th – Attended Hertfordshire Community Foundation Event. In 2026 I will be running the London Marathon for them.

- Saturday September 28th – tail walked at South Oxhey Parkrun (my 100th Parkrun @ South Oxhey)
- Friday 10th October – Will attend Hertfordshire Sports Club Conference
- Tuesday 14th October – Will attend site visit for Croxley Green District Cllrs and Parish Council
- Tuesday 15th October – Will attend Aquadrome Stakeholder Event
- Visited Croxley Football Club , Rickmansworth Cricket Club. Happy to visit any club in your area.

Thank you

- Thank you to all of you who have sponsored me for 3 marathons that I am doing during October for Lynda Jackson Macmillan Centre. I can send the link to anyone else who like to support this important local charity.

Management Plans for 2025/2026

- Prestwick Road Meadows – new management plan to be drafted
- Stone's Orchard and The Green Management Plan – Public consultation completed 30th September 2025. It will be discussed at CCL on 14th January 2026.

Grazing – 2025

- 4-year grazing contract has been agreed.
- Croxley Common Moor until week ending 30th November 30 cows (Sussex or Sussex Cross Aberdeen Angus)
- The Horses' Field Came off week ending 7th September 20 cows (Sussex native cattle)
- The Withey Beds Came off week ending 28th September 6/7 cows (Dexter)
- Chorleywood House Estate – came off early due to the hot weather.

The Glade Bridge @ The Aquadrome

- Flood Risk Activity Permit (FRAP) has been submitted July 2025 (anticipated that this may take @ 6-9 months to come through).
- Planning application has been submitted, including arboriculture and ecology surveying.
- Awaiting response from Canal and Rivers Trust for their approval as the bridge goes onto their towpath.
- External funds will be sought where possible.
- Estimated as an 18-month project with estimated project costs in the region of £125k.

Leisure Management Contract

- Golf Pod arrangements are currently with TRDC and Everyone Active (EAc) legal team as an agreement is needed for EAc to sublet.

Artistsmeet

- Jul – Sept exhibition: Herts Open Studios - Sally Barr (event 11th September for Open Studios Month)
- Oct – Dec exhibition: Mishi Rehal (event TBC)

Active Parks (June to August)

- Events included:
 - Yoga in the Park
 - Tai Chi in the Park
 - Pilates in the Park
 - Adult and Family Tennis
 - Moving Mums
 - Nordic Walking
 - Family Rounders
 - Summer Walking Trails
 - Promoting partner programmes and initiatives taking place across the district.
- We had over 700 attendances on TRDC programmes, (an increase of approx 100 attendances on last year).
- Yoga proving very popular once more.
- Family Tennis sessions were well attended as well.
- Lots of positive feedback from participants.

National Play Day in partnership with Otley Way family centre.

- TRDC Leisure Development officer arranged a free event promoting All activities for families including team & wild play games, baby and toddler activities, Face painting, Adult focused Zumba, Skateboarding and much more were all free to access.
- Partners such as Otley Way Family Centre/ Families First offered games like guess how many sweets in the jar & Guess the name of the teddy while Home Start were offering clothing for a small donation.
- The event was extremely successful with around 120 children & families having attended.

Summer Walking Trails – The Animal Games QR Code

- Rickmansworth Aquadrome = 334 devices (1336 players)
- Leavesden Country Park = 205 devices (820 players)
- Oxhey Woods = 183 devices (732 players)
- Total approx. 2,900 players

Play Rangers

- Play Rangers delivered 60 sessions across the district from 28 July to 22 August.

- Locations include South Oxhey Playing Fields, Baldwins Lane, Scotsbridge, Aquadrome, Manor House Grounds, Stones Orchard, Chorleywood House, Leavesden Country Park, Denham Way, and King George V Playing Fields.
- We had over 1,000 attendances across the summer.
- Baldwins Lane, Scotsbridge, Stones Orchard and Leavesden Country Park being the most popular sites.

- **Playscheme**

A total of 1,263 playscheme attendees visited Yorke Mead playscheme this summer including 269 happy attendees and 62 ACE attendees.

- Children enjoyed a huge range of sport, art, and craft activities
- Visitors from Herts Fire Service, Saracens Cheerleading, Crafty Lucy, Kaleidoscope and ABC Skateboarding.
- **OFSTED** - On Friday 1 August, the playscheme was inspected by Ofsted. Feedback on the day was incredibly positive about the staff, the site and the management of the scheme. Particular attention was given in the inspection to Safeguarding procedures and delivery of activities for Early Years Children. Some of the comments made by the inspector were:
 - “Children clearly enjoy their time at playscheme”
 - “Parents were very complimentary about both staff and the playscheme”
 - “Activities are organised and highly engaging”
 - “All staff support the safety of children”
 - “The ethos of teamwork is great”
 - “Early years children are well supported in their emotional well-being”
 - “You are keen to reflect on feedback and use it to improve”

The report has now been published and can be found at: [Yorke Mead School Playscheme - Open - Find an Inspection Report - Ofsted](#)

Tennis Courts

- In conversation with LTA colleagues to secure grant funding (of approx. £5-10k) for new access gates (as installed at Denham Way and South Oxhey) at Baldwins Lane and Scotsbridge Playing Fields tennis courts.
- The gates would work alongside the Clubspark booking process.

Croxley Skate Jam

- Over 150 attended the event
- Scoot, skate and BMX competition and best trick
- Meal deal provided by The Corner Plaiice
- Croxley Green Parish Council sponsored the prizes (£1,000)
- Council Chairman Stephen King attended to support the event and hand out some awards
- Croxley local Reece Dabreo, fresh off finishing in third place at the 2025 Lloyds BMX Freestyle National Championship, gave a demonstration to the crowd
- Competitions were managed by local skate company ABC Skate (Alex, Clarissa and Jack)

- We had a 'skateboard surf' inflatable and pop-up football dartboard as well for people to enjoy

Aquadrome Programme

Aquadrome Steering Group – the next meeting has been arranged for 10.30am Wednesday 15 October at Rickmansworth Golf Course. Focus will be on the successful National Lottery Heritage Fund (NLHF) development phase award.

NLHF main application- WWW bid

- Development Phase bid for £787,315.40 was successful and scheduled to complete on 31 August 2026
- This next period of the Programme will focus on generating the site wide plans and detailed designs, stakeholder engagement, and the next stage of the Hydrology study. EA Flood Modelling has been received.
- The tender for the Landscape & Environmental Design brief for the development phase has been awarded.
- The Project Support Officers post and Aquadrome Community Engagement Officer (funded as part of the National Lottery bid) has been successfully recruited.
- Officers aim to submit the Delivery Phase bid in November 2026 for @£4m. If successful, this funding will be confirmed for a start date of approximately March 2027.

Fishing Swims

- New signage is in place indicating the fishing swim name, peg number and what3words.

Comms

- MyNews – October copy covers a new nature activity booklet, the Autumn Nature Challenge for the Aquadrome and refers to the play area closure.
- New signage will be in place imminently for the Bird Viewing platform. This interpretation sign explains the local birds and appropriate feeding.

Activities

- The Autumn Nature Challenge booklet will be published as we approach October half term and is an exciting child focused self-guided activity booklet for the site.

Barton Way Play Area refurbishment

Timetable for next steps are:

- Procurement exercise has been completed and tender awarded to SRC.
- Pre-start meeting has taken place, with planning documentation due to be submitted imminently.
- Croxley Green Parish Council has agreed to provide funding towards the project.

- Works to commence once all permissions received with an expected start date of early 2026

**Report from the Lead Member for General Public Services, Sarah Nemes –
October 2025
Waste Services**

Officers are currently looking at the future provision of our bulk transfer and sale of recycling material; Market engagement has resulted in 5 expressions of interest from providers which are now under consideration. A report will come to the relevant Committee in the coming months with recommendations.

The consortium for the collection of textiles wish to extend the existing contract until 2028

A health and safety audit is being undertaken as part of the regular schedule of audits

The Christmas/New Year collection calendars are being drafted and checked and will be issued in November to the usual places/channels

A new Partnership Manager and new Partnership and Policy officer have been appointed at Herts Waste Partnership

Work is continuing on the procurement of a new Vehicle Maintenance Contract

Animal Inspection and Licensing are looking for potential new kennels arrangements as the current arrangements are coming to an end

A review is being undertaken of the processes and policies related to Bereavement Services. A report will come to the relevant Committee later this year

Parking

The various current parking schemes are continuing and the review of the Rickmansworth West scheme will begin, as promised, with the first meeting in early November

New Ferry Car Park scheme should be in place for 3 November

EV

EV charging is now on site in 5 of our car parks, 2 more are to follow. These are slightly delayed due to some connection issues but they should be delivered by the end of the year

Beryl Bikes

Officers have made progress on work to potentially extend the scheme following the successful trial.

Report from the Lead Member for Community Engagement, Public Safety and Housing, Councillor Steve Drury – October 2025

Housing

Figures correct as of October 13 2025, with regard to Housing numbers, we have 53 households in temporary accommodation, all in the district. One outside of the district

112 homeless applications, 9 in assessment, as they are new applicants

83 households owed prevention/relief duty of care

20 households owed full housing duty

Also, we have 1045 live applications on the housing register.

16th Sept saw the funding consultation for the Disabled Facilities Grant funding, which officers have responded to MHCLG.

There have been issues raised by residents about a license for a HMO, which is now under consideration by officers.

We have issued an enforcement notice of improvement, under section 12 of the Housing Act, for a house in the Oxhey Hall ward.

Residents in temporary accommodation were invited to a cooking and wellbeing morning at Watford Rural Parish Council, where, whilst cooking and eating, information was given on budgeting ideas, batch cooking and other useful ideas, this was run in conjunction with Maximus UK and all participants were given a voucher to help them get started with their new skills.

More recently, I, along with officers, attended a housing conference put together by the MP for Watford where all types of funding were discussed, it was attended by around 100 officers and councilors from across Hertfordshire.

Partnerships

Earlier this month there was an opportunity to meet the new CEO for W3RT, Saffron Johnson who has been appointed after interviews undertaken, she will be starting her new role while the current CEO, Bob Jones, is in place so there will hopefully be a seamless handover. I'm sure we would all like to thank Bob for his tireless efforts for the trust over his years of service there.

Attended the opening of the new Sensory room at the Otley Way family Centre in S/ Oxhey which was well attended by staff, officers and the young people whose ideas were used to decorate the new room.

Back in August, I was introduced to the new Chief inspector who updated us on the new strategy and structures across Three Rivers and Watford. Later in the

month we had a briefing on issues regarding Shannon House, in Abbots Langley. I have a further briefing next week with both the police, fire and Community Safety team here at TRDC.

The partnerships team here have kept us all informed about the second “Unity in the Community” event set for 28th Sept at the Grove, after last year’s successful event, which was bigger and better this year.

I’ve also been in discussion with officers on the funding for Capital grants, and between us, have decided to refund Roundabout bus service to the tune of £7,500, made possible due to savings from securing from alternative funding for Domestic abuse support.

Questions from Members 21/10/2025

First choice questions

	To the Leader of the Council from Councillor Cheryl Stungo
1	<p>I'm pleased that District and Parish Councils are collaborating on the former Red Cross site. However, there has been slippage in the programme, and the shortage of community space is already evident, with TRDC struggling to book November LAF dates.</p> <p>Could the Council provide an update on the final negotiations for the Parish Council's community space rent, ensuring best value for tax payers and a genuine "Community" rate, and outline the plan and timetable going forward so residents can be fully informed?</p>
	<p>The final pre-submission plans for the former Red Cross site have now been shared with the Parish Council to confirm that the ground floor layout meets their requirements. The Architects are completing the necessary reports ahead of the intended submission of a planning application later this month.</p> <p>On the lease arrangements, cost estimates from Watford Community Housing's contractor have been sent to our valuers, to establish a fair commercial rent. This will form the basis for seeking and reaching an agreement with the Parish Council, ensuring best value for taxpayers.</p> <p>A report will be brought to Full Council in December to seek authorisation for the lease to Croxley Green Parish Council, the transfer of the asset into the Joint Venture company, and the release of investment in affordable housing to deliver 8 new homes.</p> <p>Periodic updates are provided on the Council's website to ensure that local residents are aware of the various stages and progress of this matter.</p>
	To the Lead Member of Resources, Regeneration and Economic Development from Councillor Ian Morris
2	<p>Will you establish a landlord–business–council partnership for the privately-owned Delta Gain local centre by 31 January 2026, bringing in the freeholder/agent, ward members and the Residents Association and publish an action plan by 31 March 2026 covering:</p> <p>(a) owner-led commitments on maintenance, lighting/security and refuse storage.</p> <p>(b) council actions on the adopted highway/public realm (signage, bins, planters, deep-clean/jet-wash); and</p> <p>(c) an escalation route, including proportionate use of section 215 "untidy land/buildings" powers where warranted?</p>
	<p>There is no programme or works currently identified for this location and no identified budget to commit to such works. Officers did attempt to work with the freeholder for a capital improvement scheme in this location between 2017</p>

	<p>and 2020 but following development of a scheme and public consultation the freeholder was not willing to engage and the project was abandoned in 2021.</p> <p>Any requests for specific infrastructure improvements on Council owned land can be made to the transport and projects team to consider, or alternatively to Hertfordshire County Council if they are on the public highway. If formal reports are made of untidy land/buildings to the planning enforcement team Officers can investigate under their relevant powers which includes S215 Notices.</p> <p>In terms of Community Safety a CCTV camera has recently been installed at Delta Gain and Officers are monitoring with partners.</p>
	<p>To the Lead Member of Resources, Regeneration and Economic Development from Councillor Joan King</p>
3	<p>Can the Lead Member advise what progress is being made upon installing a disabled toilet near the Penn Chamber on the first floor of Three Rivers House?</p>
	<p>Officers have been progressing this request, though it has presented a number of practical challenges, particularly with the plumbing requirements. Several options were explored, including:</p> <ul style="list-style-type: none"> (a) Repurposing one of the smaller meeting rooms – however, this was not progressed due to the need to retain private spaces in an open-plan working environment. (b) Converting the Members’ kitchen – this area was recently refurbished and the option would result in the loss of a paid refreshment service, which currently generates income. (c) Adapting the Members’ office – access to the necessary soil pipe proved difficult, and the required partitioning would significantly reduce the usable space. (d) Modifying the existing ladies’ toilet on the first-floor – this would involve removing two cubicles. To mitigate the impact, the current men’s toilet would be adapted to provide two unisex cubicles, resulting in the loss of two urinals. <p>After careful consideration and consultation with contractors, officers have identified that adapting the existing ladies’ toilet is the most viable and cost-effective solution. This approach ensures compliance with accessibility standards and meets the needs of the request, while balancing the practical constraints of the building.</p> <p>Officers have worked closely with contractors to ensure procurement rules are followed. The same company undertaking toilet refurbishments in the East Wing (Police/CAB area) will also carry out this work, enabling cost savings through coordinated delivery.</p> <p>Final designs have now been completed, and officers are currently awaiting confirmation of the installation date. The date of the planned installation will be communicated to Councillor Joan King as soon as it is confirmed.</p>

	To the Leader of the Council from Councillor Vicky Edwards
4	<p>I note the advice that the council commissioned to support its new higher-growth Local Plan uses the exact same argument to argue against allocating green belt sites – such as north of Abbots Road and Catlips Farm – as the council relied upon to argue that the data centre site in Abbots Langley was not Grey Belt.</p> <p>The council's consultant's argument in the data centre appeal was that Abbots Langley is part of the built-up area of Watford and, as such, the data centre site contributed to green belt purpose (a) to check the unrestricted sprawl of large built-up areas.</p> <p>However, this argument was not accepted by the Planning Inspector, who ruled that the site's containment by the M25 means it is Grey Belt. This argument is now being made again by the council: requiring the Council to persuade the Planning Inspector that the data centre decision was wrong. When the foolishness of trying to make the exact same argument again to the same body under the same rules and expecting a different result was raised at the Local Plan Sub-Committee, it was admitted that the council did not even know if its Green Belt Review consultant had considered the data centre case. Can the council guarantee that the Planning Inspector will not require that such sites should be allocated at Examination, or that the Local Plan will not be thrown out on this basis, exposing all our Green Belt to development?</p> <p>The Inspector decision relating to the data centre was based on the specifics of a single planning application. It does not mean that every site adjacent to a motorway is automatically grey belt, and that similar arguments cannot be made by the council in other locations where specific details may differ. Each planning application must be considered on its own merits as should each potential site allocation.</p> <p>The sites north of Abbots Road and Catlips Farm are unrelated sites to the data centre and should therefore be considered on their own merits. It should also be noted that Green Belt policy is not the only consideration when considering whether sites should be allocated in the local plan. It is inconsequential whether a site is grey belt if it is in an unsustainable location, or if acceptable access cannot be demonstrated. When it comes to plan making and site allocations there is a sequential test set out in national policy. The council should consider previously developed land, then undeveloped grey belt then the remaining Green Belt. As such, when it comes to plan making we will need to consider all our Green Belt sites and how they perform against the fundamentally undermine test.</p> <p>The Green Belt Review is a strategic document that forms part of the evidence for the Local Plan, it can also be used to aid decision making. The strategic nature of the review means that there may be cases where a site that only makes up part of a strategic green belt parcel may be grey belt when assessed on a more granular level than the wider parcel.</p>

Second choice questions

	To the Leader of the Council from Councillor Chris Mitchell
5	<p>Local Government Reform will affect all of Three Rivers, including parish and community councils, which play a vital role in managing local assets. For example, Croxley Green Parish Council already maintains The Green in Croxley Green under a peppercorn contract, showing how parish-level management can be effective but also highlighting the need for clarity and accountability.</p> <p>Will the Council commit to proactive and meaningful discussions with parish and community councils to identify which assets and responsibilities might best transfer under the new arrangements, ensuring clear accountability and that residents' spaces and services continue to be properly cared for?</p>
	<p>As I have told the Parish Councils at my regular events and at the recent engagement on Local Government Reform, TRDC cannot commit to transfer asset responsibilities that will be transferred to a unitary council. Indeed the government has made that clear we will not be permitted to do so.</p> <p>Should LGR happen and shadow authority elected I would assume at this stage the Parishes could make such applications and will be considered accordingly.</p>
	To the Lead Member for Leisure from Councillor Rue Grewal
6	<p>Will you commit to a 12-week youth provision pilot in Carpenders Park starting February 2026, with one weekly evening session plus targeted outreach near the Delta Gain parade and school pick-up times; and will you meet me and the Residents Association by 31 January 2026 to agree the delivery model, partners, safeguarding and success measures?</p>
	<p>There is currently no TRDC budget provision for such a pilot nor available officer resource capacity to deliver one in such a time scale. In addition, Youth Provision is the responsibility of Hertfordshire County Council through their Services for Youth Provision – they would be responsible for carrying out any outreach or project based work. There is an evening Youth Service operated by HCC from the nearby South Oxhey Leisure Centre.</p>
	To the Leader of the Council from Councillor Stephen Cox
7	<p>Can the Lead Member advise on planned repairs to existing parking bays following requests from South Oxhey's councillors and it is Labour and not Reform that has pushed for this?</p>
	<p>Thank you for the question and yes I am aware that you and other South Oxhey Councillors have been pressing for work. Through site survey work repairs to existing parking bays in South Oxhey have been identified. These sites are at the Little Oxhey Lane junction/Bramshaw Gardens and existing</p>

	bays outside 8 and 16 Heysham Drive. Works are due to commence in November 2025.
	To the Leader of the Council from Councillor Oliver Cooper
8	<p>The latest Lib Dem leaflet in Abbots Langley says the Government ‘told’ Three Rivers not to submit its Local Plan if it had housebuilding target below the new national targets. This was followed in February by the council voting to accept its ‘Local Housing Need’ is 832 a year, or 13,312 over the next 16 years. Will the Leader confirm that if the low-growth Local Plan had been submitted before 12th March 2025 instead of being aborted, it would not have had to abide by those targets and did not have to review or remove Green Belt protections from any of the district?</p>
	<p>The Local Housing Need figure is calculated by the government’s standard methodology. This is not set by council and does not need to be agreed by the council. There was no vote in Council agreeing the housing targets. Indeed the 7 January Council meeting by its decision rejected the 13,312 housing target by agreeing a motion seeking extra evidence to reject it. I note you and your group voted against getting this evidence which has now proved a good case for protecting areas of Green Belt.</p> <p>In February, the council agreed to publish the Local Housing Needs Assessment, a technical piece of evidence work prepared by independent consultants. This was a South-West Hertfordshire joint study, a previous version of which was successfully scrutinised at examination for Watford Borough Council and forms part of the evidence for both Dacorum and St Albans’ Local Plans. Both of which are currently at examination.</p> <p>The question regarding the low-growth plan has been asked on numerous occasions, and the answer remains the same. Had it been submitted by the 12 March the clear professional officer advice was it was extremely unlikely to have been successful at examination and indeed may have been rejected prior to examination falling so far short of the housing target and having no evidence to support that. It would have left the council in a worse position, having spent hundreds of thousands of pounds of taxpayers’ money to go through an unsuccessful examination process. Once rejected the Council would then have been required to submit a plan for the full 13,312 homes and would then have missed the December 2026 deadline for submitting local plans under the current system, therefore having to start again under the new time, wasting more time and money.</p> <p>It is completely unrealistic to claim that no Green Belt protections would have had to have been removed. That is not the case, there was 0% chance of a plan being successful that didn’t release any Green Belt land. It is also an inaccurate statement as the low-growth version of the plan did propose releasing land from the Green Belt. Indeed, the proposal from yourself, and the Low Growth Plan, at the time for a lower number actually included the release of Green Belt land but I note you have declined to tell the public that.</p>

Third choice questions

	To the Leader of the Council from Councillor Narinder Sian
9	<p>Three Rivers Committed to supporting public EV charging points in council car parks and on street areas. New points were agreed for Community Way car park in Croxley Green, but residents are increasingly frustrated by delays.</p> <p>Could the Council confirm when these charging points will be installed and provide an update on the wider rollout of EV charging across the district to support residents' transition to cleaner transport?</p>
	<p>Community Way car park has been identified as part of the current EV Charging project but there is further work taking place with the Charge Point Operator and its partners to establish a grid connection. Officers expect this work to conclude by the end of the year.</p> <p>Across the district, the district council continues to deliver Electric Vehicle infrastructure in our car parks with five car park sites completed and a further four sites, including Community Way, in progress. The Hertfordshire LEVI project, which focuses on delivering on-street charging points, is currently undergoing tender evaluation with delivery expected to start in 2026.</p>
	To the Leader of the Council from Councillor Rue Grewal
10	<p>Will you lead a joint Highways and Parking Safety Review for Carpenders Park with Hertfordshire County Council, including a ward walkabout with HCC engineers and police by 31st December 2025 and publish by 1st February 2026 a list of agreed "quick wins" and delivery dates covering: pedestrian crossing options around Delta Gain, refreshed road markings/signage, dropped kerbs and tactile paving, targeted parking controls/enforcement, speed-monitoring (SID) placement, and school-route safety; and will you support me to secure HCC funding (for example via the Highways Locality Budget) and use District tools (for example Community Infrastructure Levy for small public-realm items) to deliver the package?</p>
	<p>I do understand the concerns raised but road safety is the responsibility of Hertfordshire County Council as the Transport Authority. Parking is delegated to District Councils through an Agency Agreement, but this delegation is for the management of parking demand. District Council schemes, identified through the Parking Management Programme, may identify safety concerns arising from parking but specific parking safety concerns should be addressed by Hertfordshire County Council.</p> <p>You are right to identify that the local county councillor not only has a local highways budget to use for surveys and actions but a direct access to the county councils road safety teams to address concerns.</p>

	<p>Notwithstanding the above, as part of the South Oxhey redevelopment proposals, it has been agreed to undertake a post development parking review to reassess the same streets and areas which were located within a 500m perimeter of the South Oxhey Central development in order to understand current parking demands. This area includes part of Carpenders Park around the station. This study is expected to commence later this year and its findings will inform future work.</p> <p>Of course if the County Council were to come up with suggestions for measures that TRDC could assist with we would be happy to work with them on this.</p>
	To the Lead Member for General Public Services from Councillor Stephen Cox
11	Can the Lead Member provide an update on the planned move of the rubbish bins to Henbury Way to enable bins from Erskine House and Filton House to be emptied more easily?
	Planning permission has recently been granted for a new bin store at Erskine House (planning reference 25/ 0418/FUL). Officers are in correspondence with Thrive regarding the proposed development and are seeking an update on their timescales for implementation. Officers are keen to progress the changes to bin arrangements to improve management of the refuse collection as soon as possible.
	To the Leader of the Council from Councillor Ciaran Reed
12	Will the Lead Member confirm that the Local Cycling and Walking Infrastructure Plan is a material consideration for planning applications, and that contributions towards improvements on those routes, including identified improvements, would have to be considered to be material benefits of applications?
	The presence of an LCWIP could be a material consideration in the assessment of planning applications. Increased weight will be given to an adopted LCWIP (HCC are still to confirm adoption of the Plan). Any monetary contributions for cycling and walking improvements to facilitate the delivery and implementation of active and sustainable travel networks, and which meet the relevant S106 regulations, would be a material consideration which would be a positive benefit assessed as part of a relevant planning application.

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Motions

21/10/2025

1. Misinformation and Fake news
Proposed by Councillor Giles-Medhurst and Seconded by Councillor Nelmes

This council objects to the continued misinformation and fake news being promoted by Three Rivers Conservatives and their councillors especially as regards using the below and other means namely on;

1. The legal and council process over the Local Plan
2. Parking issues
3. Claims made on crime and policing issues
4. Local Cycling and Walking Routes

Furthermore this council condemns the use of a web and email link that is made to look as if it's from Three Rivers Council , namely www.threerivers.team , fails to indicate it's from a political party and is thus dubious and can fool residents into thinking it's an official Three Rivers Council link when in fact a rouse to just collect emails.

Council calls upon Three Rivers Conservatives' etc 'to cease immediately THESE and any other such activities that ARE bringing politics into disrepute'

2. Local Government Reorganisation

Proposed by Cllr Giles-Medhurst, seconded by Cllr Nelmes

Council notes the requirement of the Government to put before it different options for new unitary government in Hertfordshire.

Council notes that three options are to be presented to the government based on joint working with the 11 authorities and the Police and Crime commissioner.

Given this and in the interests of local accountability and community links believes the best option for Three Rivers is the three unitary option. That would involve Three Rivers, Watford and Dacorum which would mean a current population of 386,013 rising most likely to 463,000 by 2045.

3. Improving Oversight and Accountability of HMOs in Three Rivers

Proposed by Cllr Sian, seconded by Cllr Mitchell

Council notes:

- The rapid growth of small Houses in Multiple Occupation (HMOs) across the District has raised significant concerns among residents regarding waste, parking, noise, and the cumulative impact on neighbourhood character.
- At present, only HMOs with 5 or more residents require a mandatory licence under national legislation, leaving HMOs occupied by 3 or 4 people outside this scheme.
- Decisions on HMO licence applications are currently delegated solely to officers, with limited transparency and no consultation with local communities or parish councils.

Council believes:

- Local people deserve a stronger voice in decisions that directly affect their streets and neighbourhoods.
- The planning system and the licensing system must work more closely together to avoid loopholes and ensure that HMOs are appropriately located, well-managed, and compatible with their surroundings.
- Greater transparency and accountability will build trust in the process, while protecting both tenants and the wider community.

Council therefore resolves to:

1. Explore the introduction of an Additional Licensing Scheme for smaller HMOs (3 or 4 residents from 2 or more households), as permitted under the Housing Act 2004, to ensure higher standards of management and safety.
2. Require all HMOs to obtain planning permission before use, by investigating the use of an Article 4 Direction to remove permitted development rights in areas of high concentration.
3. Improve transparency and consultation by:
 - o Publishing details of HMO licence applications on the Council's website in a format accessible to the public.
 - o Notifying local ward councillors and relevant parish councils of new licence applications.
 - o Creating opportunities for residents to submit representations on licence conditions, even where statutory consultation is limited.
4. Refer this motion to the Regulatory Committee to bring forward recommendations for implementation, including consultation with residents and key stakeholders.

4. Save the Aquadrome

Proposed by Cllr Sims, seconded by Cllr Fraser

This Council notes the sad decline of Rickmansworth Aquadrome, the jewel in the crown of both Rickmansworth and the whole of Three Rivers. In the last two years, a number of beloved usages of the Aquadrome have been reduced or blocked, and its facilities run down, due to mismanagement by this Council, including but not limited to:

- a) Imposing restrictions that the council knew would lead to the cancellation of the Rickmansworth Festival.
- b) Closing the Woodland Pathway along the River Colne
- c) Unacceptably delaying the opening of the now-overgrown Ebury Play Area
- d) Not clearing waterways blocked by and weirs breached by fallen trees
- e) Failing to resolve the flooding issues in the Aquadrome car park
- f) The attempt by the council leadership to ban dogs off leads across the whole Aquadrome

This Council further notes its unhappiness that the response to these issues has been shrouded in secrecy, with limited information provided to the public or councillors outside the council's leadership.

This Council therefore resolves to developing and publishing a publicly-accessible plan to save the Rickmansworth Aquadrome, including but not limited to a plan to:

- 1. Re-open the Woodland Pathway before the end of 2025
- 2. Restore and re-open the Ebury Play Area before the end of 2025
- 3. Revisit and revise the restrictions around asbestos management to allow the holding of a Rickmansworth Festival of the same or similar scale to those before its cancellation in 2024.
- 4. Clear and restore routine maintenance of the waterways in and near the Aquadrome
- 5. Resolve flooding in the Aquadrome car park

This Council furthermore resolves to create an Aquadrome sub-committee to oversee this work, to meet every month, to receive a report updating it on progress towards the above objectives and any others it decides, and to which all information related to the Aquadrome is to be disclosed upon request.

5. Raising our flag in Three Rivers

Proposed by Cllr Reed, seconded by Cllr Alley

This Council recognises that a shared sense of British identity unites the villages and towns of Three Rivers and the wider country. It is only through emphasising what unites us, not what divides us, that we can bring people together into a shared sense of community.

The Union Flag, as the main symbol of our shared cultural identity and shared values that we hold as a country, is a common way of uniting everyone who lives and works in our district.

However, this council believes that it is disappointing that the Union Flag is not currently seen as commonly as it could be on buildings in public spaces, particularly high streets across our district.

Residents want to see more flags that represent all of our common identity flying in public spaces, as demonstrated by the direct action of residents who have put flags on lampposts across Three Rivers.

But more must be done in an official way to increase the presence of the Union Flag in the public spaces in Three Rivers.

Furthermore, with difficult economic conditions at the moment, this council recognises that many shops on our high streets are struggling and that many high streets across Three Rivers have been poorly managed, seeing a decline in their attractiveness to new businesses, customers and residents.

Therefore, to increase the number of Union Flags, this council resolves to create a Flags Fund to increase the number of Union Flags or St George's Flags on high streets, parades of shops, and public spaces in Three Rivers District.

- The cost of that fund not to exceed an initial £9,999, due to the limit in the council's procedure rules.
- The Flags Fund to be available to parish councils (or in areas that are unparished, the internal departments of Three Rivers District Council) or other entities representing the community
- The Flags Fund to be able to make grants for projects including but not limited to purchasing and installing flagpoles, brackets, or the flags themselves
- Materials purchased with the Flags Fund to only be used for the purpose of flying Union Flags or St George's Flags.

6. Celebrating our Heritage

Proposed by Cllr Cooper, seconded by Cllr Alley

Three Rivers District Council notes that it previously permitted Guy Fawkes Night bonfires and fireworks on 5th November in the Aquadrome, but that this has been discontinued.

Guy Fawkes Night is not just a fun evening for families, but a major traditional British celebration: celebrating the independence of the British nation, the preservation of Parliament and the Crown, and the defence of our freedoms.

It is a sad reflection of the decline of our celebration of our history that there are no Guy Fawkes Night commemorations on land maintained by or in events organised by Three Rivers District Council.

This council furthermore notes that Three Rivers has the eighth-largest Hindu community of any district or borough in the country. There is significant demand for a Holi bonfire – or Holika Dahan – which is a large part of the Hindu and wider British Indian community's celebrations.

This council therefore resolves that it will seek to grant permission annually for at least one Guy Fawkes Night bonfire and fireworks display in at least one Three Rivers managed park or open space, and at least one Holi commemoration in at least one Three Rivers managed park or open space.

7. Restore Chorleywood's Parish Council Elections

The terms of reference for the Community Governance Review for Chorleywood Parish propose delaying the elections to Chorleywood Parish Council from 2026 to 2027. This is despite the Community Governance Review proposing changes to the parish's boundaries in time to hold the elections on their current date of 7th May 2026.

This council believes that elections should take place as scheduled and that elections should not be delayed except in especially exceptional circumstance and therefore is opposed to the delaying of elections in Chorleywood.

Any changes to the parish boundaries are due to be agreed at the February 2026 meeting of Three Rivers District Council and can therefore easily be implemented before the May 2026 election, as was the case with the Community Governance Review in Abbots Langley in 2019.

This council is concerned that the council's leadership has an ulterior, party-political motive for the decision to delay elections.

It should not be down to elected officials to determine whether they want elections to be cancelled, and therefore prevent the public from having a say, and it should not be for political parties struggling to recruit candidates to decide to cancel elections for their own electoral advantage.

In light of those concerns, this council condemns Cllr Price's comments on the 8th September meeting of the Policy & Resources Committee, in which she said: "In relation to the delay to the election, I note that Chorleywood Parish Council have said that they have concerns about recruiting people to stand so I think for me that's an important point. The election might be delayed but it might end up being a fairer contest in the end if more people are persuaded to stand rather than it just being nobody standing in a particular area as can happen or it's just one person standing in a particular area."

It is clear that Cllr Price is saying that the Liberal Democrats are failing to recruit people to stand for them for Chorleywood's currently Liberal Democrat-majority Parish Council and believe that the elections should be delayed to give the Liberal Democrats a greater chance of finding candidates.

This council condemns these comments and entirely rejects the Liberal Democrats' failure to recruit candidates as a reason for delaying or cancelling elections.

This council therefore resolves to ensure that Chorleywood Parish Council holds parish council elections as scheduled on 7th May 2026.

8. Boulders on the Green, Croxley Green – To be discussed at Climate Change and Leisure Committee

Proposed by Councillor Mitchell, Seconded by Councillor J King.

This Committee notes:

1. The widespread concern among Croxley Green residents about the installation of boulders on The Green, installed by Three Rivers District Council and partially funded by Croxley Green Parish Council.
2. That The Green is a Conservation Area and valued community asset, owned and managed by Three Rivers District Council.
3. That questions have been raised about the safety, heritage, environmental, and amenity impacts of the boulders, as well as the lack of public consultation.
4. That officers have advised that a full review of the matter would constitute new work outside their current programme.

This Committee resolves to recommend:

1. That officers undertake a structured review of the installation, drawing on input from Planning, Conservation, Health & Safety, and Highways.
2. That a site visit be arranged with ward councillors, Croxley Green Parish Council, Croxley Green Residents Association, and the Copthorne Residents Society.
3. That officers prepare an options appraisal setting out potential alternatives to the current arrangement, including measures consistent with The Green's conservation character.
4. That the relevant Lead Members for Open Spaces and Parking (Cllrs Lloyd and Nelmes) be invited to support and oversee this process to ensure accountability.
5. That the findings of the review and options appraisal be brought back to this Committee for scrutiny and decision.

