

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Monday, 9 March 2026 at 7.30 pm

Members of the Policy and Resources Committee:-

Councillors:

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

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

*Joanne Wagstaffe, Chief Executive
Friday, 27 February 2026*

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

For those wishing to speak:

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

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

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

In accordance with The Openness of Local Government Bodies Regulations 2014 any matters considered under Part I business only of the meeting may be filmed, recorded, photographed, broadcast or reported via social media by any person.

Recording and reporting the Council's meetings is subject to the law and it is the responsibility of those doing the recording and reporting to ensure compliance. This will include the Human Rights Act, the Data Protection Legislation and the laws of libel and defamation.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. MINUTES

(Pages 5
- 14)

To approve the minutes of the meetings held on 01 December 2025 and 13 January 2026.

3. NOTICE OF OTHER BUSINESS

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

4. DECLARATIONS OF INTEREST

To receive any declarations of interest.

5. ABBOTS LANGLEY NEIGHBOURHOOD PLAN DECISION STATEMENT

(Pages
15 - 24)

That:

- The Policy & Resources Committee agree the publishing of the Decision Statement on the council's website and that the Abbots Langley Neighbourhood Development Plan should proceed to referendum which is proposed for 7th May 2026.

6. BUDGET MONITORING REPORT TO 31 JANUARY 2026

(Pages
25 - 80)

To Council:

- That the revenue budget virements as set out in Appendices 1 to 3 and noted in paragraph 4.1.4 be approved and incorporated into the three-year medium-term financial plan.
- That the revenue budget supplementary estimates of (£0.070m) as set out in appendices 1 to 3 and noted in paragraph 4.1.5 be approved and incorporated into the three-year medium-term financial plan.
- That the revenue variances to be managed of £0.219m as set out in appendices 1 to 3 and noted in paragraph 4.1.6 be noted.
- That the capital budgets of (£0.181m) as set out in appendices 1 to 3 and noted in paragraph 4.4.2 be approved and incorporated into the three-year medium-term financial plan.

7. FIT AN PROPER PERSON ASSESSMENT AND FIT AND PROPER PERSON PAYMENT POLICY - UPDATE

(Pages
81 - 112)

That:

- Committee review and adopt the updated policies that adhere to current Government legislation and guidance.
- Committee to delegate authority to the council's Associate Director of Corporate, Customer and Community in collaboration with the Lead Member to make minor amendments to the Policies if required.

8. **CORPORATE SOCIAL RESPONSIBILITY POLICY** (Pages 113 - 138)
- That:
- Policy and Resources agree the reviewed and updated Corporate Social Responsibility Policy (CSR) 2026.
 - Policy and Resources agree to delegate authority to the Associate Director for Corporate, Customer and Community to make future small amendments to the policy.
9. **VEHICLE MAINTENANCE CONTRACT**
- Report to follow.
10. **COMMUNITY GOVERNANCE REVIEW - HERONSGATE AND LOUDWATER** (Pages 139 - 144)
- This Committee agree and recommends to Council that:
- The unparished area of Heronsgate join Chorleywood Parish Council.
 - The unparished area of Loudwater join Chorleywood Parish Council
 - The number of Councillors for Chorleywood Parish Council to rise from 17 to 19.
 - Chorleywood Parish Council's election cycle be delayed a year to fall in line with the 2027 parish elections.
11. **COMMUNITY GOVERNANCE REVIEW - MILL END, MAPLE CROSS AND WEST HYDE**
- Report to follow.
12. **Other business - if approved under item 3 above**

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

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Policy and Resources Committee MINUTES

Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on Tuesday, 13 January 2026 from 7.00 - 7.20 pm

Present: Councillors Councillor Sarah Nelmes

Oliver Cooper, Steve Drury, Vicky Edwards, Rue Grewal, Philip Hearn, Chris Lloyd, Chris Mitchell, Louise Price, Reena Ranger, Paul Rainbow and Jon Tankard.

Officers in Attendance:

Joanne Wagstaffe – Chief Executive Officer

Kimberley Grout – Associate Director, Corporate, Customer and Community and Monitoring Officer

Lucy Smith – Committee and Electoral Services Manager

External in Attendance:

Jon Bishop – Chorleywood Parish Council

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Cox and Councillor Giles-Medhurst with Councillor Rainbow substituting.

PR224 DECLARATIONS OF INTEREST

Councillor Price declared a non-pecuniary interest in agenda item 3.

Councillor Hearn declared a non-pecuniary interest in agenda item 3.

PR324 COMMUNITY GOVERNANCE REVIEW

The Committee considered a report setting out the outcome of the first stage of the Community Governance Review regarding the unparished areas of Heronsgate and Loudwater.

Jon Bishop, speaking on behalf of Chorleywood Parish Council addressed the Committee. He reported strong public support for the proposals and requested that warding arrangements be considered at a later stage, Chorleywood Parish Council officers be consulted due to their local knowledge.

The Committee was advised that the CGR was requested in July 2025. The Consultation took place between September and December. Just under 200 responses were received, with overall support for parishing Heronsgate and Loudwater and for increasing the number of parish councillors. Responses suggested a preferred council size of 18 councillors, though views ranged higher and there was support for delaying parish elections by one year to align with other parish elections in the district.

Concern was expressed that the report did not include a geographical breakdown of responses and that the number of responses clearly attributed to Loudwater appeared low, and that responses were split. Concern was also raised about increasing the parish council to an even number, with Members noting that odd numbers are generally preferable for decision making. It was suggested that the next stage of consultation could explore whether the appropriate number should be 18 or 19, allowing public views to inform the final decision.

Some Members reiterated objections to delaying parish elections 2027 and questioned the explanation provided in the consultation regarding alignment with other parish elections. Officers clarified that alignment would reduce costs by avoiding isolated parish elections and enabling elections to be run together on a four-year cycle.

Councillor Cooper raised an amendment which was seconded by Councillor Hearn to "Remove recommendation 2.1.4. To change Chorleywood Parish Council election cycle to fall in 2027."

On being put to the vote the amendment was declared LOST by the Vice-Chair with the voting being For 4, Against 7.

The substantive motion was then put to the vote and declared CARRIED by the Vice-Chair with the voting being by General Assent.

CHAIR

Policy and Resources Committee MINUTES

Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on Monday, 1 December 2025 from Times Not Specified

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

Oliver Cooper, Stephen Cox, Steve Drury, Vicky Edwards, Rue Grewal, Philip Hearn, Chris Lloyd, Louise Price and Reena Ranger

Officers in Attendance:

Joanne Wagstaffe – Chief Executive Officer

Kimberley Grout – Associate Director, Corporate, Customer and Community, Monitoring Officer

Emma Sheridan – Associate Director for Environment

Lucy Smith – Committee and Electoral Services Manager

Jason Hagland – Head of Strategic Housing

Phil King – Head of Data Protection and Resilience

Rebecca Young – Head of Strategy and Partnerships.

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Tankard and Mitchell with Councillor Sian substituting.

PR224 NOTICE OF OTHER BUSINESS

There were no items of other business.

PR324 DECLARATIONS OF INTEREST

There were no declarations of interest.

PR424 FEES AND CHARGES 2026/27

The Committee considered the report on Fees and Charges for 2026/27, with an introduction provided by officers.

Enclosure 1 Parking and Associated Fees

Some Councillors raised concerns regarding the proposed increase to long-term parking tariffs, expressing concern that the justification was insufficient and that incremental increases could lead to a cycle of displacement parking on residential roads. Clarification was sought as to whether analysis had been undertaken, particularly in areas without controlled parking zones.

Officers explained the rationale for differentiation between short-term and long-term parking, the operational issues arising from mixed tariffs on the same site, and the forthcoming introduction of a parking app. It was confirmed that 24-hour parking charges had not been increased since 2018 and remained favourable in comparison with neighbouring providers. Free parking arrangements were confirmed to remain unchanged where they were currently in place.

Members discussed commuter parking pressures, the impact of increased charges near railway stations, and displacement parking. Officers advised that parking schemes and surveys were ongoing in Rickmansworth and surrounding areas, with the potential for mixed use car parks and further parking controls where support by residents.

Ground Hire and Filming Fees

Members queried increases to ground hire fees, including benchmarking and the level of increase. Officers confirmed that fees had been benchmarked against neighbouring authorities and that discounts were available for community groups, charities and voluntary organisations. Clarification was provided on filming charges and the introduction of an administration fee to cover officer time where enquiries did not proceed to hire.

Commercial Waste, Fly-Tipping and Enforcement

Members raised concerns regarding commercial waste charges, fly-tipping enforcement rates, fixed penalty notices, and comparisons with neighbouring authorities. Officers advised that a further detailed report would be brought addressing fly tipping, enforcement and benchmarking. The rationale for early payment discounts was explained as a means of avoiding court proceedings and associated costs.

Biodiversity Net Gain and Other Fees

Officers confirmed that Biodiversity Net Gain monitoring fees had been benchmarked and that the Council was an early adopter, with a review planned once further comparative data was available.

Enclosure 2 Licensing and Pavement Licenses

Members discussed pre-application fees for planning, the balance between charges for large developers and householders, and the use of bespoke negotiated fees for major developments. Officers confirmed that bespoke arrangements were in place for large residential and commercial schemes and undertook to provide further clarification in writing.

Concerns were raised regarding pavement licence fees being set at the statutory maximum. Officers agreed to review the feasibility of more flexible or weekend-only licensing arrangements and report back.

Enclosure 3 Cemeteries

Members queried hardship support for funeral costs. Officers explained that the majority of funeral costs were incurred through funeral directors rather than burial or cremation fees. Public Health Funerals and support available through the Council's bereavement officer were outlined.

Enclosure 4 Garages

Officers confirmed that garage fees reflected inflationary increases only and that high occupancy levels were being maintained. It was confirmed that charges were set on a cost-recovery basis only.

Enclosure 5 Garden Waste

Assurance was sought and provided that garden waste charges were set on a cost-recovery basis and did not generate profit.

Councillor Giles-Medhurst moved the recommendation as set out in the report.

On being put to the Committee, the motion was declared CARRIED by the chair, the voting For 8, Against 4.

RESOLVED:

That:

- Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 1 to be effective from 12 January 2026
- Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 2 to be effective from 1 April 2026
- Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 3 to be effective from 1 April 2026
- Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 4 to be effective from 1 April 2026
- Council is recommended to approve the Fees and Charges set out in the schedule at Appendix 5 to be effective from 1 April 2026

PR524 STRATEGIC RISK REGISTER 2025

The committee considered the revised Strategic Risk Register, including the addition of risks relating to Local Government Reorganisation and Green Belt protection.

Members questioned medium-term financial sustainability, staff retention, Local Plan risks, and the scope of the register in relation to community-wide versus corporate risks.

Officers confirmed that financial risks were monitored through the budget process, supported by reserves, and that the annual audit report had provided assurance on financial sustainability. Staff morale and retention were reported to be stable, with coordinated communications in place across Hertfordshire.

Members discussed whether strategic risks should extend beyond the life of the current authority. Officers advised that the register reflected risks to the current organization, with future risks to be addressed by any successor authority following LGR.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being For 8, Abstentions 4.

RESOLVED:

That:

- Policy and Resources Committee agree the revised Strategic Risk Register (Appendix A), including the additional strategic risks identified.

- The Committee agrees to give delegated Authority to Associate Director of Corporate, Customer and Community to authorise minor changes to the register, such as terminology, clarification, or administrative corrections with no significant impact.

PR624 HOUSING ALLOCATIONS POLICY REVIEW 2025

The committee considered the outcome of the public consultation on proposed changes to the Housing Allocations Policy.

The Lead Officer outlined that the Housing Allocations Policy governs how social and affordable rented accommodation is allocated through the housing register. Members were advised that, following approval by the General Public Services Committee, a six-week public consultation had been undertaken, which closed on 26 August 2025. The consultation had generated significantly higher engagement than previous exercises, with over 150 responses received, and overall support for the proposed changes.

Members welcomed the improved level of engagement and expressed support for the principle of updating the policy. Particular discussion focused on the provisions relating to serving and former armed forces personnel. Members acknowledged the importance of recognizing service to the country, while also balancing the needs of households in temporary accommodation, victims of domestic abuse and other high priority applicants.

Concerns were raised that Band C priority for some armed forces applicants may not adequately reflect exceptional circumstances, particularly for those with a strong local connection prior to service or those who had sustained serious injury. Reference was made to approaches adopted by other authorities. Officers advised that Band B was primarily reserved for households in urgent housing need, including those owed the main homelessness duty, and that any change to banding could have implications for those applicants. Officers confirmed that the current proposal reflected consultation responses and officer recommendation, but that further review could be undertaken.

Members also discussed wording within the policy relating to scheduled home visits required to verify application prior to an offer of accommodation. Concern was expressed that the proposed wording could be overly rigid in cases where applicants were unable to attend due to unforeseen circumstances. Officers advised that this wording could be amended to allow reasonable flexibility without requiring further consultation.

The following changes were agreed unanimously:

- Section 2.2.2 – Armed Forces Exemptions.
 - The inclusion of “Adult children of serving Armed Forces members who need to move out of family accommodation provided by the Ministry of Defence.”
- Section 3.7 Home Visits
 - A customer may be visited at their home prior to an offer to confirm their circumstances. Visits can be scheduled, requested at short notice, or conducted unannounced. If a customer is unavailable for a scheduled visit, the accommodation offer could be subject to reconsideration. If a customer does not have any settled accommodation, a visit may be made to the address provided on the application form. These visits are essential, with access granted to all areas of the property as part of this verification process. Whilst having regard to the Council’s adherence to the relevant Nominations Agreement, Officers commit to providing any customer with reasonable opportunity to facilitate a scheduled home visit before any offer of accommodation could be reconsidered.
- It was also agreed by Members that the council’s Strategic Housing Manager would bring a report to a subsequent Policy and Resources Committee that will consider the

award of a Band B priority on the Council's Housing Register to an Armed Forces veteran who, prior to their service, held a local connection to the district.

Councillor Giles-Medhurst moved the recommendations as set out in the report.

On being put to the Committee, the motion was declared CARRIED by the Chair by General Assent.

RESOLVED:

That:

For Committee to review, provide comment if required and agree the recommended changes to the council's Housing Allocations Policy for adoption.

PR724 SERVICE PLANS 2025-2028 PROPOSED AMENDMENTS

The committee considered the report detailing proposed amendments to the Service Plans for the period 2025-28.

Members were advised that the Service Plans had previously been approved by Council and that the amendments before the Committee reflected updated information, policy developments and operational considerations. Officers explained the rationale for each proposed amendment, including matters relating to the Community Infrastructure Levy (CIL) Charging Schedule, Fly Tipping mitigation, Aquadrome related proposals, and trade waste services.

Members debated the timing and prioritization of a review of the CIL Charging Schedule noting the relationship between CIL, Section 106 agreements and the Local Plan timetable. Concerns were expressed that delays to the Local Plan could postpone the implementation of a revised charging schedule, with potential implications for infrastructure funding. Officers advised that work on a revised charging schedule would commence once the necessary budget provision had been agreed and that the timetable needed to be realistic and achievable.

Members also discussed proposed amendments relating to fly-tipping and trade waste services. Officers advised that the Council's approach to fly-tipping would be subject to further detailed reporting and that the trade waste service was currently operating on a cost neutral basis, primarily serving schools, charities and other eligible organisations. It was confirmed that officers did not consider the inclusion of trade waste expansion as a project within the Service Plan to be justified at this time.

Councillor Oliver Cooper proposed the following amendment:

"To bring forward the timetable for completion of the CIL Charging Schedule review from 2026/78 to 2025/26."

On being put to the vote the amendment FELL, the voting being For 4, Against 8. However, the Chair reiterated that the CIL charging regime had been included in the service plan.

The Chair proposed the acceptance of the amendments as detailed in the agenda pack except for amendment 3 whereby a subsequent amendment was raised.

Amendment 1 within the report was put to the vote and declared CARRIED by the Chair, with the voting being unanimous.

Amendment 2 within the report was put to the vote and declared CARRIED by the Chair, with the vote being unanimous.

Councillor Stephen Giles-Medhurst proposed an amendment to Amendment 3.

“To progress physical improvements including works to paths and access with an intention to move the project forward rather than leave it open ended.

Environmental and safety considerations such as ensuring works complied with flood risk requirements with officer led assessments and permits where required.

A requirement that asbestos considerations be explicitly built into the Aquadrome works at Service Plan level.”

Following discussion, the Chair proposed that, rather than adopting the amendment in full, officers be requested to review the matters raised and bring forward appropriate proposals or reports through the relevant governance processes where necessary. This approach was agreed by general assent.

Amendment 4 within the report was put to the vote and declared CARRIED by the Chair, with the voting being For 8, Against 4.

Amendment 5 within the report was put to the vote and declared CARRIED by the Chair, with the voting being For 8, Against 4.

PR824 SERVICE PLANS 2026-2029

The Committee considered the draft Service Plans for the period 2026-2029. Members were advised that the Service Plans set out the Council’s strategic objectives, key actions and performance measures for each service area over the three year period, and that the draft plans were bring presented to committees as part of the annual planning and budget setting cycle.

Members discussed the interaction between the service plans, the medium term financial plan and the emerging Local Plan, noting the importance fo ensuring that priorities, resources and delivery timescales remained aligned. Particular reference was made to infrastructure planning, CIL, and the need to ensure that future service delivery reflected anticipated development pressures.

Members noted that the service plans will go to Service Committees and then to Full Councils.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by General Assent.

RESOLVED:

That:

That:

- Policy and Resources provide any comments or suggested amends to the 2026–2029 service plans. Final service plans will be approved by Council in conjunction with the budget.

Committee Decision on Public Access:-

1. Public access to report - immediate

- Revenues and Benefits

- Finance
- Committee, Elections and Legal
- Property and Major Projects
- Planning Policy and Conservation (Local Plan/Right To Build Register)
- Customer Experience (excluding Watersmeet)
- Strategy and Partnerships (Corporate Services)
- Regulatory Services (CIL, Land Charges)

CHAIR

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**Policy and
Resources
Committee Report
09/03/2026**

POLICY AND RESOURCES COMMITTEE
9th March 2026

PART I

Abbots Langley Neighbourhood Development Plan: Decision Statement

(DoF)

1 Summary

- 1.1 The purpose of this report is to enable the Policy and Resources Committee to consider agreeing the publishing of the Decision Statement on the council's website and allowing the Abbots Langley Neighbourhood Development Plan to proceed to public referendum on 7 May 2026.

2 Recommendation

- 2.1 That:

The Policy & Resources Committee agree the publishing of the Decision Statement on the council's website and that the Abbots Langley Neighbourhood Development Plan should proceed to referendum which is proposed for 7th May 2026.

Report prepared by: Aaron Roberts, Senior Planning Officer

3 Details

- 3.1 Neighbourhood planning was introduced through the Localism Act 2011. New powers allowed qualifying bodies (Parish, Community or Town Councils) to produce Neighbourhood Development Plans (NDP). NDPs allow communities to set planning policies for their area.
- 3.2 Once adopted, NDPs become part of the development plan for the district and they must be considered when planning decisions are made, along with the Local Plan and national planning policy.
- 3.3 NDPs must be examined by a suitably qualified independent person, appointed by the council and agreed by the qualifying body (Parish/Community Council). Neighbourhood plans must also pass a referendum of local voters by a simple majority. If a plan passes referendum, the council must 'make' (adopt) it, unless it breaches EU¹ obligations or human rights legislation.
- 3.4 The Abbots Langley NDP (the Plan) has been produced by Abbots Langley Parish Council in conjunction with the local community. The Plan does not seek to allocate sites for housing but provides policies which are to be considered in the determination of planning applications for development within the Abbots Langley Neighbourhood Plan Area.
- 3.5 The Abbots Langley Neighbourhood Plan Area was designated by the council on 18 November 2014.

¹ Substituted by the Environmental Assessments and Miscellaneous Planning (Amendment) (EU Exit) Regulations 2018/1232 which came into force on 31 December 2020

- 3.6 The council has a duty to provide technical advice and support to communities producing a Neighbourhood Plan. Officers have assisted the Parish Council by providing technical advice, feedback on draft versions of the Plan and supporting documents.
- 3.7 In May 2025, Abbots Langley Parish Council formally submitted the draft Abbots Langley NDP and supporting documents to the District Council. On receipt of the Plan, legislation requires us only to determine whether the following legal requirements have been submitted by the qualifying body (Abbots Langley Parish Council):
- A map or statement which identifies the area to which the proposed neighbourhood development plan relates;
 - A consultation statement;
 - The proposed neighbourhood development plan;
 - A statement explaining how the proposed neighbourhood development plan meets the 'basic conditions' as set out in the legislation; and
 - Information to enable appropriate environmental assessments if required.
- 3.8 Once satisfied that the legal requirements had been met, we undertook a statutory six-week consultation (Regulation 16 Consultation) between 20 June–3 August 2025.
- 3.9 Three Rivers District Council, with the agreement of Abbots Langley Parish Council, appointed Ann Skippers BSc (Hons) MRTPI FRSA AoU, as the independent Examiner of the Plan. The representations received from the formal consultation were considered by the Examiner.
- 3.10 The Examiner is required to check whether a NDP:
- Has been prepared and submitted for examination by a qualifying body
 - Has been prepared for an area that has been properly designated for such plan preparation
 - Meets the requirements to:
 - i) specify the period to which it has effect
 - ii) not include provision about excluded development
 - iii) not relate to more than one neighbourhood area, and
 - That its policies relate to the development and use of land for a designated neighbourhood area.
- 3.11 The Examiner also has to consider whether a neighbourhood plan meets the Basic Conditions. In order to do this, the Plan must:
- Have regard to national policies and advice contained in guidance issued by the Secretary of State
 - Contribute to the achievement of sustainable development
 - Be in general conformity with the strategic policies of the development plan for the area, and

- Be compatible with European Union obligations² and, not breach, nor be in anyway incompatible, with the European Convention on Human Rights.
- 3.12 The Independent Examiner's Final Report on the Abbots Langley Neighbourhood Development Plan was issued on X (see Appendix 1). The report was forwarded to the Parish Council for their information.
- 3.13 The Examiner has recommended:
- modifications to the Plan to ensure that the Basic Conditions and statutory requirements are satisfactory met;
 - that the Plan, subject to modifications, should proceed to referendum;
 - that the referendum area should be the same as the Neighbourhood Plan Area.
- 3.14 The Regulations set out that within 5 weeks, the council should consider each of the recommendations in the Examiner's Report and decide what action to take in response to each recommendation.
- 3.15 Officers have drafted a Decision Statement (Appendix 2), setting out that modifications proposed by the Examiner's Report have been accepted, the draft Abbots Langley Neighbourhood Plan has been altered as a result of it and that the council intends the Plan to proceed to referendum. Officers are requesting Members confirm the Decision Statement and agree the Neighbourhood Plan progress to referendum.
- 3.16 The modified Abbots Langley Neighbourhood Development Plan is attached as Appendix 3. The plan's supporting documents are attached as appendices X-X.
- 3.17 It is officers' opinion that following the modifications, the Plan is robust, meets the Basic Conditions and comprises a user-friendly and efficient document. On this basis, the modified Plan should proceed to a referendum in the Abbots Langley Neighbourhood Plan Area to determine whether local people support it.
- 3.18 Following discussions with the council's election team, it has been agreed that the referendum takes place on Thursday 7th May 2026, to be combined with the Local Elections. Officers agree that this is the best approach.
- 3.19 Should the referendum return a positive result the council must 'make' (adopt) the plan within eight weeks of the referendum date unless legal issues arise which are unresolved by the end of this eight-week period.
- 3.20 Subject to the result of the referendum and any legal issues, the intention is for the Plan to be brought to the next available Full Council meeting after the referendum with a recommendation that the Plan be made.

4 Options and Reasons for Recommendations

- 4.1 The officer recommendation is that the Policy & Resources Committee agree the publishing of the Decision Statement on the Council's website and that the

² Substituted by the Environmental Assessments and Miscellaneous Planning (Amendment) (EU Exit) Regulations 2018/1232 which came into force on 31 December 2020

Abbots Langley Neighbourhood Development Plan should proceed to referendum which is proposed for 7th May 2026.

5 Policy/Budget Reference and Implications

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

6 Financial Implications

6.1 A Government backed neighbourhood planning grant allows LPAs to claim £20,000 from when they issue a decision statement detailing their intention to send the plan to referendum. This will cover the costs of the referendum.

6.2 Producing an NDP allows Parish and Town Councils to increase the amount of Community Infrastructure Levy (CIL) funds they receive from developments within their area from 15% to 25%.

7 Legal Implications

7.1 The council's discretion with regards to proceeding to referendum or otherwise is strictly limited by statute and in this case the requirements for proceeding to referendum have been following modifications to the Abbots Langley Neighbourhood Development Plan.

8 Staffing Implications

8.1 The referendum will be organised by Electoral Services.

9 Environmental Implications

9.1 Part of the role of the Independent Examiner is to consider whether the neighbourhood plan would breach, or otherwise be incompatible with retained European Union obligations³. The Examiner was satisfied that the neighbourhood plan meets this requirement.

10 Customer Services Centre Implications

10.1 The Customer Service Centre will be briefed about the referendum.

11 Communications and Website Implications

11.1 All the documents relating to the Examination of the Abbots Langley Neighbourhood Development Plan are available on the council's website. Electoral Services will be responsible for any communications relating to the referendum.

12 Equal Opportunities, Public Health and Community Safety Implications

12.1 None specific.

13 Risk and Health & Safety Implications

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

³ Substituted by the Environmental Assessments and Miscellaneous Planning (Amendment) (EU Exit) Regulations 2018/1232 which came into force on 31 December 2020

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

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Reputational damage of failing to agree Neighbourhood Plan proceed to referendum	The council has a duty to support the Parish Council in their preparation of the Neighbourhood Plan. It could be negatively perceived if the council does not follow the examiners recommendations without a strong reason for doing so	Agree the NDP proceed to referendum	Tolerate	Low 3

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

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



Impact 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%))

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

Background Papers

Town and Country Planning Act 1990 (as amended)

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

Community Infrastructure Levy Regulations 2010 (as amended)

Neighbourhood Planning (General) Regulations 2012 (as amended)

The Neighbourhood Planning (Referendums) Regulations 2012

National Planning Policy Framework (December 2024)

Planning Practice Guidance

APPENDICES

Appendix 1 – Examiners Final Report on the Abbots Langley Neighbourhood Plan

Appendix 2 – Abbots Langley Neighbourhood Plan Decision Statement

Appendix 3 – Modified Abbots Langley Neighbourhood Development Plan

Appendix 4 - SUPPORTING APPENDICES TO THE PLAN





Abbots Langley Neighbourhood Plan Decision Statement (Regulation 18 (2))

DATE

1 Summary

- 1.1 Under the Town and Country Planning Act 1990 (as amended), Three Rivers District Council has a statutory duty to assist communities in the preparation of neighbourhood development plans and orders and to take plans through a process of examination and referendum. The Localism Act 2011 (Part 6 chapter 3) sets out the Local Planning Authority's responsibilities under Neighbourhood Planning.
- 1.2 This statement confirms that the modifications proposed by the Examiner's Report have been accepted, the draft Abbots Langley Neighbourhood Plan has been altered as a result of it; and that this plan may now proceed to referendum which is proposed to take place on Thursday 7 May 2026.

2 Details

- 2.1 The Abbots Langley Neighbourhood Plan relates to the area that was designated by Three Rivers District Council as a Neighbourhood Area on 18 November 2014.
- 2.2 In May 2025 Abbots Langley Parish Council formally submitted the draft Abbots Langley Neighbourhood Plan and supporting documents to the District Council.
- 2.3 Once satisfied that the legal requirements had been met, a statutory six-week consultation (Regulation 16 Consultation) was undertaken between 20 June – 3 August 2025.
- 2.4 Three Rivers District Council, with the agreement of Abbots Langley Parish Council, appointed Ann Skippers BSc (Hons) MRTPI FRSA AoU as the Independent Examiner for the Plan. The Examiner's role was to determine whether the Plan met the Basic Conditions as set out in Schedule 4B of the Town and Country Planning Act 1990, and whether the Abbots Langley Neighbourhood Plan should proceed to referendum.
- 2.5 The examiner set out their findings in the Independent Examiner's Report issued on **X**. The Examiner recommended: that modifications be made to the Plan to ensure that the Basic Conditions and legal requirements are satisfactorily met; that the Plan as modified should proceed to referendum; and that the referendum area should be the same as the Abbots Langley Neighbourhood Area.

3 Decision and Reasons for Recommendations

- 3.1 The Neighbourhood (General) Regulations 2012, Regulation 18 require the local planning authority to outline what action to take in response to the recommendations of made by the Independent Examiner in a report under paragraph 10 of Schedule 38A of Schedule 4A to the Town and Country Planning Act 1990 (as applied by Section 38A of the Planning and Compulsory Purchase Act 2004).

- 3.2 Having considered the recommendations made by the Examiner's Report, and the reasons for them, Three Rivers District Council has agreed to accept the modifications made to the draft plan under paragraph 12(6) of Schedule 4B to the Town and Country Planning Act 1990. Having made these modifications, Three Rivers District Council is satisfied that the Abbots Langley Neighbourhood Plan meets the Basic Conditions and should proceed to referendum.
- 3.3 To meet the requirements of the Localism Act 2011 a referendum which poses the question, 'Do you want Three Rivers District Council to use the Abbots Langley Neighbourhood Plan to help it decide planning applications in the Abbots Langley Neighbourhood Area?' will be held in the area formally designated as the Abbots Langley Neighbourhood Area.
- 3.4 The referendum is proposed for Thursday 7 May 2026 and a Referendum Statement will be produced and publicised on our website in due course.
- 3.5 National Planning Policy Guidance states that where a Local Planning Authority has issued a Decision Statement detailing its intention to send a Neighbourhood Plan to referendum, that plan can be given significant weight in decision-making, so far as the plan is material to the application. Therefore, following the publication of this Decision Statement on , the Abbots Langley Neighbourhood Plan can be given significant weight in determining planning applications where the plan is material to the application.

**BUDGET MONITORING REPORT
TO 31 JANUARY 2026**

17/02/2026

POLICY AND RESOURCES COMMITTEE

9 MARCH 2026

PART I

BUDGET MONITORING REPORT TO 31 JANUARY 2026 (DIRECTOR OF FINANCE)

Budget Monitoring Summary

1.1 The 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 10 (31 January 2026) set against the latest budget.

2. Recommendation

To Council:

2.1 That the revenue budget virements as set out in Appendices 1 to 3 and noted in paragraph 4.1.4 be approved and incorporated into the three-year medium-term financial plan.

2.2 That the revenue budget supplementary estimates of (£0.070m) as set out in appendices 1 to 3 and noted in paragraph 4.1.5 be approved and incorporated into the three-year medium-term financial plan.

2.3 That the revenue variances to be managed of £0.219m as set out in appendices 1 to 3 and noted in paragraph 4.1.6 be noted.

2.4 That the capital budgets of (£0.181m) as set out in appendices 1 to 3 and noted in paragraph 4.4.2 be approved and incorporated into the three-year medium-term financial plan.

3.1 Revenue Summary

3.1.1 The Forecast reported as at Period 8 was £14.495m. This was a variation to budget of (£0.614m). The forecast year end position for 2025/26 at Period 10 is estimated to be £14.644m giving an unfavourable variance of £0.149m when compared to the previous forecast.

3.1.2 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 (Year end report July 2025)		432
Original Budget Plus Carry Forwards from 2024/25		15,109
Variances previously reported		(614)
Previous Forecast		14,495
Supplementary Estimates to budget reported at Period 10 (<i>to be approved</i>)		(70)
Variances to budget reported at Period 10 (<i>to be noted</i>)		219
Forecast Total Net Expenditure 2025/26		14,644

3.1.3 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	Supplementary Estimates and Variances	Variation to Latest Budget
	£000	£000	£000	£000	£000	£000	£000	£000
General Public Services & Community Engagement	6,030	6,106	6,267	6,197	3,795	6,004	(192)	(263)
Climate Change & Leisure	1,504	1,573	1,640	1,707	1,030	1,878	171	238
Policy & Resources	4,885	5,172	4,395	4,845	8,841	5,015	170	620
Total Service Budgets	12,419	12,851	12,302	12,748	13,666	12,897	149	594
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,258	2,258	1,747	1,747	1,535	1,747	0	0
Net General Fund	14,677	15,109	14,049	14,495	15,202	14,644	149	594

3.2 Capital Summary

3.2.1 The latest approved budget for 2025/26 is £26.118m. The forecast Year end position for 2025/26 is now estimated to be £25.937m, which results in a service variation of (£0.181m).

3.2.2 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 (<i>year end report July 2025</i>)	9,307
Variances previously approved	11,289
Latest Approved Budget (<i>Council February 2026</i>)	26,118
Variances to budget reported at Period 10 (<i>to be approved</i>)	(181)
Forecast Capital Expenditure 2025/26	25,937

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

Description	£000
CIL Community Grants CIL Grants awarded to Beryl Bikes of £138,000 and Rickmansworth Sports Club & Rickmansworth Cricket Club of £167,200. Approved at Full Council 9 th December 2025	305
Transport and Infrastructure Rephase £245,000 from 2025/26 to 2026/27 due to ongoing capital schemes. Schemes agreed at GEP&CE Committee January 2026. Budget virement of £1,000 to disabled Parking Bays due to increased cost of implementations	(246)
Waste and Recycling Vehicles £60,525 rephased from 2025/26 to 2026/27 to support vehicle programme	(61)
Watersmeet Electrical £59,000 rephased from 2025/26 to 2026/27 due to delays in aligning contracts and works availability	(59)
ShS-Hardware Replace Prog £40,000 budget rephased from 2025/26 to 2026/27 as current replacement programme has completed	(40)
TRH Whole Life Costing £60,000 rephased from 2025/26 to 2026/27 to support works to facilitate the ground floor letting to the NHS – awaiting planning approval so will not be carried out until 2026/27	(60)
Three Rivers House Transformation Budget increase of £29,730 required for the implementation of the Auditel system in the Penn Chamber	30
Others	(50)
Total Capital Variance	(181)

3.3 Reserves Summary

3.3.1 The potential effect of both the revenue and capital variances upon on each reserve at summary level is shown in the table below. A list of reserve balances is shown at Appendix 7. The General Fund balance has been updated due to final entries to the statement of accounts and are subject to the external audit process.

Description	Balance at 1 April 2025	Movement	Balance at 31 March 2026
	£000	£000	£000
Capital Reserves	(9,720)	(1,567)	(11,287)
Earmarked Reserves	(23,718)	(498)	(24,216)
Economic Impact Reserve	(1,394)	347	(1,047)
General Fund	(4,409)	11	(4,398)
Total	(39,241)	(1,707)	(40,948)

Details

4.1 Revenue Budget

4.1.1 The Council's latest approved services budget (excluding corporate budgets) is £12.302m, the previous Forecast was £12.748m The Forecast year end position is now estimated to be £12.897m which results in an unfavourable service variance of £0.149m. After taking account of Corporate Costs, the total unfavourable variation is £0.149m

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

Committee	Supplementary Estimates £000	Variances to be managed/Virements £000	Total £000
General Public Services and Community Engagement	(182)	101	(81)
Climate Change and Leisure	112	52	164
Policy and Resources	0	66	66
Total	70	219	149
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	0	0
Net General Fund	70	219	149

- 4.1.3 Within Appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.
- 4.1.4 The budget virements requested enable effective budget management by ensuring that budgets are aligned to service activity, management responsibilities, and reflect grant income and planned use of reserves. Budget virements must always net to zero across the Council's budget. The budget virements requested at the end of Period 10 result in a net increase in expenditure budgets totalling £0.472m offset by a corresponding net decrease in expenditure budgets or an increase in income budgets, which reflects the receipt of grant income and use of reserves. Policy and Resources Committee is recommended to approve the budget virements at paragraph 2.1.
- 4.1.5 Supplementary estimates totalling (£0.070m) are requested at the end of Period 10. 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 supplementary estimates at paragraph 2.2.
- 4.1.6 At the end of Period 10, variances to be managed total £0.219m. The Policy and Resources Committee is recommended to note these variances at paragraph 2.3.

4.2 Revenue Reserve Position

- 4.2.1 The effect of all Period 10 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	2028/29
	Original £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Latest £000	Latest £000	Latest £000
Balance Brought Forward at 1 April	(4,409)	(4,409)	(4,409)	(4,049)	(4,398)	(4,147)	(3,888)
(Surplus)/Deficit for Year	391	(236)	209	11	251	259	308
Closing Balance at 31 March	(4,017)	(4,645)	(4,200)	(4,398)	(4,147)	(3,888)	(3,580)

- 4.2.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to remain above this minimum level over the medium term.
- 4.2.3 The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve will be used in 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	2028/29
	Original	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest	Latest
	£000	£000	£000	£000	£000	£000	£000
Balance Brought Forward at 1 April	(1,383)	(1,395)	(1,395)	(1,395)	(1,047)	(1,047)	(1,047)
Covid-19 Impact for year	0	0	0	348	0	0	0
Closing Balance at 31 March	(1,383)	(1,395)	(1,395)	(1,047)	(1,047)	(1,047)	(1,047)

4.2.4 After taking account of the Economic Impact Reserve, the Council's unrestricted reserves position is forecast to remain above the £2.0m risk assessed level across the Medium Term Financial Plan (MTFP) at £4.627m as at 31 March 2029 see Appendix 6.

4.3 Investment Portfolio

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

4.3.2 The total rent due is forecast to be £1.029m which will achieve an average yield of 5.66%, above the 5% target.

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

Investment Property	2025/26 rent £000	Total cost of property £000	Yield %	Comments
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. A rent uplift of 3% has been projected wef December 2025. This has yet to be agreed.
Lincoln Drive (South Oxhey)	(143)	2,740	5.22%	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.
South Oxhey Maisonettes	(160)	2,877	5.56%	Local Authority (LAHF) funded purchase of 11 maisonettes in South Oxhey from Countryside for total cost of £3,913,200. The properties are under leased to Three Rivers Homes Ltd to provide housing provision. The net turnover rent is paid to TRDC by TRH Ltd. The percentage return is calculated on the TRDC's match funding apportionment of £2.807m + £116,822 for Stamp Duty apportionment
Total	(1,029)	17,255	5.66%	Average Yield

4.4 Capital Programme

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

4.4.2 The latest approved Capital budget is £26.118m. The forecast year end position for capital expenditure by Services at Period 10 is £25.937m. This provides a variance to latest budget of (£0.181m) as detailed in the table below. 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 2.4.

4.4.3 The table below shows the 2025/26 original budget, latest budget, forecast year end position, spend to date and variance for Period 10.

Committee	Original Budget £000	Original Budget Plus 2024/25 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
General Public Services and Community Engagement	2,569	4,905	5,321	3,044	5,316	(5)
Climate Change and Leisure	1,566	2,332	2,457	635	2,362	(96)
Policy & Resources	887	1,372	1,166	458	1,085	(80)
Total Service	5,022	8,609	8,944	4,137	8,763	(181)
Major Projects:						
South Oxhey Parking	500	500	500	0	500	0
Local Authority Housing Fund	0	5,720	16,674	66	16,674	0
Total Capital	5,522	14,829	26,118	4,203	25,937	(181)

4.4.4 As at the end of Period 10, the spend totalled £4.203m and represents 16.09% of the latest budget.

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

4.5 Key Risk Areas

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

- **Inflation**

The 12 month Consumer Price Index (CPI) was 3.0% for January 2026 and the Retail Price Index (RPI) was 3.8%. 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.

- **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 ten months of this year:

Fund	P10 2025/26 Target	P10 2025/26 Actual	Difference
Council Tax	81.70%	94.80%	13.10%
Business Rates (NNDR)	82.50%	88.24%	5.74%

As at 31 January, 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 of the position reported at 31 January 2025 when 95% (0.20%) of Council Tax due had been collected and Business Rates is also behind when 88.39% (0.15%) of Business Rates due had been collected.

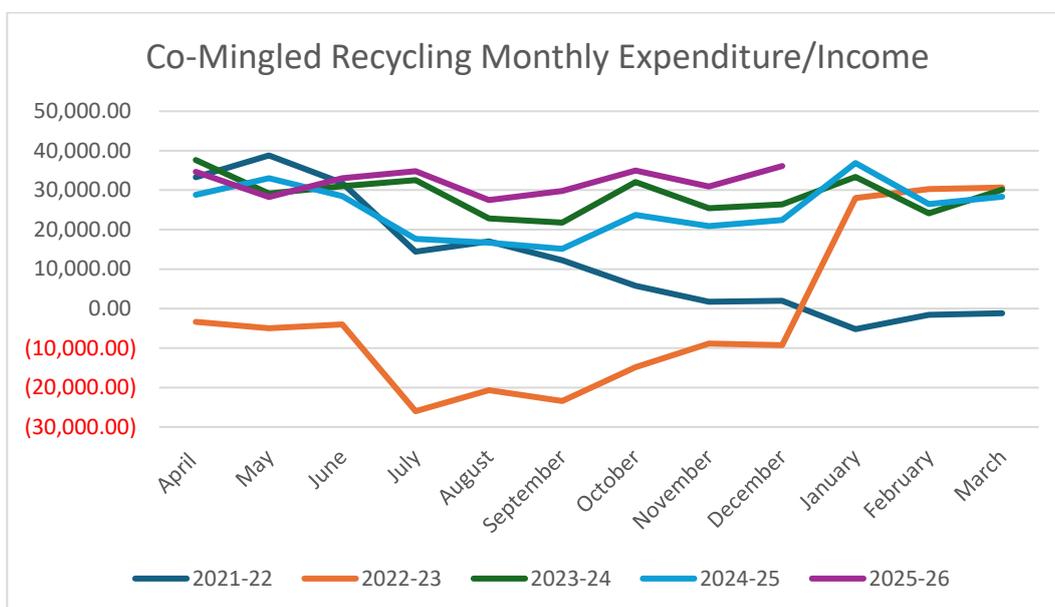
Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2026/27 through the Collection Fund surplus or deficit.

- **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.

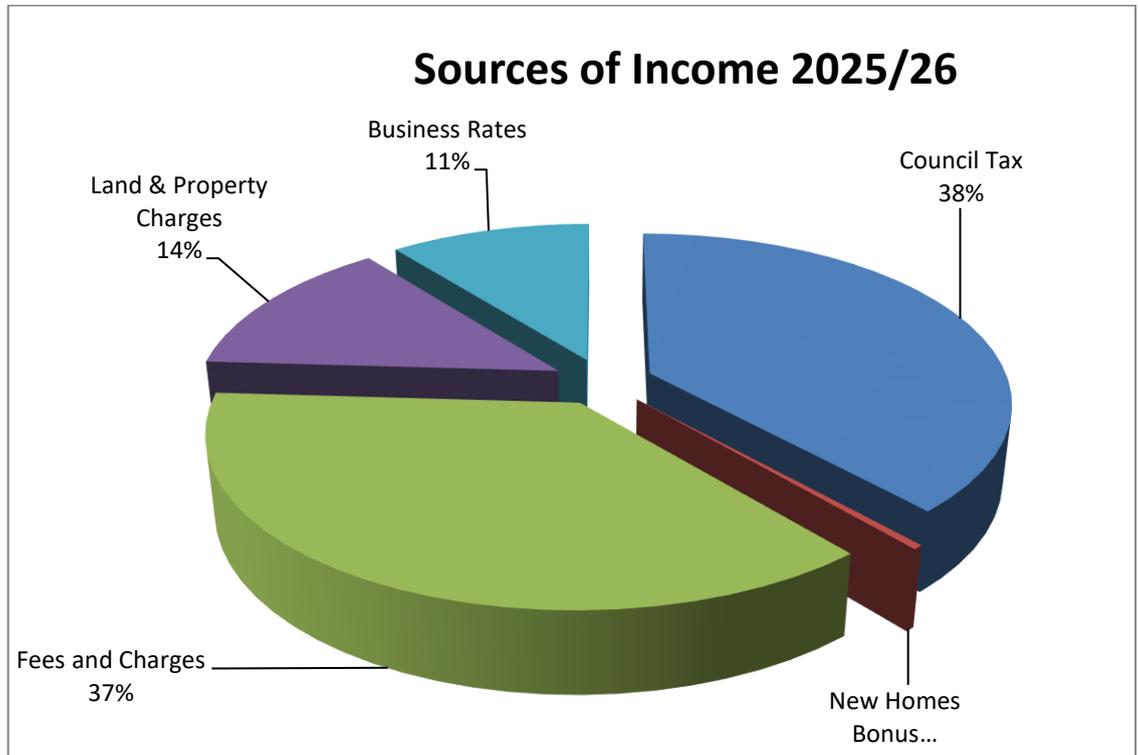
4.5.2 The Council’s overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council’s Audit Committee.

4.6 **Impact of inflation**

4.6.1 Energy costs are expected to continue to place pressure on budgets in year although the pressure has materialised in actual costs to 31 January 2026. As far as possible, services will be expected to absorb increased costs by managing other expenditure. Variances have been reported this period.

4.7 Council Income

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



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

4.7.3 For 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.

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

Service	Income Stream	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)	(860,692)	(790,254)	(860,692)	(14,272)
	Licenses	(208,685)	(208,685)	(168,703)	(208,685)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(193,437)	(115,000)	0
	Pay and Display	(220,000)	(220,000)	(201,645)	(220,000)	0
Environmental Protection	Trade Refuse	(930,570)	(930,570)	(876,917)	(930,570)	0
	Garden Waste	(1,703,200)	(1,703,200)	(1,674,445)	(1,703,200)	0
	Clinical Waste	(126,925)	(126,925)	(105,660)	(126,925)	0
	Cemeteries	(248,283)	(248,283)	(204,240)	(248,283)	0
Property Services	Garages	(1,180,120)	(1,180,120)	(921,699)	(1,180,120)	0
	Shops	(210,000)	(210,000)	(175,535)	(210,000)	0
	Investment Properties	(982,225)	(1,017,356)	(1,045,338)	(1,017,356)	(35,131)

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

4.8 Debtors (invoicing)

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

4.8.2 As at the end of Period 10 (January), the total outstanding debt was £0.559m. This is equivalent to 1.97% of total budgeted income of £28.341m. Debts less than one month old total £0.201m (35.90% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.199m (35.53% of the total debt) which mainly relate to Temporary Accommodation and rent on a Commercial Property where the tenant has been placed into liquidation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
General Public Services and Community Engagement	Community Partnerships	19,850	2,150	720	22,720
	Economic Development and Planning Policy	1,593	0	7,463	9,056
	Housing, Public Health and Wellbeing	3,207	12,133	50,174	65,514
	Public Services	11,104	43,813	4,438	59,355
Climate Change and Leisure	Leisure	10,617	7	176	10,800
	Sustainability & Climate	0	0	0	0
Policy & Resources	Resources	151,023	101,572	135,449	388,044
	Leader	3,300	0	220	3,520
Total		200,694	159,675	198,640	559,009

4.9 Treasury Management

4.9.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 31 January. 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, 4.0% August 2025 and 3.75% December 2025. The base rate was therefore 3.75% at the end of the period.

4.10 Staff Vacancy Monitoring

4.10.1 A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post. The table below summarises the level of vacancies at the end of January 2026 with a detailed analysis by service within Appendices 1 to 3.

Committee	Vacancies
General Public Services and Community Engagement	5
Climate Change and Leisure	1
Policy & Resources	10
	16

4.10.2 The percentage of vacant posts at the end of the second quarter is 4.42% 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

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

6 Policy/Budget Reference and Implications

- 6.1 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.
- 6.2 There are no substantial changes to Council policy resulting from this report.

Financial Implications

- 7.1 The following revenue and capital variations have been identified for all service committees at 31 January 2026:

Variance	2025/26 £	2026/27	2027/28	2028/29
Revenue - (Favourable)/ Unfavourable	148,903	153,467	153,467	153,467
Capital - Increase / (Decrease)	(180,810)	503,333	0	0

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

Legal Implications

- 8.1 There are no legal implications directly arising from this report.

Equal Opportunities Implications

- 9.1 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

- 10.1 There are no relevant implications directly arising from this report.

Risk and Health & Safety Implications

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

- 11.2 The 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.

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	✓

Background Papers

Budget papers to Council – February 2026

P6 Budget Management Report – Policy and Resources Committee 17 November 2025

P3 Budget Management Report – Policy and Resources Committee 8 September 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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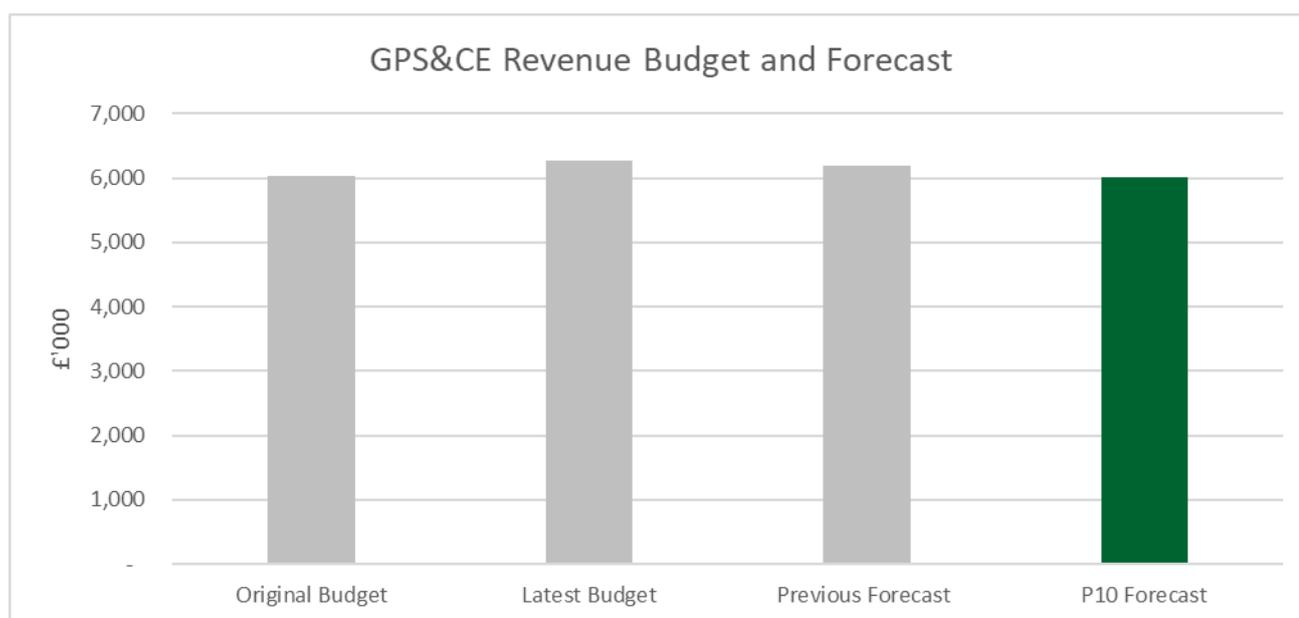
General Public Services and Community Engagement Committee Detailed Monitoring Report

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 10 which covers the period from 1 December 2025 to 31 January 2026.

Revenue

2. The previous forecast reported at Period 8 was net expenditure of £6.197m. This was a variation to budget of (£0.181m). The latest forecast position at Period 10 is £6.004m. This is a favourable variance of (£0.192m). The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
	Original Budget £000	2024/25 Carry Forwards £000					
Community Partnerships	1,075	1,097	1,102	1,148	1,151	4	49
Economic Development and Planning Policy	886	886	882	936	941	5	59
Housing	496	496	460	460	172	(288)	(288)
Public Services	3,573	3,627	3,823	3,653	3,740	87	(84)
Total	6,030	6,106	6,267	6,197	6,004	(192)	(263)

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 £5.316m. A variation of (£0.005m) 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 31 January 2026.

Department	Job Title	Comments	Total
Grounds Maintenance	Grounds Maintenance Assistant Manager	Recently advertised	1.00
	Grounds Maintenance Operative	Recently advertised	1.00
Waste Services	Loader	Recently advertised	1.00
	HGV Driver	Recently advertised	1.00
Land and Property	Land and Property Information Manager	Covered by interim	1.00
Total General Public Services & Community Engagement			5.00

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	285,690	288,340	0	288,340	288,340	288,340	Budget currently forecast to be spent
Community Development	4,500	12,066	12,066	12,066	(18,296)	12,066	0	4,500	4,500	4,500	Budget currently forecast to be spent
Community Safety	357,154	371,239	379,108	379,108	277,614	379,108	0	413,102	413,102	413,102	Budget currently forecast to be spent
Community Partnerships	209,797	209,797	216,472	216,472	183,620	220,112	3,640	214,067	214,067	214,067	Budget required of £590 for flag advertising planning consent and £3,050 for Local Government Information Unit subscription
Env Health - Commercial Team	209,790	209,790	209,790	209,790	204,987	209,790	0	209,790	209,790	209,790	Budget currently forecast to be spent
Licensing	(61,606)	(61,606)	(70,918)	(25,493)	(70,067)	(25,493)	0	(61,426)	(61,426)	(61,426)	Budget currently forecast to be spent
Community & Leisure Grant	67,500	67,500	67,500	67,500	42,800	67,500	0	67,500	67,500	67,500	Budget currently forecast to be spent
Total	1,075,475	1,097,126	1,102,358	1,147,783	906,347	1,151,423	3,640	1,135,873	1,135,873	1,135,873	

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Land & Property Info Section	16,971	16,971	(23,406)	18,644	(49,436)	18,644	0	81,545	81,545	81,545	Budget currently forecast to be spent
Street Naming & Numbering	7,130	7,130	7,130	7,130	10,148	12,130	5,000	7,130	7,130	7,130	Increased budget required for repairs and maintenance due to the number of street nameplate replacements needed this year
Development Management	220,386	220,386	246,957	258,957	105,106	258,957	0	220,958	225,293	229,004	Budget currently forecast to be spent
Development Plans	546,755	546,755	555,036	555,036	513,078	555,036	0	408,041	409,932	360,627	Income and expenditure budgets required of £60,000 to spend Green Belt Review earmarked reserves
Hertfordshire Building Control	37,500	37,500	37,500	37,500	37,122	37,500	0	37,500	37,500	37,500	Budget currently forecast to be spent
HS2 Planning	0	0	0	0	(3,235)	0	0	0	0	0	Income received from HS2
GIS Officer	56,860	56,860	58,687	58,687	49,183	58,687	0	57,809	57,809	57,809	Budget currently forecast to be spent
Total	885,602	885,602	881,904	935,954	661,967	940,954	5,000	812,983	819,209	773,615	

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Housing Services Needs	559,622	559,622	507,097	507,097	666,716	402,283	(104,814)	596,987	583,335	587,056	Full salary budget not required this financial year due to the use of Homelessness Prevention Grant. Virement of underspend to salary contingency.
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	317	5,110	0	5,110	5,110	5,110	Demand led service
Homelessness General Fund	(148,740)	(148,740)	(148,740)	(148,740)	(858,783)	(331,430)	(182,690)	(148,740)	(148,740)	(148,740)	Hire of Accommodation budget of £182,690 not required this year due to the use of the Homeless Prevention Grant. Income and expenditure budgets of £62,399 for Homelessness Prevention grant top up and £4,473 for Ukraine Homeless Support grant
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(2,500)	(5,000)	0	(5,000)	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(117,412)	0	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	85,305	85,305	101,371	101,371	51,426	101,371	0	116,483	105,156	91,137	Income and expenditure budgets required of £18,764 for Renters Rights Act grant and £1,445 for H4Ukraine property inspection fees
Public Health	0	0	0	0	19,303	0	0	23,561	39,373	0	Income and expenditure budgets required of £20,570 for Public Health grant
Total	496,297	496,297	459,838	459,838	(240,932)	172,334	(287,504)	588,401	579,234	529,563	

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Decriminalised Parking Enf	250,508	300,588	300,328	108,438	(156,500)	108,438	0	238,570	190,956	142,251	Budget currently forecast to be spent
Car Parking-Maintenance	110,466	110,466	110,466	110,466	108,829	110,466	0	110,466	110,466	110,466	Budget currently forecast to be spent
Dial A Ride	40,000	40,000	40,000	40,000	40,000	40,000	0	40,000	40,000	40,000	Budget currently forecast to be spent
Sustainable Travel Schemes	1,500	5,566	5,566	5,566	500	5,566	0	5,280	5,280	5,280	Budget currently forecast to be spent
Associate Director of Environment	101,898	101,898	105,119	105,119	91,680	105,119	0	103,571	103,571	103,571	Budget currently forecast to be spent
Refuse Domestic	(24,290)	(24,290)	(24,290)	(24,290)	(23,898)	(19,530)	4,760	(25,740)	(25,740)	(25,740)	Increased budget required for Boundary Way of £760 due to increase in the service cost from Watford Borough Council and reduction in income on Fees - Special Commercial of £4,000 as budget will not be achieved this financial year
Refuse Trade	(107,017)	(107,017)	(189,365)	(189,365)	(471,816)	(127,440)	61,925	(107,096)	(106,758)	(106,412)	Increased budget required for repairs & maintenance of £13,500 due to increased cost of vehicle maintenance and reduction in income on Fees - Trade Refuse and Collect Glass/Paper/Card of £48,425 as budget will not be achieved this financial year
Weekly Food Waste	0	0	0	0	(10,474)	0	0	0	0	0	Income and expenditure budgets required of £11,504 for Food Waste grant
Poster Buses Fund	101,762	101,762	101,762	101,762	101,768	101,762	0	101,762	101,762	101,762	Budget currently forecast to be spent
Recycling General	750	750	750	750	(1,238)	(800)	(1,550)	750	750	750	Increased income received from textile bank contract
Green Waste	(734,515)	(734,515)	(708,593)	(708,593)	(1,089,198)	(648,348)	60,245	(761,622)	(760,813)	(760,813)	Increased budget required for repairs & maintenance of £44,200 due to increased cost of vehicle maintenance, offset by printing budget of £12,710 not being required this financial year. Reduction in income of £28,755 as budget will not be achieved this financial year.
Clinical Waste	(39,007)	(39,007)	(35,351)	(35,351)	(52,393)	(14,351)	21,000	36,450	36,450	36,450	Full income budget will not be achieved this financial year. Future years budgets reduced by £75,000 due to the loss of the NHS contract as the NHS has entered into a new national contract
Recycling Kerbside	1,387	1,387	1,387	1,387	48,722	(99,653)	(101,040)	1,387	1,387	1,387	Increased income received from recycling credits of £110,000 from HCC, offset by an increased budget required for Boundary Way of £8,960 due to increase in the service cost from Watford Borough Council
Abandoned Vehicles	250	250	250	1,750	1,645	1,750	0	250	250	250	Budget currently forecast to be spent
Public Conveniences	3,600	3,600	3,600	3,600	600	3,600	0	3,600	3,600	3,600	Budget currently forecast to be spent
Hertfordshire Fly Tipping	0	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	365,472	365,472	338,784	358,667	(6,805)	404,382	403,907	403,907	Salary budget Virement of £6,805 to Climate Change and Sustainability due to restructure of service. Income and expenditure budgets required of £6,058 for the use of S106 monies
Depot-Batchworth	55,225	55,225	61,375	81,375	59,513	81,375	0	61,375	61,375	61,375	Budget currently forecast to be spent
Waste Management	2,699,685	2,699,685	2,905,408	2,905,408	2,881,350	3,000,408	95,000	2,922,395	2,923,301	2,923,301	Increased budget required for repairs & maintenance of £18,000 due to increased cost of vehicle maintenance. Full income budget will not be achieved this financial year due to the reduction in anticipated transport subsidy payment from HCC of £30,000. Budget virement of £47,000 from Street Cleansing to cover vehicle repairs and maintenance
Street Cleansing	711,970	711,970	779,495	779,495	600,161	732,495	(47,000)	756,366	757,815	754,293	Budget virement to Waste Management of £47,000 to cover vehicle repairs and maintenance
Total	3,572,959	3,627,105	3,823,379	3,652,989	2,468,034	3,739,524	86,535	3,892,146	3,847,559	3,795,678	
Total General Public Services and Community Engagement	6,030,333	6,106,130	6,267,479	6,196,564	3,795,416	6,004,235	(192,329)	6,429,403	6,381,875	6,234,729	

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						
Housing, Public Health and Wellbeing	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Homelessness General Fund	Premises	Hire of Accommodation budget not required this year due to the use of the Homeless Prevention Grant	(182,690)	0	0	0
Total			(182,690)	0	0	0
Public Services	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Clinical Waste	Income	Future Years budget reduced due to the loss of the NHS contract as the NHS has entered into a new national contract.	0	75,000	75,000	75,000
Total			0	75,000	75,000	75,000
Total General Public Services and Community Engagement			(182,690)	75,000	75,000	75,000

Variations to be managed

General Public Services and Community Engagement			
Community Partnerships	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Community Partnerships	Supplies and Services	Budget required of £590 for flag advertising planning consent and £3,050 for Local Government Information Unit subscription	3,640
Total			3,640
Economic Development and Planning Policy	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Street Naming & Numbering	Premises	Increased budget required for repairs and maintenance due to the number of street nameplate replacements needed this year	5,000
Total			5,000
Public Services	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Refuse Domestic	Supplies and Services	Increased budget required for Boundary Way due to increase in the service cost from Watford Borough Council	760
	Income	Fees - Special Commercial budget will not be achieved this financial year	4,000
Refuse Trade	Transport	Increased budget required for repairs & maintenance due to increased cost of vehicle maintenance	13,500
	Income	Fees - Trade Refuse and Collect Glass/Paper/Card budgets will not be achieved this financial year	48,425
Recycling General	Income	Increased income received from textile bank contract	(1,550)
Garden Waste	Transport	Increased budget required for repairs & maintenance due to increased cost of vehicle maintenance	44,200
	Supplies and Services	Printing budget not required this financial year	(12,710)
	Income	Full income budget will not be achieved this financial year	28,755
Clinical Waste	Income	Full income budget will not be achieved this financial year	21,000
Recycling Kerbside	Supplies and Services	Increased budget required for Boundary Way due to increase in the service cost from Watford Borough Council	8,960
	Income	Increased income received from recycling credits from HCC	(110,000)
Waste Management	Transport	Increased budget required for repairs & maintenance due to increased cost of vehicle maintenance	18,000
	Income	Full income budget will not be achieved this financial year due to the reduction in anticipated transport subsidy payment from HCC	30,000
Total			93,340
Total General Public Services and Community Engagement			101,980

Virements

General Public Services and Community Engagement			
Economic Development & Planning Policy	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Development Plans	Supplies and Services	To spend money transferred from Green Belt Review earmarked reserves	60,000
	Income	Transfer from Green Belt Review earmarked reserves	(60,000)
Total			0
Housing, Public Health and Wellbeing	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Housing Services Needs	Employees	Full budget not required this financial year due to the use of Homelessness Prevention Grant. Virement of underspend to salary contingency	(104,814)
Homelessness General Fund	Supplies and Services	To spend Homelessness Prevention grant top up of £62,399 and Ukraine Homeless Support grant of £4,473	66,872
	Income	Receipt of Homelessness Prevention grant top up of £62,399 and Ukraine Homeless Support grant of £4,473	(66,872)
Public Health - Residential Team	Supplies and Services	To spend Renters Rights ACT grant of £18,764 and H4Ukraine property inspections fees of £1,445	20,209
	Income	Receipt of Renters Rights ACT grant of £18,764 and H4Ukraine property inspections fees of £1,445	(20,209)
Public Health	Supplies and Services	To spend Public Health grant	20,570
	Income	Receipt of Public Health grant	(20,570)
Total			(104,814)
Public Services	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Weekly Food Waste	Supplies and Services	To spend Weekly Food Waste grant	11,504
	Income	Receipt of Weekly Food Waste grant	(11,504)
Environmental Protection	Employees	Budget virement to Climate Change and Sustainability due to restructure of service	(6,805)
	Supplies and Services	Use of S106 monies	6,058
	Income	Use of S106 monies	(6,058)
Waste Management	Transport	Budget virement from Street Cleansing to cover vehicle repairs and maintenance	47,000
Street Cleansing	Supplies and Services	Budget virement to Waste Management to cover vehicle repairs and maintenance	(47,000)
Total			(6,805)
Total General Public Services and Community Engagement			(111,619)

*Budget virements across the council net to zero. Included in the virements listed above are virements to Policy and Resources Committee, and Climate Change and Leisure Committee.

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	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Capital Grants & Loans	20,000	20,000	13,000	0	13,000	0	20,000	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	6,000	6,000	0	No budget for 2025/26
Sub-total Community Partnerships	26,000	20,000	13,000	0	13,000	0	23,236	23,236	0	26,000	26,000	0	26,000	26,000	0	
Economic Development and Planning Policy																
Economic Development and Planning Policy	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Listed Building Grants	2,500	2,500	2,500	0	0	(2,500)	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	Demand led service, no applications to date, budget not required this financial year
CIL Community Grants	0	1,362,403	1,677,403	511,450	1,982,603	305,200	0	0	0	0	0	0	0	0	0	CIL Community Grants approved at Full Council 9/12/25 - £138,000 Beryl Bikes and £167,200 Rickmansworth Sports Club & Rickmansworth Cricket Club
Sub-total Economic Development and Planning Policy	2,500	1,364,903	1,679,903	511,450	1,982,603	302,700	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	
Housing, Public Health and Wellbeing																
Housing, Public Health and Wellbeing	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Disabled Facilities Grant	586,000	678,443	825,485	622,739	825,485		825,485	825,485	0	825,485	825,485	0	825,485	825,485	0	Budget is currently forecast to be spent
Home Repairs Assistance	2,000	2,000	2,000	0	0	(2,000)	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	Demand led service, no applications to date, budget not required this financial year
Sub-total Housing, Public Health and Wellbeing	588,000	680,443	827,485	622,739	825,485	(2,000)	827,485	827,485	0	827,485	827,485	0	827,485	827,485	0	
Public Services																
Public Services	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Transport and Infrastructure	279,000	344,171	344,171	57,632	98,171	(246,000)	179,000	424,000	245,000	179,000	179,000	0	179,000	179,000	0	£245k rephased into 2026/27 due to ongoing capital schemes. Schemes agreed at GPS Committee January 2026. Budget virement of £1k to Disabled Parking bays due to increased cost of implementations
Disabled Parking Bays	2,500	2,500	2,500	2,750	3,500	1,000	2,500	2,500	0	2,500	2,500	0	2,500	2,500	0	Budget virement of £1k from Transport and Infrastructure due to increased cost of implementation.
Waste Plant & Equipment	25,000	32,070	32,070	1,065	32,070	0	25,000	25,000	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	0	0	0	Budget is fully spent
EV Charging Points	0	535,938	535,938	228,011	535,938	0	0	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Controlled Parking	25,000	49,144	49,144	21,510	49,144	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	Budget is currently forecast to be spent
Replacement Bins	54,000	54,000	136,753	113,390	136,753	0	45,000	45,000	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	941,211	880,686	880,686	(60,525)	800,000	860,525	60,525	800,000	800,000	0	800,000	800,000	0	£60,525 rephased into 2026/2027 to support vehicle programme
Car Park Restoration	250,000	313,131	313,131	229,690	313,131	0	250,000	250,000	0	250,000	250,000	0	250,000	250,000	0	Budget is currently forecast to be spent
Estates, Paths & Roads	47,000	47,000	47,000	16,204	47,000	0	20,000	20,000	0	20,000	20,000	0	20,000	20,000	0	Budget is currently forecast to be spent
TRDC Footpaths & Alleyways	225,000	251,413	251,413	210,736	251,413	0	210,000	210,000	0	220,000	220,000	0	215,000	215,000	0	Budget is currently forecast to be spent
Sub-total Public Services	1,952,500	2,839,624	2,800,588	1,909,482	2,495,063	(305,525)	1,556,500	1,862,025	305,525	1,636,500	1,636,500	0	1,631,500	1,631,500	0	
Total General Public Services and Community Engagement	2,569,000	4,904,970	5,320,976	3,043,671	5,316,151	(4,825)	2,409,721	2,715,246	305,525	2,492,485	2,492,485	0	2,487,485	2,487,485	0	

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Annex D

GPS&CE Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £
General Public Services and Community Engagement			
Listed Building Grants	Demand led service, no applications to date, budget not required this financial year	(2,500)	0
CIL Community Grants	CIL Community Grants approved at Full Council 9/12/25 - £138,000 Beryl Bikes and £167,200 Rickmansworth Sports Club & Rickmansworth Cricket Club	305,200	0
Home Repairs Assistance	Demand led service, no applications to date, budget not required this financial year	(2,000)	0
Transport and Infrastructure	£245k rephased into 2026/27 due to ongoing capital schemes. Schemes agreed at GPS Committee January 2026. Budget virement of £1k to Disabled Parking bays due to increased cost of implementations	(246,000)	245,000
Disabled Parking Bays	Budget virement of £1k from Transport and Infrastructure due to increased cost of implementation.	1,000	0
Waste & Recycling Vehicles	£60,525 rephased into 2026/2027 to support vehicle programme	(60,525)	60,525
Total General Public Services and Community Engagement		(4,825)	305,525

Annex E
GPS&CE Key Income Streams

Regulatory Services									
Car Park Enforcement Penalty Charge Notices (PCNs)	Month	2022/23		2023/24		2024/25		2025/26	
		£	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	(27,462)	550
	August	(6,814)	122	(13,495)	289	(21,830)	337	(17,321)	318
	September	(6,134)	114	(11,650)	236	(16,290)	326	(17,160)	326
	October	(9,526)	249	(13,707)	247	(20,620)	391	(20,684)	443
	November	(9,118)	194	(13,715)	219	(18,400)	349	(19,205)	360
	December	(7,845)	134	(11,725)	212	(18,810)	363	(20,305)	361
	January	(8,913)	154	(12,865)	316	(20,380)	368	(17,825)	296
	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	(193,437)	3,708

Comments: The Original budget for 2025/26 is £115,000. Officers are now predicting income of £200,000 following review of income received in recent years. 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 PCNs 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	(23,290)	13,606
	August	(13,742)	7,326	(16,564)	8,531	(16,320)	9,241	(20,536)	12,394
	September	(14,086)	7,387	(17,540)	9,075	(20,204)	8,752	(22,252)	12,954
	October	(14,702)	7,878	(18,978)	9,450	(16,532)	11,149	(24,189)	14,414
	November	(14,587)	7,411	(19,091)	9,633	(19,932)	10,730	(22,756)	13,238
	December	(17,110)	8,354	(20,515)	10,337	(22,453)	12,168	(27,564)	15,259
	January	(16,778)	7,573	(20,475)	9,612	(19,597)	11,067	(22,636)	13,334
	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	(224,281)	130,897

Comments: The Original budget for 2025/26 is £220,000. Officers are now predicting income of £250,000 following review of income received in recent years. There are different charging regimes for different car parks within the district. However most pay & display car parks in Rickmansworth operate the following regulations - Monday - Friday, 8.30am - 6.30pm max stay up to 24 Hours - charge £4 with the first hour being free.

Development Management	Month	2022/23		2023/24		2024/25		2025/26	
Application Fees		£	Volume	£	Volume	£	Volume	£	Volume
	April	(389,072)	121	(31,355)	111	(94,490)	133	(75,721)	162
	May	(59,995)	162	(57,426)	138	(74,771)	119	(128,870)	130
	June	(41,122)	123	(73,723)	122	(80,169)	125	(123,183)	141
	July	(56,630)	129	(23,579)	125	(93,197)	127	(51,684)	139
	August	(27,451)	144	(42,914)	137	(52,344)	101	(46,890)	117
	September	(53,870)	111	(28,687)	133	(30,825)	115	(101,068)	147
	October	(141,962)	125	(32,577)	137	(33,542)	134	(53,080)	134
	November	(51,317)	136	(32,047)	120	(53,249)	121	(55,949)	123
	December	(65,353)	119	(21,107)	96	(167,972)	125	(97,430)	118
	January	(21,090)	131	(17,242)	104	(26,957)	120	(56,379)	115
	February	(56,956)	116	(40,229)	103	(61,582)	122		
	March	(34,930)	163	(33,857)	120	(71,186)	115		
	Total	(999,748)	1,580	(434,743)	1,446	(840,282)	1,457	(790,254)	1,326

Comments: The Original budget for 2025/26 is £846,420. There are a number of different charging levels dependent on the type & size of the proposed area. The table of current fees for each type can be found on the Councils website.

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	(418)	911
	August	(1,417)	920	(3,049)	871	(324)	857	(2,526)	910
	September	(1,221)	925	(1,635)	872	(1,651)	860	(7,890)	915
	October	(376,644)	926	(402,130)	873	(430,584)	862	(433,170)	917
	November	(7,399)	920	464	867	(5,727)	858	(523)	911
	December	(738)	908	337	860	351	855	(3,031)	909
	January	(2,476)	916	(940)	867	(883)	854	(914)	904
	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	(882,830)	

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. These figures now include Trade Food Contracts.

Garden Waste									
Bin Charges	Month	2022/23		2023/24		2024/25		2025/26	
		£	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	(6,122)	99
	August	(5,778)	96	(7,494)	111	(6,009)	82	(5,500)	70
	September	(3,129)	49	(4,346)	56	(3,090)	34	(3,121)	24
	October	(2,480)	80	(3,254)	89	(3,790)	94	(10,778)	50
	November	(1,589)	51	(1,781)	50	(2,037)	57	6,603	22
	December	(324)	14	(645)	16	(366)	9	(582)	5
	January	(956)	26	(204)	15	0	0	(140)	4
	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	(1,674,445)	21,984

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.

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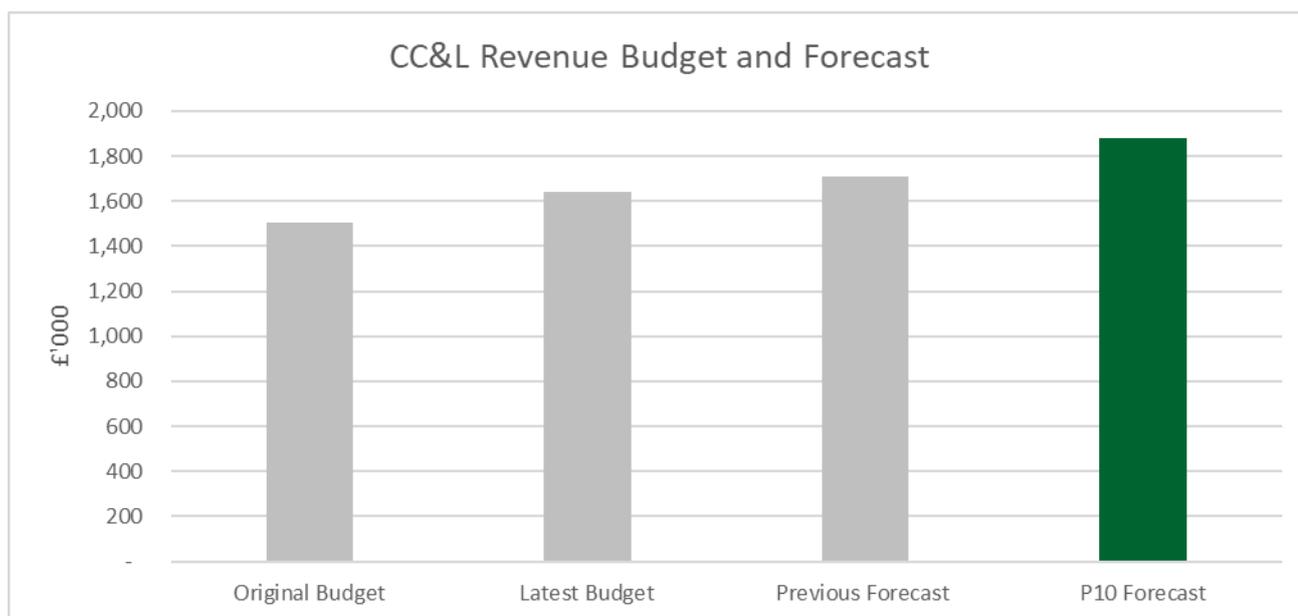
Climate Change and Leisure Committee Detailed Monitoring Report

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 10 which covers the period from 1 December 2025 to 31 January 2026.

Revenue

2. The previous forecast reported at Period 8 was net expenditure of £1.707m. This was a variation to budget of £0.147m. The latest forecast position at Period 10 is £1.878m. This is an unfavourable variance of £0.171m. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		2024/25 Carry Forwards £000						
Leisure	1,173	1,173		1,235	1,284	1,407	124	173
Sustainability and Climate	331	399		405	423	470	47	65
Total	1,504	1,573		1,640	1,707	1,878	171	238

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

Capital Investment Programme

4. The latest capital investment programme for 2025/26 is £2.362m. A £0.095m 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 31 January 2026.

Department	Job Title	Comments	Total
Watersmeet	Theatre Manager	Currently 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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	87,145	0	0	0	0	0	S106 funded expenditure will be transferred at year end
Watersmeet	47,251	47,251	71,343	93,813	(194,527)	92,063	(1,750)	50,938	51,881	52,802	Increased budgets required for Gas £11,250 and Electricity £17,000 due to increased supplier costs, offset by Increased income from ticket levy sales of £30,000
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(38,210)	(35,000)	0	(35,000)	(35,000)	(35,000)	Income is received quarterly
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(4,129)	(3,000)	0	(3,000)	(3,000)	(3,000)	Income is received quarterly
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	(700)	Budget met
Playing Fields & Open Spaces	127,450	127,450	151,135	151,135	66,337	151,135	0	151,135	151,135	151,135	Budget currently forecast to be spent
Heritage & Parks Enhancement Programme	0	0	0	0	0	0	0	100,000	50,000	0	
Maple Lodge BNG	0	0	0	0	9,133	0	0	0	0	0	
Scotsbridge River Chess Project	0	0	0	0	(4,347)	0	0	0	0	0	
Aquadrome Project	0	0	0	0	59,467	0	0	0	0	0	Income and expenditure budgets of £94,496 required for National Lottery Heritage Fund grant
Aquadrome	64,615	64,615	64,615	91,115	80,674	104,315	13,200	64,615	64,615	64,615	Budget required for the preliminary works undertaken at Glade Bridge at the Aquadrome. Full income budget will not be achieved on Leasing Charges £2,300 and Fishing Rights £5,000
The Bury Green Space	0	0	0	0	(22,110)	0	0	0	0	0	Awaiting final invoice
Leisure Venues	(709,455)	(709,455)	(777,956)	(777,956)	(584,443)	(665,520)	112,436	(746,212)	(746,212)	(746,212)	Income budget reduced due to corrected CPI figure charged on Leisure Management Contract 2024/25 & 2025/26. Inflation for future years will be added when the rate is known.
Leisure Activities	124,507	124,507	88,482	88,482	83,735	88,482	0	103,497	103,497	103,497	Budget currently forecast to be spent
Leisure Development	680,239	680,239	737,226	737,226	615,832	737,226	0	725,114	727,942	727,942	Budget currently forecast to be spent
Grounds Maintenance	877,513	877,513	938,410	938,410	732,038	938,410	0	960,287	970,739	980,117	Budget currently forecast to be spent
Total	1,173,420	1,173,420	1,234,555	1,283,525	885,894	1,407,411	123,886	1,370,674	1,334,897	1,295,196	

Sustainability and Climate	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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Energy Efficiency	9,500	27,900	27,900	27,900	0	27,900	0	9,500	9,500	9,500	Budget currently forecast to be spent
Climate Change & Sustainability Projects	207,432	257,567	260,540	260,540	(2,741)	267,345	6,805	305,743	308,255	308,255	Budget virement of £6,805 on salaries from Environmental Protection due to restructure of service
Innovate UK	0	0	0	0	0	0	0	0	0	0	Project complete.
Pest Control	12,755	12,755	12,755	12,755	8,971	12,755	0	12,755	12,755	12,755	Budget currently forecast to be spent
Environmental Maintenance	25,970	25,970	18,680	36,580	25,702	36,580	0	18,680	18,680	18,680	Budget currently forecast to be spent
Animal Control	65,829	65,829	68,967	68,967	73,867	80,167	11,200	67,889	67,889	67,889	Increased cost of kennelling fees
Cemeteries	(234,233)	(234,233)	(226,943)	(226,943)	(145,925)	(198,013)	28,930	(234,873)	(234,873)	(234,873)	Increased Miscellaneous IT Costs budget required for the implementation of Plot Box
Trees And Landscapes	243,580	243,580	243,580	243,580	183,901	243,580	0	333,345	333,345	243,345	Budget currently forecast to be spent
Total	330,833	399,368	405,479	423,379	143,775	470,314	46,935	513,039	515,551	425,551	

Total Climate Change and Leisure	1,504,253	1,572,788	1,640,034	1,706,904	1,029,669	1,877,725	170,821	1,883,713	1,850,448	1,720,747	
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Annex B
CC&L Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Supplementary Estimates

Climate Change and Leisure			2025/26	2026/27	2027/28	2028/29
Leisure	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£	£
Leisure Venues	Income	Income budget reduced due to corrected CPI figure charged on Leisure Management Contract 2024/25 & 2025/26	112,436	78,467	78,467	78,467
Total			112,436	78,467	78,467	78,467
Total Climate Change and Leisure			112,436	78,467	78,467	78,467

Variances to be Managed

Climate Change and Leisure			2025/26
Leisure	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£
Watersmeet	Premises	Increased budgets required for Gas £11,250 and Electricity £17,000 due to increased supplier costs	28,250
	Income	Increased income from ticket levy sales	(30,000)
Aquadrome	Supplies and Services	Budget required for the preliminary works undertaken at Glade Bridge at the Aquadrome	5,900
	Income	Full income budget will not be achieved on Leasing Charges £2,300 and Fishing Rights £5,000	7,300
Total			11,450
Sustainability and Climate			2025/26
	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£
Animal Control	Supplies and Services	Increased cost of kennelling fees	11,200
Cemeteries	Supplies and Services	Increased Miscellaneous IT Costs budget required for the implementation of Plot Box	28,930
Total			40,130
Total Climate Change and Leisure			51,580

Virements

Climate Change and Leisure			
Leisure	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Aquadrome Project	Supplies	To spend National Lottery Heritage Fund grant	94,496
	Income	Receipt of National Lottery Heritage Fund grant	(94,496)
Total			0
Sustainability & Climate	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	20209
Climate Change & Sustainability	Employees	Budget virement from Environmental Protection due to restructure of service	6,805
Total			6,805
Total Climate Change and Leisure			6,805

*Budget virements across the council net to zero. Included in the virements listed above is a virement from General Public Services and Community Engagement Committee.

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	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
Aquadrome Bridge Replacement	0	438,740	438,740	306,611	438,740	0	0	0	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Leavesden Country Park Gate	0	17,191	17,191	9,284	9,284	(7,907)	0	0	0	0	0	0	0	0	0	0	Project Complete full budget not required
Watersmeet Electrical	0	138,443	138,443	0	79,443	(59,000)	0	59,000	59,000	0	0	0	0	0	0	0	£59k to be rephased into 2026/27 due to delays in aligning contracts and works availability
Watersmeet Fire Doors	75,400	75,400	75,400	0	67,400	(8,000)	0	8,000	8,000	0	0	0	0	0	0	0	£8k to be rephased into 2026/27 due to availability around events to complete works
Scotsbridge-Chess Habitat	0	8,190	8,190	0	0	(8,190)	0	8,190	8,190	0	0	0	0	0	0	0	Rephased into 2026/27 to support River Chess Bypass Project being delivered by the Environment Agency and Hertfordshire County Council
Open Space Access Improvements	60,000	118,320	125,320	12,911	125,320	0	60,000	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000	Budget is currently forecast to be spent
Improve Play Area-Future Schemes	120,000	211,238	241,238	131,402	241,238	0	120,000	120,000	0	120,000	120,000	0	120,000	120,000	0	120,000	Budget is currently forecast to be spent
Aquadrome-Whole Life Costing	11,000	11,000	39,090	39,090	39,090	0	11,000	11,000	0	11,000	11,000	0	11,000	11,000	0	11,000	Budget is fully 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	540,000	540,000	0	540,000	Budget is currently forecast to be spent - Tender process ongoing
Watersmeet-Whole Life Costing	20,000	31,303	31,303	7,060	31,303	0	20,000	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	Budget is currently forecast to be spent
Pavilions-Whole Life Costing	11,000	12,984	12,984	480	480	(12,504)	11,000	23,504	12,504	11,000	11,000	0	11,000	11,000	0	11,000	Rephased into 2026/27 as use of Pavilions under review
Heritage & Parks Enhancement Programme	0	0	0	0	0	0	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	
Sub-total Leisure	994,200	1,759,609	1,824,699	506,838	1,729,098	(95,601)	912,000	999,694	87,694	912,000	912,000	0	762,000	762,000	0	762,000	
Sustainability and Climate																	
	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
UK Shared Prosperity	0	0	60,401	57,525	60,401	0	0	0	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Sustainability Schemes	500,000	500,000	500,000	67,506	500,000	0	500,000	500,000	0	500,000	500,000	0	500,000	500,000	0	500,000	Budget is currently forecast to be spent
Cemetery-Whole Life Costing	72,342	72,342	72,342	3,329	72,342	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	Budget is currently forecast to be spent.
Sub-total Sustainability and Climate	572,342	572,342	632,743	128,360	632,743	0	505,000	505,000	0	505,000	505,000	0	505,000	505,000	0	505,000	
Total Climate Change and Leisure	1,566,542	2,331,951	2,457,442	635,198	2,361,841	(95,601)	1,417,000	1,504,694	87,694	1,417,000	1,417,000	0	1,267,000	1,267,000	0	1,267,000	

Annex D

CC&L Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £
Climate Change and Leisure			
Leavesden Country Park Gate	Project Complete full budget not required	(7,907)	0
Watersmeet Electrical	£59k to be rephased into 2026/27 due to delays in aligning contracts and works availability	(59,000)	59,000
Watersmeet Fire Doors	£8k to be rephased into 2026/27 due to availability around events to complete works	(8,000)	8,000
Scotsbridge-Chess Habitat	Rephased into 2026/27 to support River Chess Bypass Project being delivered by the Environment Agency and Hertfordshire County Council	(8,190)	8,190
Pavilions-Whole Life Costing	Rephased into 2026/27 as use of Pavilions under review	(12,504)	12,504
Total Climate Change and Leisure		(95,601)	87,694

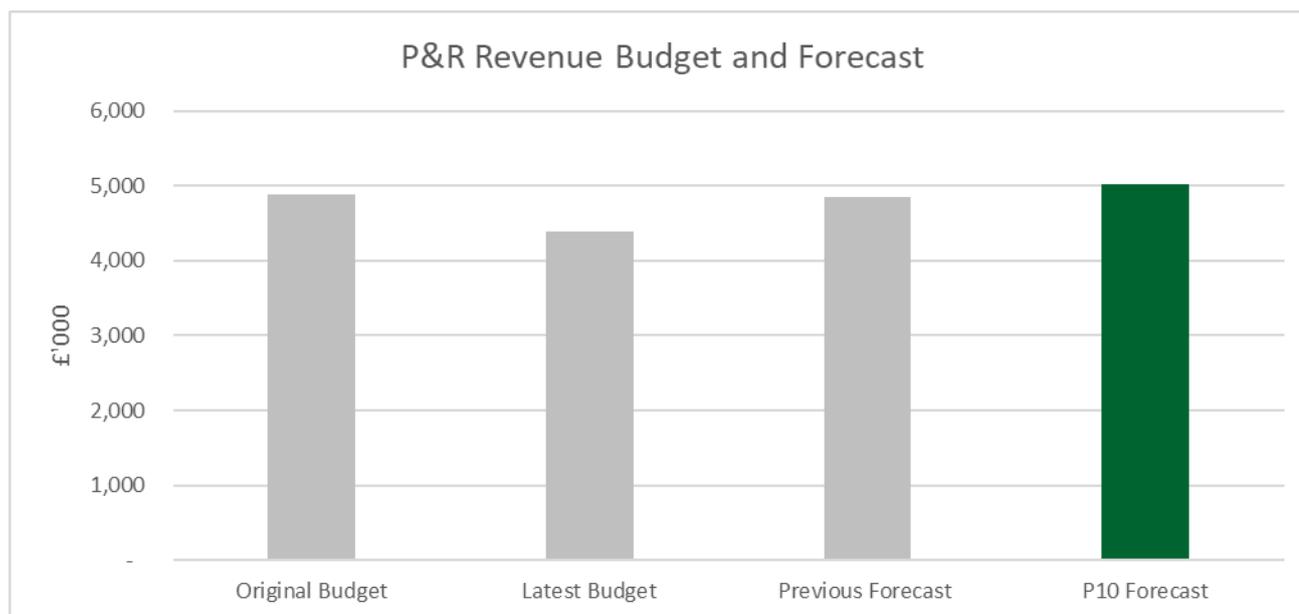
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Policy and Resources Committee Detailed Monitoring Report

- 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 10 which covers the period from 1 December 2025 to 31 January 2026.

Revenue

- The previous forecast reported at Period 8 was net expenditure of £4.845m. This was a variation to budget of (£0.134m). The latest forecast position at Period 10 is £5.015m. This is an unfavourable variance of £0.170m. 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		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		£000	£000					
Resources and Leader	6,948		7,010	6,717	7,167	7,141	(26)	423
Garages and Shops	(1,372)		(1,372)	(1,369)	(1,369)	(1,277)	92	92
Investment Properties	(982)		(982)	(1,017)	(1,017)	(1,017)	0	0
Vacancy Provision	(180)		(180)	0	0	0	0	0
Salary Contingency	472		697	64	64	168	105	105
Total	4,885		5,172	4,395	4,845	5,015	170	620

- Annex B sets out the main variations to budget.

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

- The latest capital investment budget for 2025/26 is £18.259m. A variation of (£0.080m) is reported.
- 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 31 January 2026.

Department	Job Title	Comments	Total
Revenues & Benefits	Data Analysis Officer	Recently advertised	1.00
	Appeals and Complaints Officer	Recently advertised	1.00
	Service Delivery Manager	Not currently advertised	1.00
Legal & Committee	Associate Director, Legal, Democratic Service & Monitoring Officer	Not currently advertised	1.00
	Deputy Chief Legal Officer (Litigation and Licencing)	Covered by interim	1.00
Strategy & Partnerships	Resilience & Risk Officer	Currently advertised	1.00
Finance	Head of Finance	Covered by interim	1.00
Property Services	Building Surveyor	Currently advertised	1.00
Customer Service Centre	Apprentice Customer Service Centre Representative	Currently advertised	1.00
	Customer Service Centre Representative	Recently advertised	1.00
Total Policy & Resources			10.00

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Corporate Management	341,741	341,741	341,741	458,689	297,601	458,689	0	341,741	341,741	341,741	Budget currently forecast to be spent
Major Incident Planning	118,836	118,836	122,531	122,531	102,209	122,531	0	122,418	122,418	122,418	Budget currently forecast to be spent
UK Shared Prosperity Fund	0	0	0	0	(109,115)	0	0	0	0	0	
West Herts Crematorium	0	0	0	0	2,555,695	0	0	0	0	0	All spend will be recharged to West Herts Crematorium
Miscellaneous Income & Expend	(1,224,500)	(1,224,500)	(1,846,200)	(1,519,610)	(747,623)	(1,519,610)	0	(1,555,686)	(1,249,910)	(1,249,910)	Budget currently forecast to be spent
Non Distributed Costs	59,000	59,000	59,000	59,000	3,470	59,000	0	5,000	5,000	5,000	Budget currently forecast to be spent
Director Of Finance	140,418	140,418	145,963	145,963	139,274	145,963	0	142,985	142,985	142,985	Budget currently forecast to be spent
Learning and Development	0	0	87,040	87,040	64,258	87,040	0	83,840	83,840	83,840	Budget currently forecast to be spent
Miscellaneous Properties	(76,958)	(76,958)	(65,517)	(60,517)	(78,383)	(52,517)	8,000	(80,500)	(80,500)	(80,500)	Full budget will not be met on Rent Building of £20,000 due to a previous tenant being in liquidation, offset by increased income on Rent Land of £12,000
Office Services	190,810	190,810	186,910	204,910	162,824	204,910	0	204,910	204,910	204,910	Budget currently forecast to be spent
Asset Management - Property Services	971,951	971,951	978,589	978,589	633,923	978,589	0	935,499	928,681	931,875	Budget currently forecast to be spent
Finance Services	454,868	454,868	530,577	530,577	585,085	539,507	8,930	521,360	523,750	526,194	Increased budget required for Professional Fees - Consultancy of £2,500 arising from a model to support fair funding assumptions, £5,600 for increased costs of software and £13,165 for subscriptions to support financial processes, offset by increased income of £12,335 due to extra recharge to Watford Borough Council, through the shared service model
Council Tax Collection	348,753	348,753	316,257	316,257	351,336	316,257	0	319,843	322,000	323,698	Budget currently forecast to be spent
Benefits & Allowances	723,791	723,791	723,521	723,521	805,033	723,521	0	714,180	719,752	724,276	Budget currently forecast to be spent
NNDR	62,213	62,213	68,405	68,405	24,144	68,405	0	67,730	67,730	67,730	Budget currently forecast to be spent
Revs & Bens Management	43,659	43,659	48,526	48,526	46,699	48,526	0	47,800	47,800	47,800	Budget currently forecast to be spent
Fraud	90,706	90,706	60,022	60,022	59,555	60,022	0	58,571	58,571	58,571	Budget currently forecast to be spent
Garages & Shops Maintenance	(1,372,320)	(1,372,320)	(1,368,580)	(1,368,580)	(1,070,842)	(1,276,580)	92,000	(1,411,870)	(1,411,870)	(1,411,870)	Full budget will not be met on Rent-Garages £72,000 due to the condition of some garages which have not been able to be tenanted this financial year and Rent-Shops of £20,000
Chief Executive	200,340	259,653	265,923	265,923	201,017	265,923	0	203,999	203,999	203,999	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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Investment Properties	(982,225)	(982,225)	(1,017,356)	(1,017,356)	(1,045,338)	(1,017,356)	0	(1,082,885)	(1,002,305)	(1,002,305)	Budget currently forecast to be spent
Performance Mgt & Scrutiny	79,684	79,684	86,336	86,336	72,228	86,336	0	87,813	87,813	87,813	Budget currently forecast to be spent
Debt Recovery	236,156	236,156	286,282	286,282	275,391	286,282	0	181,915	181,915	181,915	Budget currently forecast to be spent
Associate Director Corporate, Customer & Community	118,697	118,697	128,365	128,365	106,009	128,365	0	121,046	121,046	121,046	Budget currently forecast to be spent
Local Government Reorganisation	0	0	0	0	30,600	0	0	0	0	0	Budget currently forecast to be spent
Three Rivers House	340,898	340,898	322,803	320,503	237,603	320,503	0	320,503	320,503	320,503	Budget currently forecast to be spent
Basing House	(10,140)	(10,140)	(8,496)	(23,119)	(22,825)	(23,119)	0	(8,496)	(8,496)	(8,496)	Budget currently forecast to be spent
Oxhey Drive	10,250	10,250	10,250	10,250	9,386	10,250	0	10,250	10,250	10,250	Budget currently forecast to be spent
Wimbledon	(500,000)	(500,000)	(500,000)	(500,000)	(747,119)	(500,000)	0	(500,000)	(500,000)	(500,000)	Budget currently forecast to be spent
Officers' Standby	6,140	6,140	6,140	6,140	6,140	6,140	0	6,140	6,140	6,140	Budget currently forecast to be spent
Vacancy Provision	(180,000)	(180,000)	0	0	0	0	0	(180,000)	(180,000)	(180,000)	Vacancy Saving Achieved
Finance Client	15,998	15,998	33,049	33,049	42,259	35,144	2,095	32,916	32,916	32,916	Increased software costs of £4,190 due to the new treasury system, offset by increased income of £2,095 due to extra recharge to Watford Borough Council, through the shared service model
Business App Maintenance	257,875	257,875	257,875	257,875	244,535	257,875	0	284,960	284,960	284,960	Budget currently forecast to be spent
IT Client	862,308	862,308	862,308	862,308	643,786	862,308	0	863,443	864,577	864,577	Budget currently forecast to be spent
Internal Audit Client	55,968	55,968	55,968	55,968	59,670	55,968	0	55,968	55,968	55,968	Budget currently forecast to be spent
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	(1,150)	(126,879)	0	(126,879)	(126,879)	(126,879)	Budget currently forecast to be spent
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	2,022,109	(470,660)	0	(470,660)	(470,660)	(470,660)	This holds the housing benefits payments and recovery from DWP and further grants from DWP relating to the provision of benefits. There is timing difference between payments made to claimants and income received from Government.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	50	(107,090)	0	(107,090)	(107,090)	(107,090)	This is received at year end
Fraud Client	2,690	2,690	0	0	0	0	0	0	0	0	Budget currently forecast to be spent
Insurances	542,520	542,520	642,520	642,520	542,018	642,520	0	642,520	642,520	642,520	Budget currently forecast to be spent
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(525)	(6,140)	0	(6,140)	(6,140)	(6,140)	Budget currently forecast to be spent
Benefits New Burden	0	0	0	0	(38,059)	0	0	0	0	0	Budget currently forecast to be spent
Benefits DHP	0	0	0	0	(42,563)	0	0	0	0	0	Actioned at year end
Benefits Non Hra	1,020	1,020	1,020	1,020	(238,512)	1,020	0	1,020	1,020	1,020	Actioned at year end
HR Client	375,171	375,171	298,331	298,331	240,724	298,331	0	299,552	300,763	300,763	Budget currently forecast to be spent
Contingency	471,651	696,651	63,514	63,514	0	168,328	104,814	750,190	1,131,439	1,530,157	Budget Virement from Housing Service Needs to Salary Contingency due to the use of Homelessness Prevention grant
Total	2,067,200	2,351,513	1,472,848	1,922,463	6,422,578	2,138,302	215,839	1,897,906	2,671,157	3,081,735	

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Register Of Electors	36,800	36,800	36,800	36,800	34,605	36,800	0	38,224	38,224	38,224	Budget currently forecast to be spent
District Elections	76,320	76,320	76,320	76,320	11,831	5,635	(70,685)	76,388	76,388	76,388	Full Election Costs budget not required this financial year. Budget virements of £1,325 to Democratic Representation, £17,520 to Elections and Electoral Registration and £14,592 to County Elections
Customer Service Centre	1,014,348	1,014,348	1,008,076	1,008,076	826,638	1,008,076	0	1,038,126	1,044,732	1,046,094	Budget currently forecast to be spent
Democratic Representation	341,951	341,951	361,901	361,901	299,515	363,226	1,325	355,296	355,296	355,296	Budget virement from District Elections to cover increased Local Area Forum costs
Customer Contact Programme	68,453	68,453	97,503	97,503	76,037	88,503	(9,000)	97,503	97,503	97,503	Full Software-Licences budget not required this financial year
Head Of Communications, Customer and Culture	103,464	103,464	106,799	106,799	88,999	106,799	0	105,197	105,197	105,197	Budget currently forecast to be spent
Communication	378,971	382,171	351,697	351,697	298,304	351,697	0	403,030	403,698	404,379	Budget currently forecast to be spent
Legal Practice	457,870	457,870	552,425	552,425	463,018	552,425	0	482,664	488,751	494,199	Budget currently forecast to be spent
Committee Administration	185,754	185,754	183,779	183,779	118,429	184,599	820	181,427	183,224	185,020	Increased budget required for printing and stationery due to increased cost of printing agendas
Elections & Electoral Regn	153,595	153,595	146,794	146,794	139,464	164,314	17,520	150,978	152,775	154,571	Budget Virement from District Elections to cover Postal vote renewal, Modern Polling and increased cost of law subscriptions
Parish Elections	0	0	0	0	327	0	0	0	0	0	Budget currently forecast to be spent
County Elections	0	0	0	0	14,592	14,592	14,592	0	0	0	Budget virement from District elections to cover additional costs of County Council elections not covered by Hertfordshire County Council
Parliamentary Elections	0	0	0	0	47,087	0	0	0	0	0	July 2024 election claim with Cabinet Office
Referendums	0	0	0	0	(396)	0	0	0	0	0	Awaiting final invoice for recent Neighbourhood Planning Referendum
Police Commissioner Election	0	0	0	0	0	0	0	0	0	0	
Total	2,817,526	2,820,726	2,922,094	2,922,094	2,418,450	2,876,666	(45,428)	2,928,833	2,945,788	2,956,871	
Total Policy and Resources	4,884,726	5,172,239	4,394,942	4,844,557	8,841,027	5,014,968	170,411	4,826,739	5,616,945	6,038,606	

Annex B

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

Variances to be managed

Policy and Resources			
Leader	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
District Elections	Supplies and Services	Full Election Costs budget not required this financial year	(37,248)
Customer Contact Programme	Supplies and Services	Full Software-Licences budget not required this financial year	(9,000)
Committee Administration	Supplies and Services	Increased budget required for printing and stationery due to increased cost of printing agendas	820
Total			(45,428)
Resources			
Resources	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Miscellaneous Properties	Income	Full budget will not be met on Rent Building of £20,000 due to a previous tenant being in liquidation, offset by increased income on Rent Land of £12,000	8,000
Finance Services	Supplies and Services	Increased budget required for Professional Fees - Consultancy of £2,500 arising from a model to support fair funding assumptions, £5,600 for increased costs of software and £13,165 for subscriptions to support financial processes	21,265
	Income	Increased income due to extra recharge to Watford Borough Council, through the shared service model	(12,335)
Garages & Shops Maintenance	Income	Full budget will not be met on Rent-Garages £72,000 due to the condition of some garages which have not been able to be tenanted this financial year and Rent-Shops of £20,000	92,000
Finance Client	Supplies and Services	Increased software costs due to the new treasury system	4,190
	Income	Increased income due to extra recharge to Watford Borough Council, through the shared service model	(2,095)
Total			111,025
Total Policy and Resources			65,597

Virements

Policy and Resources			
Leader	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	0
District Elections	Supplies and Services	Budget virements of £1,325 to Democratic Representation, £17,520 to Elections and Electoral Registration and £14,592 to County Elections	(33,437)
Democratic Representation	Supplies and Services	Budget virement from District Elections to cover increased Local Area Forum costs	1,325
Elections & Electoral Regn	Supplies and Services	Budget Virement from District Elections to cover Postal vote renewal, Modern Polling and increased cost of law subscriptions	17,520
County Elections	Supplies and Services	Budget virement from District elections to cover additional costs of County Council elections not covered by Hertfordshire County council	14,592
Total			0
Resources	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £
Contingency	Employees	Budget Virement from Housing Service Needs to Salary Contingency due to the use of Homelessness Prevention grant	104,814
Total			104,814
Total Policy and Resources			104,814

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 *Budget virements across the council net to zero. Included in the virements listed above is a virement from General Public Services and Community Engagement Committee.

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	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments			
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£			
Professional Fees-Internal	157,590	157,590	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Election Equipment	6,000	6,000	7,560	7,560	7,560	0	4,440	4,440	0	6,000	6,000	0	6,000	6,000	0	Budget is fully spent			
Members' IT Equipment	0	0	0	0	0	0	48,780	48,780	0	0	0	0	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	0	(3,200)	0	3,200	3,200	0	0	0	0	0	0	0	£3,200 rephased into 2026/27 due to Fire Door replacement delayed until 2026/27		
ICT-Managed Project Costs	60,000	188,471	157,354	0	157,354	0	60,000	60,000	0	60,000	60,000	0	60,000	60,000	0	0	Budget is currently forecast to be spent		
ShS-Hardware Replace Prog	40,000	40,000	40,000	0	0	(40,000)	40,000	80,000	40,000	40,000	40,000	0	40,000	40,000	0	0	Budget rephased into 2026/27 as replacement programme has completed		
Garage Improvements	150,000	178,538	128,538	44,597	128,538	0	200,000	200,000	0	150,000	150,000	0	150,000	150,000	0	0	Budget is currently forecast to be spent		
ICT Website Development	0	11,000	11,000	975	11,000	0	0	0	0	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent	
ICT Hardware Replacement Prog	45,000	169,824	200,941	200,941	200,941	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	0	0	Budget is fully spent		
TRH Whole Life Costing	270,000	406,949	406,949	176,040	346,949	(60,000)	170,000	230,000	60,000	170,000	170,000	0	170,000	170,000	0	0	Rephase £60K into 2026/27 to support works to facilitate the ground floor letting to the NHS - awaiting planning approval so will not be carried out until 2026/27		
Basing House-Whole Life Costing	67,914	67,914	7,914	1,000	1,000	(6,914)	60,000	66,914	6,914	60,000	60,000	0	60,000	60,000	0	0	£6,914 rephased into 2026/27 for Fire door replacement which will not now happen until 2026/27		
Business Application Upgrade	90,000	130,000	130,000	14,151	130,000	0	90,000	90,000	0	90,000	90,000	0	90,000	90,000	0	0	Budget is currently forecast to be spent		
Temporary Accommodation - All Sites	0	0	60,000	12,486	60,000	0	0	0	0	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent. Awaiting instruction from Watford Community Housing Trust (WCHT) for works to Lincoln Drive	
Three Rivers House Transformation	0	12,412	12,412	0	42,142	29,730	0	0	0	0	0	0	0	0	0	0	0	Budget increase of £29,730 required for the implementation of the Auditel system in the Penn Chamber	
Sub-total Leader and Resources	886,504	1,371,898	1,165,868	457,750	1,085,484	(80,384)	718,220	828,334	110,114	621,000	621,000	0	621,000	621,000	0	0			
Major Projects																			
Major Projects	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P10 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Latest Budget 2028/29	Proposed 2028/29	Variance	Comments			
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£			
South Oxhey Parking	500,000	500,000	500,000	0	500,000	0	0	0	0	0	0	0	0	0	0	0	0	0	Dependant on the recommendation identified as part of the parking study which is due to take place in Spring 2026, there may be a need to rephase this budget into 2026/27.
Local Authority Housing Fund	0	5,720,103	16,674,103	66,300	16,674,103	0	2,250,000	2,250,000	0	0	0	0	0	0	0	0	0	0	Acquisition of properties ongoing, there may be a need to rephase some of this budget into 2026/27
Sub-total Major Projects	500,000	6,220,103	17,174,103	66,300	17,174,103	0	2,250,000	2,250,000	0	0	0	0	0	0	0	0	0	0	
Total Policy and Resources	1,386,504	7,592,001	18,339,971	524,050	18,259,587	(80,384)	2,968,220	3,078,334	110,114	621,000	621,000	0	621,000	621,000	0	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 £
Policy and Resources			
Rickmansworth Work Hub	£3,200 rephased into 2026/27 due to Fire Door replacement delayed until 2026/27	(3,200)	3,200
ShS-Hardware Replace Prog	Budget rephased into 2026/27 as replacement programme has completed	(40,000)	40,000
TRH Whole Life Costing	Rephase £60K into 2026/27 to support works to facilitate the ground floor letting to the NHS - awaiting planning approval so will not be carried out until 2026/27	(60,000)	60,000
Basing House-Whole Life Costing	£6,914 rephased into 2026/27 for Fire door replacement which will not now happen until 2026/27	(6,914)	6,914
Three Rivers House Transformation	Budget increase of £29,730 required for the implementation of the Auditel system in the Penn Chamber	29,730	0
Total Policy and Resources		(80,384)	110,114

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%	(92,909)	8%
	July	(76,597)	16%	(82,085)	14%	(94,267)	8%	(92,738)	7%
	August	(72,188)	16%	(81,588)	14%	(89,655)	7%	(90,563)	8%
	September	(74,631)	16%	(81,247)	14%	(90,008)	7%	(93,490)	7%
	October	(75,002)	16%	(82,104)	14%	(93,797)	6%	(91,070)	6%
	November	(73,282)	15%	(80,289)	14%	(89,644)	7%	(93,057)	6%
	December	(74,000)	16%	(82,367)	11%	(90,244)	7%	(93,561)	7%
	January	(75,231)	16%	(80,210)	9%	(91,618)	6%	(92,461)	7%
	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)		(921,699)	
<p>Comments: The original budget for 2025/26 is £1,180,120. There are currently 1,050 rentable garages. The void percentage is based on the rentable stock only.</p>									
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	(24,727)	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	(3,190)	n/a
	August	0	n/a	0	n/a	0	n/a	0	n/a
	September	(38,244)	n/a	(31,244)	n/a	(37,870)	n/a	(36,458)	n/a
	October	(8,250)	n/a	(14,773)	n/a	(4,500)	n/a	(6,015)	n/a
	November	0	n/a	0	n/a	0	n/a	0	n/a
	December	(37,853)	n/a	(37,853)	n/a	(40,376)	n/a	(36,440)	n/a
	January	(8,250)	n/a	(8,250)	n/a	(21,750)	n/a	(30,852)	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	(175,535)	0
<p>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.</p>									

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 @ P10	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Officer Comments
	£	£	£	£	£	£	£	£	£	£	
Interest Earned	(1,110,000)	(1,110,000)	(1,720,000)	(1,720,000)	(1,165,600)	(1,720,000)	0	(1,420,000)	(1,370,000)	(1,370,000)	Budget currently forecast to be spent
Interest Paid	755,266	755,266	854,664	854,664	88,807	854,664	0	804,693	1,137,800	1,244,800	Budget currently forecast to be spent
Parish Precepts	2,612,285	2,612,285	2,612,285	2,612,285	2,612,285	2,612,285	0	2,664,530	2,717,820	2,717,820	Paid half yearly in April & September
Total Corporate Costs	2,257,551	2,257,551	1,746,949	1,746,949	1,535,492	1,746,949	0	2,049,223	2,485,620	2,592,620	

Funding the Capital Investment Programme

CAPITAL INVESTMENT PROGRAMME 2025-2029 - FUNDING

Capital Programme	2025/26			2026/27	2027/28	2028/29
	Original Budget	Latest Budget	Outturn Forecast at P10	Forecast	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)	(1,396,500)
Section 106 Contributions	(1,342,808)	(1,342,808)	(1,342,808)	(592,808)	(592,808)	(592,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(1,088,491)	(1,088,491)	(1,088,491)	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Brought Forward	(3,827,799)	(3,827,799)	(3,827,799)	(1,989,308)	(1,989,308)	(1,989,308)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(678,443)	(825,485)	(825,485)	(825,485)	(825,485)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	(3,221,600)	(3,221,600)	(997,750)	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(116,500)	(116,500)	(116,500)	0	0	0
Total Generated	(1,702,500)	(5,016,543)	(5,163,585)	(2,823,235)	(1,825,485)	(1,825,485)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	678,443	825,485	825,485	825,485	825,485
Section 106 Contributions	0	0	750,000	0	0	0
CIL Contributions	0	3,028,599	3,028,599	0	0	0
Capital Receipts Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
LAHF	0	4,310,091	4,310,091	997,750	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	116,500	116,500	116,500	0	0	0
Borrowing	3,819,546	16,984,756	15,906,904	4,475,039	2,705,000	2,550,000
Total Use of Funding	5,522,046	26,118,389	25,937,579	7,298,274	4,530,485	4,375,485
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)	(1,396,500)
Section 106 Contributions	(1,342,808)	(1,342,808)	(592,808)	(592,808)	(592,808)	(592,808)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(1,088,491)	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Carried Forward	(3,827,799)	(2,739,308)	(1,989,308)	(1,989,308)	(1,989,308)	(1,989,308)
South Oxhey Initiative						
Balance Brought Forward	0	0	0	0	0	0
Generated in the Year (Land Receipts)	0	0	0	0	0	0
Repayment of Borrowing	0	0	0	0	0	0
Total	0	0	0	0	0	0
Total Expenditure Capital Investment Programme	5,522,046	26,118,389	25,937,579	7,298,274	4,530,485	4,375,485

Medium Term Financial Plan 2025-2029

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)								
Funding	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	40,038.90	40,038.90	40,038.90	40,038.90	40,038.90	40,124.80	40,927.30	41,745.80
Council Tax Base Increase (%)	0.0	0.0	0.0	0.0	0.0	0.21	1.96	1.96
Band D Council Tax (£)	206.36	206.36	206.36	206.36	206.36	212.53	218.88	225.42
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,527,724)	(8,958,167)	(9,410,338)
Parish Precepts (£)	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	(2,872,364)	(2,929,820)	(2,988,410)
Total Taxation (£)	(10,874,713)	(10,874,713)	(10,874,713)	(10,874,713)	(10,874,713)	(11,400,088)	(11,887,987)	(12,398,748)
Business Rates/Revenue Support Grant (£)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(4,000,000)	(4,400,000)	(4,150,000)
Collection Fund Surplus/Deficit (£)	124,592	124,592	124,592	124,592	124,592	254,000	0	0
New Homes Bonus Grant (£)	(116,296)	(116,296)	(116,296)	(116,296)	(116,296)			
Government Funding (£)	(419,117)	(419,117)	(419,117)	(419,117)	(419,117)			
Total Grant Funding (£)	(3,410,821)	(3,410,821)	(3,410,821)	(3,410,821)	(3,410,821)	(3,746,000)	(4,400,000)	(4,150,000)
Total Taxation & Grant Funding (£)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(15,146,088)	(16,287,987)	(16,548,748)
Financial Statement - Summary								
	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Committee - Net Cost Of Services								
General Public Services and Community Engagement	6,030,333	6,106,130	6,267,479	6,196,564	6,196,564	6,354,403	6,306,875	6,159,729
Climate Change and Leisure	1,504,253	1,572,788	1,640,034	1,706,904	1,706,904	1,805,246	1,771,981	1,642,280
Policy and Resources	4,884,726	5,172,239	4,394,942	4,844,557	4,844,557	4,826,739	5,616,945	6,038,606
Period 10 Variances	0	0	0	0	148,903	153,467	153,467	153,467
Sub-Total	12,419,312	12,851,157	12,302,455	12,748,025	12,896,928	13,139,855	13,849,268	13,994,082
Other								
Parish Precepts	2,612,285	2,612,285	2,612,285	2,612,285	2,612,285	2,872,364	2,929,820	2,988,410
Interest Payable & Borrowing costs	755,266	755,266	854,664	854,664	854,664	804,693	1,137,800	1,244,800
Interest Received	(1,110,000)	(1,110,000)	(1,720,000)	(1,720,000)	(1,720,000)	(1,420,000)	(1,370,000)	(1,370,000)
Period 10 Variances	0	0	0	0	0	0	0	0
Sub-Total	2,257,551	2,257,551	1,746,949	1,746,949	1,746,949	2,257,057	2,697,620	2,863,210
Net Expenditure	14,676,863	15,108,708	14,049,404	14,494,974	14,643,877	15,396,912	16,546,888	16,857,292
Income from Council Tax, Government Grants & Business Rates	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(14,285,534)	(15,146,088)	(16,287,987)	(16,548,748)
(Surplus)/Deficit Before Use of Earmarked Reserves	391,329	823,174	(236,130)	209,440	358,343	250,824	258,901	308,544
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(347,587)	0	0	0
(Surplus) / Deficit to be funded from General Balances	391,329	823,174	(236,130)	209,440	10,756	250,824	258,901	308,544
Movement on General Fund Balance								
	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(4,408,764)	(4,408,764)	(4,408,764)	(4,408,764)	(4,408,764)	(4,398,008)	(4,147,184)	(3,888,283)
Revenue Budget (Surplus)/Deficit for Year	391,329	823,174	(236,130)	209,440	10,756	250,824	258,901	308,544
Closing Balance at 31 March	(4,017,435)	(3,585,590)	(4,644,894)	(4,199,324)	(4,398,008)	(4,147,184)	(3,888,283)	(3,579,740)
Movement on Economic Impact								
	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(1,382,901)	(1,382,901)	(1,394,545)	(1,394,545)	(1,394,545)	(1,046,958)	(1,046,958)	(1,046,958)
COVID-19 Impact for Year	0	0	0	0	347,587	0	0	0
Closing Balance at 31 March	(1,382,901)	(1,382,901)	(1,394,545)	(1,394,545)	(1,046,958)	(1,046,958)	(1,046,958)	(1,046,958)
Total Reserves Impact								
	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(5,791,665)	(5,791,665)	(5,803,309)	(5,803,309)	(5,803,309)	(5,444,966)	(5,194,142)	(4,935,241)
Impact for Year	391,329	823,174	(236,130)	209,440	358,343	250,824	258,901	308,544
Closing Balance at 31 March	(5,400,336)	(4,968,491)	(6,039,439)	(5,593,869)	(5,444,966)	(5,194,142)	(4,935,241)	(4,626,698)
Total Reserves	(5,400,336)	(4,968,491)	(6,039,439)	(5,593,869)	(5,444,966)	(5,194,142)	(4,935,241)	(4,626,698)

Reserves Forecast 2025/26

Category	Opening Balance 01/04/2025 £	Net Movement in Year £	Closing Balance 31/03/2026 £	Purpose
General Reserves				
General Fund	(4,408,764)	10,756	(4,398,008)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,394,545)	347,587	(1,046,958)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Total Revenue	(5,803,309)	358,343	(5,444,966)	
Capital Reserves				
Community Infrastructure Levy (CIL)	(7,209,399)	(650,993)	(7,860,392)	Developers contributions towards Infrastructure
Capital Receipts	0	0	0	Generated from sale of Council assets
Grants & Contributions	(2,511,093)	(915,886)	(3,426,979)	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)	(1,566,879)	(11,287,371)	
Other Earmarked Reserves				
New Homes Bonus	0	0	0	Government grant set aside for supporting capital expenditure
Section 106	(2,479,701)	(498,107)	(2,977,808)	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	(9,003,592)	0	(9,003,592)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve & HB Equalisation	(7,742,807)	1,000,000	(6,742,807)	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)	(1,000,000)	(1,100,000)	To allow for advice for the proposed Local Government Reform. £1m will be transferred from the Collection Fund reserve into The Local Government Reform reserve to provide resources for reorganisation.
Total Other	(23,717,731)	(498,107)	(24,215,838)	
Total All	(39,241,532)	(1,706,643)	(40,948,175)	

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. Early forecast by LGFutures and Pixel show varying impacts on Three Rivers but taking a prudent view balances will allow a	3	3	9	The Council maintains a healthy level of balances and continues to actively monitor its budgets, taking action in year where necessary. Currently the Council is benefitting from a high level of interest income due to higher than anticipated interest rates and high levels of cash balances.	Head of Finance	3	2	6	↓	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index.	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 and the pay award was agreed at 3.2% however there was no bottom loading so there is sufficient funding in the contingency.	2	3	6	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 expenditure, then the Council may lose its ability	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.	Minimal savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFs agreed for next three years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/Head of Finance	2	2	4	→	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Head of Finance	Continuous
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks.	Thurrock has recently issued proceedings against 23 members of APSE. Whilst the Council is not one of these three it is an APSE member and may be drawn in at a later date. 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	2	4	8	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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**Policy and Resources
Committee - Fit and Proper
Person Assessment and Fit
and Proper Person Fee
Policies – Update**

09/03/2026

- **POLICY AND RESOURCES COMMITTEE**

PART I

**Fit and Proper Person Assessment and Fit and Proper Person Fee Policies-
Update
(ADCCC)**

1 Summary

- 1.1 The council adopted the Fit and Proper Person Assessment Policy and the Fit and Proper Person Fee Policy in January 2023.
- 1.2 As confirmed within these policies, they are to be reviewed in line with any significant change in Government legislation, new Government guidance or any changes in relevant case law. In any case, the policies will be reviewed to ensure compliance with the above every three years.
- 1.3 To ensure compliance with any change required, both policies have now been reviewed, with the changes to the policies listed below.

2 Recommendation

- 2.1 That:

Committee review and adopt the updated policies that adhere to current Government legislation and guidance.

Committee to delegate authority to the council's Associate Director of Corporate, Customer and Community in collaboration with the Lead Member to make minor amendments to the Policies if required.

Report prepared by: Jason Hagland – Strategic Housing Manager

3 Details

- 3.1 The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 prohibit the use of land as a residential mobile home site unless the local authority is satisfied that the owner or manager of this site is a fit and proper person.
- 3.2 The purpose of this fit and proper person test is to improve the standards of mobile home site management.
- 3.3 The legislation requires current and future site owners or site managers of Mobile Home Sites in the district to apply to the council to be assessed as a fit and proper person and to be included on a register of fit and proper persons.
- 3.4 Following an application, the council are required to make a decision on whether an owner or manager of a site is a fit and proper person based on the information provided within the application.

- 3.5 The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 also enable the council to charge a fee for this assessment, however the Regulations are clear that the council should not make any profit from this fee and should only charge a predicted level of expenditure to undertake this assessment.
- 3.6 It is estimated that the time taken to process an application will be 300 minutes of officer time.
- 3.7 At the time of the adoption of this Policy, the fee to be charged for an application for assessment as a Fit and Proper Person was confirmed to be £120.00.
- 3.8 Officers have reviewed both policies and the legislation and guidance that governs these matters.
- 3.9 With regards to the Fit and Proper Person Assessment Policy, there has been no change in the relevant legislation or the Government guidance.
- 3.10 Therefore, there are no changes that are required to this Policy.
- 3.11 With regard to the Fit and Proper Person Fee Policy, there has been no change in the relevant legislation or the Government guidance.
- 3.12 However, the price charged for the assessment undertaken by Officers upon application has been increased in line with the council's annual Fees and Charges and increases to Officer pay since adoption in 2023.
- 3.13 Therefore, the only change to this Policy is the fee for this assessment to be undertaken by the council has now changed from £120.00 to £127.00.

4 Options and Reasons for Recommendations

- 4.1 It is recommended that the council adopt these updated policies to ensure the council's ongoing compliance with our obligations listed within the Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.
- 4.1.1 Furthermore, the adoption of these updated policies will enable the council to recover the costs that will be incurred (Officer time) following an application for an assessment of a Fit and Proper Person.

5 Policy/Budget Reference and Implications

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

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

6 Financial Implications

- 6.1 None specific

7 Legal Implications

- 7.1 None specific

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

An Equality Impact Assessment (EIA) is contained within the appendices for this report. It is not anticipated that the updated policies will have any negative impact on any group with protected characteristics.

9 Communications and Website Implications

9.1 Once adopted, the updated policies will be required to be uploaded to the council's website.

10 Risk and Health & Safety Implications

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

10.2 The subject of this report is covered by the Housing Services 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)
The council do not adopt the updated policies	<p>The council are not compliant with our obligations as listed within the Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.</p> <p>The council are unable to recover the costs incurred</p>	The updated policies are adopted by council.	Tolerate	4

	for the Officer time to assess any application received.			
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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 Likely ----- Likelihood ----- ↓ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
		Impact		
		Low ----->	Unacceptable	

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

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

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.

Data Quality

Data sources:

Nil

Data checked by:

N/A

Data rating:

N/A

1	Poor	N/A
2	Sufficient	N/A
3	High	N/A

Background Papers

APPENDICES / ATTACHMENTS

Fit and Proper Person Assessment Policy – Jan 2026

Fit and Proper Person Fee Policy – Jan 2026

Equality Impact Assessment

Climate and Sustainability Impact Assessment

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TRDC Climate and Sustainability Impact Assessment

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

Guidance for use

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

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

Key to the colour coding of answers is given at the top of the page.

Name of project/policy/procurement and date	
	Updated Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy
Brief description (1-2 sentences):	The council's Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy were adopted in January 2023 and following a period of three years, have been reviewed and updated in line with any changes required.

Homes, buildings, infrastructure, equipment and energy					
Question	Impact (select from list)	Score (1 to 4)	Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
3 Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
4 Will any new building constructed or refurbished be highly energy efficient in use? (e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent").	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
5 Does this make use of sustainable materials / inputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
6 Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		#DIV/0!			#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:

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

TRDC Climate and Sustainability Impact Assessment

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

Travel					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9 Reducing travel: what effect will this project have on overall vehicle use?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
10 Will this project use petrol or diesel vehicles or EV, hybrid?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
11 Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
13 Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		#DIV/0!			#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:

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

Goods and Consumption					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14 Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
15 Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
16 Does it use products and resources that are re-used, recycled, or renewable?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
17 Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
18 Is there a plan to reduce waste sent to landfill in manufacture?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
19 Is the material used able to be re-used, re-purposed, or recycled at end of its life?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
20 Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		#DIV/0!			#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:

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

TRDC Climate and Sustainability Impact Assessment

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

Ecology					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
21 What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland,	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
23 Does it make changes to existing habitats and have a negative impact on nature? E.g. use of pesticides, reduced extent and variety of plants, planting non-native species	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
24 Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score		#DIV/0!			#DIV/0!

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

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

Adaptation					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
25 Does any planned project, construction or building use include measures to conserve water?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
26 Does anythe project , consider how to sustainably protect people from extreme weather?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
27 Has any planned building work or infrastructure considered how to mitigate flood risk? E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
28 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
29 Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score		#DIV/0!			#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:

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

Engagement and Influence					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		#DIV/0!			#DIV/0!
Total Overall Average Score		#DIV/0!			#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:

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

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

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	#DIV/0!
Travel	#DIV/0!
Goods and Consumption	#DIV/0!
Ecology	#DIV/0!
Adaptation	#DIV/0!
Engagement and Influence	#DIV/0!
Total Overall Average Score	#DIV/0!

TRDC Climate and Sustainability Impact Assessment

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

Equality impact Assessment

Project Information	
Project Name	Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy - Update
Service Area	Housing Services
EIA Author	Jason Hagland – Strategic Housing Manager
Date EIA drafted	26/01/2026
ID number	<i>HS004</i>

Executive summary	
Focus of EIA	<p>The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 prohibit the use of land as a residential mobile home site unless the local authority is satisfied that the owner or manager of this site is a fit and proper person.</p> <p>The Fit and Proper Person Assessment Policy sets out what the council will consider when a fit and Proper Person application has been submitted to the council. These considerations have been listed in line with the relevant legislation and Government guidance.</p> <p>The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 enable the Council to charge a fee for this assessment, however the Regulations are clear that the Council should not make any profit from this fee and should only charge a predicted level of expenditure to undertake this assessment.</p> <p>Fit and Proper Person Fee Policy sets out how the council will charge for this assessment and the following –</p> <ul style="list-style-type: none"> - the council will not consider any application for assessment until this fee has been received; - the council will not charge the applicant for any preliminary advice they receive before the application has been received; - should the council decide to not approve any application or the applicant decides not to continue with an application, the applicant will not be entitled to a refund; - that subject to consent of the site owner, should the Council appoint an individual to manage a site, these costs will be recovered from the site owner.

Mitigations		
Protected Characteristic	Potential Issue	Mitigating Actions

Age	Nil impact	Nil required
Disability	Nil Impact	Nil required
Gender reassignment (or affirmation)	Nil impact	Nil required
Pregnancy or maternity	Nil impact	Nil required
Race	Positive impact	Any person with a protected characteristic, or those who are vulnerable to disadvantage, who lives within a mobile home site in the district can be satisfied that the owner or managing agent has been judged by the council to be a Fit and Proper Person to operate the mobile home site.
Religion or belief	Nil impact	Nil required
Sex	Nil impact	Nil required
Sexual Orientation	Nil impact	Nil required.

Marriage and Civil Partnership	Nil impact	Nil required
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.	Positive impact.	Any person with a protected characteristic, or those who are vulnerable to disadvantage, who lives within a mobile home site in the district can be satisfied that the owner or managing agent has been judged by the council to be a Fit and Proper Person to operate the mobile home site.

Actions Planned
Ongoing monitoring of these policies will be undertaken, along with ongoing monitoring of the decision taken with reference to these policies. This will ensure the council are continually satisfied that, as anticipated at this stage, there is no negative impact to those with protected characteristics.

Additional Information
Nil

Sign off:

Equalities Lead Officer	Date
Shivani Davé	29/01/2026



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FIT AND PROPER PERSON ASSESSMENT POLICY

February 2026

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1. Introduction

- 1.1 A relevant protected site is a site, which requires a licence, which is not solely for holiday purposes or is otherwise not capable of being used all year round. A relevant protected site cannot operate unless the local authority is satisfied that the manager qualifies as a fit and proper person, Sections 12A -12E of the Caravan Sites and Control of Development Act 1960, as implemented by Section 8 Mobile Homes Act 2013.
- 1.2 The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 (hereafter the Regulations) introduce a fit and proper person assessment (FPPA) for mobile home site owners or the person appointed to manage the site (a relevant person).
- 1.3 All site owners must apply to the council to be assessed as fit and proper persons, or the person they have appointed to manage the site assessed to be fit and proper persons, to be included on the register.
- 1.4 Where the site owner is not an individual (no relevant person), the application must be made by a relevant officer.
- 1.5 A relevant officer is defined in paragraph 1 of Schedule 2 of the Regulations, where the applicant is:
 - a company, a relevant officer will be a director or other officer of the company
 - a partnership, a partner
 - a body corporate, a member of the management committee of that body
- 1.6 Fees may be charged for assessing applications to enable the council to recover the costs of this activity. These fees are listed in the Council's Fit and Proper Person Fee Policy.
- 1.7 Any charges relating to the Fit and Proper Person function will be limited to recovering the costs of exercising that function. Both the level of fees and how they are charged are, subject to legal restrictions, at the discretion the council and are covered in the council's Fit and Proper Person Fee Policy.
- 1.8 The exemptions from the requirement for the owner of a site to apply for a FPPA are as follows;
 - a site that is only occupied by members of the same family
 - a site that is not being run as a commercial residential site
 - a site occupied by and managed by the council

2. Fees Structure

- 2.1 In setting the fees that the council charge, the council has had regard to the Regulations and the relevant guidance issued by the Government.
- 2.2 The structure of fees to be charged can be found in the Council's Fit and

Proper Person Fee Policy.

3. Information required by the council

3.1 As part of the application process, the site owner will be required to provide the following information to the council;

- the name and business contact details of the site owner
- where the site owner is an organisation, the individual completing the form must provide for themselves and each relevant officer of the organisation, their name and details of their role (if any) in relation to the management of the site
- the name and address of the site
- evidence of the site owner's legal estate or equitable interest in the site
- confirmation that the site owner is the occupier within the meaning of section 1 of the Caravan Sites and Control of Development Act 1960
- the name and business contact details of any other person that has a legal estate or equitable interest in the site. An equitable interest entitles a person – such as the beneficiary of a trust - to the benefit from the land whether or not they are recorded as a legal owner. This information will help the Council to determine as part of its assessment whether the conduct of any of those persons is relevant to the question of whether the person subject to the assessment is a fit and proper person to manage the site
- the name and address of each other relevant protected site(s):
 - for which the site owner holds a licence issued under section 3 of the Caravan Sites and Control of Development Act 1960
 - in which the site owner has a legal estate or equitable interest; or
 - that the site owner manages
- whether the application for inclusion in the register is made in respect of the site owner or a person that the site owner has appointed to manage the site and the status of that relevant person in relation to the relevant protected site
- a DBS check that has been issued no more than 6 months before the date of application.

4. Assessment of a 'Fit and Proper Person'

4.1 To confirm that the 'relevant person' is a fit and proper person to manage the site and to add them to the register, the council will consider the following;

- past compliance with site licence
- the long-term maintenance of the site
- whether the relevant person has the sufficient level of competence to manage the site
- the management structure and funding arrangements for the site or proposed management structure and funding arrangements

- 4.2 The council will also consider whether the relevant person;
- has the right to work in the United Kingdom
 - has committed any offence involving fraud or other dishonesty, violence, arson or drugs or listed in Schedule 3 of the Sexual Offences Act 2003 (offences attracting notification requirements)
 - has contravened any provision of the law relating to housing, caravan sites, mobile homes, public health, planning or environmental health or of landlord or tenant law
 - has contravened any provision of the Equality Act 2010 in, or in connection with, the carrying on of any business
 - has harassed any person in, or connection with, the carrying on of any business
 - has had an application rejected by another authority
 - is, or has been within the past 10 years, personally insolvent
 - is, or has been within the past 10 years, disqualified from acting as company director
- 4.3 The council may also consider the conduct of any person associated or formally associated with the relevant person (whether on a personal, work or other basis), if it appears that person's conduct is relevant.
- 4.4 The council reserve the right to consider any evidence on any other relevant matters.

5. Decision

- 5.1 Once an application has been received by the council, the council will consider the application and a decision will be made as soon as reasonably practicable. In making this decision, the council will take into account all of the relevant considerations.
- 5.2 The weight given to each relevant consideration is a matter for the council and after considering an application, the council will be required to make one of three decisions;
- to include the relevant person on the register unconditionally for five years
 - to include the relevant person on the register subject to certain conditions
 - not to include the relevant person on the register
- 5.3 Where the council is satisfied that the relevant person meets the fit and proper requirements, the relevant person will be added to the register. The entry on the register has effect for such period as the council decides,

however this period may not exceed 5 years. The council will issue a final decision notice to the site owner to inform them of its decision that sets out the following;

- the date the final decision notice is served
- the final decision
- the reasons for the decision

- when the decision takes effect
- information about the right of appeal to the First Tier Tribunal (FTT) and the period within which any appeal may be made

5.4 Where the council makes the decision to include the relevant person on the register for less than 5 years or subject to conditions or not to include the relevant person on the register, the council will issue a preliminary decision notice to the site owner.

5.5 This preliminary notice will set out the following;

- the date the preliminary decision notice is served
- the preliminary decision
- the reasons for it
- the date it is proposed that the final decision will have effect
- information about the right to make written representations
- where the preliminary decision is to refuse the application, the consequences of causing or permitting the land to be used as a relevant protected site in contravention of the Regulations and
- where the preliminary decision is to grant the application subject to conditions, the consequences of failing to comply with any condition

5.6 Any site owner that receives a preliminary notice will have 28 days to make further representations to the council. The council will consider these representations before making a final decision.

5.7 Following the end of the 28-day period of representation, as soon as reasonably practicable the council will issue a final decision and serve this final decision notice on the site owner.

6. Appeal Process

6.1 The person on whom the council has served a final decision notice may appeal to the First Tier Tribunal against any decision to:

- include the relevant person on the register for an effective period of less than 5 years
- include the relevant person on the register subject to conditions
- reject the application

6.2 If the site owner decides to appeal the decision, this must be made to the First Tier Tribunal within 28 days.

7. Register of Fit and Proper Persons

- 7.1 As per legislative requirements, the council will establish and keep up to date a register of persons who they are satisfied are fit and proper persons to manage a relevant protected site in their area. The register will be open to inspection by members of the public at the three Rivers House during normal office hours and the register will be published on the council's website.

8. Complaints

- 8.1 Any complaints to the council about the service received throughout this application process should be made in line with the council's Corporate Compliments and Complaints Policy that can be found [here](#).

9. Review Period

- 9.1 This policy will be reviewed in line with any significant change in legislation, guidance issued by government or significant case law. In any case, it will be reviewed every three years.

FIT AND PROPER PERSON FEE POLICY

February 2026

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1. Introduction

- 1.1 A relevant protected site is a site, which requires a licence, which is not solely for holiday purposes or is otherwise not capable of being used all year round. A relevant protected site cannot operate unless the local authority is satisfied that the manager qualifies as a fit and proper person, Sections 12A -12E of the Caravan Sites and Control of Development Act 1960, as implemented by Section 8 Mobile Homes Act 2013.
- 1.2 A site owner under the Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 (SI 2020/1034) (the Regulations) must apply to their local authority for the relevant person (themselves or their appointed manager) to be added to the register of fit and proper persons managing sites in their area (the register).
- 1.3 The site owner may only apply to be added to the register if they hold, or have applied for, a site licence for the site. This provision also applies where the site owner or site manager is a registered company.
- 1.4 The Regulations permit the council to determine the fee for an application or registration for someone to be added to the register. It is imperative that the fee is included with the application and failing to include this may mean that the site owner is in breach of the requirements of the Regulations.
- 1.5 Site owners will be required to submit a completed application and pay the fee, outlined below, to the council, which will also include any additional fees such as an annual site fee.

2. Fees for Fit and Proper Persons Register Applications

- 2.1 The council believes that the Fit and Proper Person assessment and/or checks to be included on the fit and proper person register will take a total of 300 minutes per application. This time of 300 minutes will include updating and publishing the register of Fit and Proper Persons.
- 2.2 Checks are to be carried out by the Senior Housing Enforcement Officer or Housing Enforcement Officer, as a result of this an hourly rate of £25.40 will be applied. Therefore, the full fee for an application for a Fit and Proper Person Assessment will be £127.00.
- 2.3 The council have taken into account the following matters on which costs are incurred, or likely to be incurred (by various departments, including costs incurred by outsourcing contracts), in determining this policy for consideration of applications for entry on a fit and proper person register;
 - Initial enquiries;
 - Letter writing or telephone calls etc. to make appointments and requesting any documents or other information from the site owner or

manager or from any other third party in connection with the fit and proper person assessment process;

- Sending out forms;
- Updating files/computer systems and website;
- Processing the application fee;
- Land registry searches;
- Time for reviewing necessary documents and certificates;
- Preparing final and preliminary decision notices;
- Review by manager and legal; review any representations made by applicants or responses from third parties;
- Updating the public register;
- Carrying out any risk assessment process considered necessary
- Reviews of decisions or in defending appeals
- Outstanding licensing issues and debts
- Undertakings

2.4 Charges will be limited to recovering the costs of exercising the Fit and Proper Person Test function only and not any other costs that have already been charged for by other service areas.

2.5 The council will be required to conduct relevant background checks regarding the applicant's background in management and their financial standing. The results of these checks will allow the council to decide on whether or not to accept the application. The time taken for these checks shall be accounted for in the fee, irrespective whether or not the entry on the register is granted.

2.6 The council will not consider any application until the full application fee has been received.

2.7 Any preliminary advice the council provides before any application is accounted for in the fee and will not be charged for separately.

2.8 If the council decides not to approve any application or the applicant decides not to continue with an application, the applicant will not be entitled to a refund.

3. Annual Fee for an existing entry on the Fit and Proper Person Register

3.1 The council do not propose to implement an annual fee at this time.

4. Appointed Manager Fee

4.1 Should the council be provided with the consent of a site owner to appoint an individual to manage a site, these costs will be recovered from the site owner.

5. Review

- 5.1 The Fit and Proper Person Fee Policy will be reviewed every 3 years from implementation. This review will assess and incorporate any changes that need to be made to the Policy, however a full review of the fee levels detailed within this Policy will be undertaken every 12 months as part of the council's annual Review of Fees and Charges.

**CORPORATE
SOCIAL
RESPONSIBILITY
POLICY
2026-2028**

- **POLICY AND RESOURCES COMMITTEE**

PART I

**Corporate Social Responsibility Policy
(ADCCC)**

1 Summary

1.1 The council's Corporate Social Responsibility Policy was last updated in 2015.

1.2 This report provides details of the amendments that have been made.

2 Recommendation

2.1 That: Policy and Resources agree the reviewed and updated Corporate Social Responsibility Policy (CSR) 2026.

2.2 That: Policy and Resources agree to delegate authority to the Associate Director for Corporate, Customer and Community to make future small amendments to the policy.

Report prepared by: (Freddy Chester, Partnerships Officer)

3 Details

3.1 The Corporate Social Responsibility (CSR) Policy outlines the councils ambition as a socially responsible and environmentally sustainable organisation and its commitment to ensuring sustainable development for both communities and businesses within the area.

3.1.1 The Introduction (Section 1.0) has been reworded and updated to include the objectives within the new Council Plan.

3.1.2 The Aims (Section 3.0) have been reworded and the priorities of the policy have been reviewed and updated. The policy contains 4 priorities that correlate with the themes of this CSR policy. The new objective places more emphasis on the council's efforts to achieve net zero and reduce its impact on the environment. Greater emphasis was placed on the council's responsibility to its workforce and the role that staff can play. The role that procurement can play in CSR and an emphasis on more localised suppliers and the social value suppliers provide. The final objectives highlighted the role that the council plays in strengthening communities and addressing inequality within the district.

3.1.3 The theme of Community (Section 5.1) has been reworded with new objectives to provide greater clarity. The number of objectives assigned to this theme is now 6, an increase from the previous 4 objectives.

3.1.4 The title of the theme has changed from Workplace to People (Section 5.2). Objectives have been reworded and expanded to provide more clarity on the council's actions to support staff.

3.1.5 Environment (Section 5.3) has been reworded with new objectives to provide greater clarity. The number of objectives assigned to this theme have reduced from 14 to 7 with previous objectives being reworded to reflect the Councils Climate strategy.

- 3.1.6 The title of the theme has changed from Marketplace to Procurement (Section 5.4). The number of objectives assigned to this theme has reduced from 8 to 7 objectives. The objectives have been reworded and greater emphasis has been placed on local suppliers and social value to reflect the council's procurement policy.
- 3.1.7 Section 6.0 is a new section added to the policy which summarises how the council will implement the new policy to ensure its effectiveness.
- 3.1.8 Section 7.0 Monitoring and Reporting is a new section added to the policy to explain how the council will measure the success of the policy. This proposes that Strategy and Partnerships will produce a CSR performance report be published within the KPI Annual report, highlighting achievements, challenges, and improvement areas.

4 Options and Reasons for Recommendations

- 4.1 Recommendations are proposed to show that the council is socially responsible, environmentally sustainable and recognises that CSR is a vital part of the council's community activity to help ensure Three Rivers is a great place to live, work and visit.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are not within the Council's agreed policy as the report intends to update the council's Corporate Social Responsibility Policy and how the council is committed to ensuring sustainable development for both communities and businesses within the area.
- 5.2 The recommendations in this report are within the council's agreed budgets.
- 5.3 The purpose of this proposed policy is to update the council's Corporate Social Responsibility Policy.
- 5.4 The proposed policy will impact on the following performance indicators:
- CCS01 District carbon emissions reported as tCO₂e equivalent
 - CCS02 Carbon emissions from Council operations reported as tCO₂e equivalent
 - HR04 Employee Satisfaction levels
 - HR05 Employee Motivation levels

- 5.5 The impact of the recommendations on this/these performance indicator(s) is:

The proposed policy will support the Council's performance indicators. Under the Environment theme, it contributes to reducing the Council's direct environmental impact by actively managing waste, emissions and the consumption of natural resources. The policy also promotes diversity and equal opportunities for all. By encouraging professional development and supporting employee health and wellbeing, it is expected to have a positive effect on motivation, satisfaction and overall organisational performance.

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

None specific.

6 Financial Implications

6.1 None specific

Legal Implications

6.2 None specific

7 Equal Opportunities Implications

7.1 Relevance Test

Has a relevance test been completed for Equality Impact?	Yes
Did the relevance test conclude a full impact assessment was required? Across all protected characteristics, no negative impacts were identified. In the case where future risks arise, appropriate mitigations have been outlined within the impact assessment to ensure the policy remains inclusive, proportionate and compliant with equality duties. These mitigations provide assurance that the policy can be implemented without disadvantaging any protected groups.	No

7.2 Impact Assessment

Across all protected characteristics no negative impacts were identified. The assessment concludes that the policy aims to be positive and inclusive, promoting equal opportunities, wellbeing and community engagement.

What actions were identified to address any detrimental impact or unmet need?

8 Staffing Implications

8.1 Staffing impacted when taking paid volunteering day leave.

9 Environmental Implications

9.1 Reduction in the council's direct impact on the environment by actively managing our waste, emissions and consumption of natural resources.

10 Community Safety Implications

10.1 None specific

11 Public Health implications

11.1 The council will create a workplace that encourages diversity and equal opportunities for all. It will actively encourage professional development and support employee health and wellbeing.

12 Customer Services Centre Implications

12.1 None specific

13 Communications and Website Implications

Annual report to be shared with staff and members

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 all service plans across the council. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Failure to agree Policy	Delay in new policy and failure to deliver our Corporate Social Responsibility effectively.	Current Policy from 2015 still in place	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 ↓	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 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%))

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.

Data Quality

Data sources:

Procurement Strategy 2023-2026

Climate Emergency and Sustainability Strategy 2023-27

Data checked by:

Freddy Chester, Partnerships Officer

Data rating: Tick

1	Poor	
2	Sufficient	/
3	High	

Background Papers

APPENDICES / ATTACHMENTS

1 Corporate Social Responsibility Policy 2026-28



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TRDC Climate and Sustainability Impact Assessment

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

Guidance for use

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

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

Key to the colour coding of answers is given at the top of the page.

Name of project/policy/procurement and date		
		Corporate Social responsibility Policy
Brief description (1-2 sentences):		The Corporate Social Responsibility (CSR) Policy outlines the council's ambition as socially responsible and environmentally sustainable organisation and its commitment to ensuring sustainable development for both communities and businesses within the area.

Homes, buildings, infrastructure, equipment and energy						
	Question	Impact (select from list)	Score (1 to 4)	Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1	What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Further enhance through service-level energy reduction plans and proceed.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
2	What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Enhance through fleet transition and operational targets and proceed	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
3	Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy encourages efficient use of resources and assets, which supports maximising existing buildings.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
4	Will any new building constructed or refurbished be highly energy efficient in use? (e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent").	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy commits the Council to ensuring that environmental impacts are assessed for all major projects and decisions, supporting the delivery of highly energy-efficient buildings in future developments and refurbishments.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
5	Does this make use of sustainable materials / inputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	practices, encouraging the use of environmentally responsible materials, including recycled, reused, or renewable products where appropriate.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
6	Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	through procurement standards and environmental assessments, influencing future projects to adopt low-carbon construction methods and cleaner plant and	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
7	Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	adoption through sustainability commitments, emissions reduction targets, and environmentally responsible purchasing	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	procurement, ensuring future appliances and equipment selected by the Council meet high efficiency standards.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score			3.00			3.00

Ways to optimise sustainability and work towards net zero carbon:

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

TRDC Climate and Sustainability Impact Assessment

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

Travel					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9 Reducing travel: what effect will this project have on overall vehicle use?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy supports reduced travel demand through sustainable working practices, flexible working. The policy encourages active travel and low-carbon transport choices.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
10 Will this project use petrol or diesel vehicles or EV, hybrid?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy supports transition towards low-emission and electric vehicles, within the council fleet.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
11 Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	the policy encourages active travel and low-carbon transport choices.	sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy supports inclusive and sustainable access considerations in future projects and services.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
13 Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The Policy promotes promoting sustainable travel, flexible working, and environmental considerations. This will have an indirect effect on traffic	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score		3.00			3.00

Ways to optimise sustainability and work towards net zero carbon:

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

Goods and Consumption					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14 Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy promotes responsible resource use and encourages reuse and efficient asset management across council operation	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
15 Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy promotes sustainable procurement principles that prioritise value, longevity, reuse, and environmental impact.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
16 Does it use products and resources that are re-used, recycled, or renewable?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy supports and encourages the use of re-used, recycled, and renewable through procurement and operational standards.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
17 Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	the policy promotes enabling staff, suppliers, partners, and the community to make more sustainable choices through leadership, the policy continues to reduce waste, increasing recycling and reuse, and improving resource efficiency across council operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18 Is there a plan to reduce waste sent to landfill in manufacture?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	policy encourages sustainable procurement, supporting reuse and recycling at end of life.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
19 Is the material used able to be re-used, re-purposed, or recycled at end of its life?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy supports sustainable procurement and ethical practices, which can include more sustainable food choices and reduced waste where catering is provided.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
20 Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score		3.17			3.29

Ways to optimise sustainability and work towards net zero carbon:

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

TRDC Climate and Sustainability Impact Assessment

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

Ecology					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
21 What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland,	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	the policy positively supports sustainable land management and biodiversity protection on council-owned land.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	indirectly through committing to biodiversity support, sustainable land use, and climate resilience.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
23 Does it make changes to existing habitats and have a negative impact on nature? E.g. use of pesticides, reduced extent and variety of plants, planting non-native species	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The policy actively seeks to mitigate environmental harm and maximise environmental benefits.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
24 Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	the policy supports greater awareness of biodiversity and nature recovery.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Average Score		4			3.5

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

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

Adaptation					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
25 Does any planned project, construction or building use include measures to conserve water?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy promotes sustainable resource use, including water efficiency, influencing future projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
26 Does anythe project , consider how to sustainably protect people from extreme weather?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy references climate resilience is and the need to ensuring future decisions consider extreme weather risks.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
27 Has any planned building work or infrastructure considered how to mitigate flood risk? E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	policy promotes to environmental assessments for major decisions, ensuring flood risk mitigation measures are considered where relevant.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
28 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The policy encourages sustainable development and environmental mitigation.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
29 Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Climate resilience is embedded as a core objective of the policy.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		3.2			3.40

Ways to optimise sustainability and work towards net zero carbon:

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

Engagement and Influence					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The policy raises awareness internally and externally and embeds climate and sustainability considerations into governance, operations, and community leadership.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4
Total Overall Average Score		3.31			3.4

Ways to optimise sustainability and work towards net zero carbon:

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

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

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	3.00
Goods and Consumption	3.29
Ecology	3.29
Adaptation	3.40
Engagement and Influence	4
Total Overall Average Score	3.4

TRDC Climate and Sustainability Impact Assessment

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

Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Corporate Social Responsibility Policy
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Strategy & Partnerships
EIA Author <i>Name and Job Title</i>	Freddy Chester, Partnerships Officer
Date EIA drafted	28/01/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	SP010

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>This Corporate Social Responsibility (CSR) policy outlines Three Rivers District Council's (TRDC) commitment to operating ethically and sustainably to benefit society and the environment</p> <p>The policy acts to bring together existing council strategies regarding social and environmental responsibility into a single overarching policy. The council acknowledges its significant effect on the local community and environment and aims to lead by example, working towards sustainable development to improve the quality of life.</p> <p>The policy is structured around four main themes, each with specific aims:</p> <ul style="list-style-type: none"> Community People Environment Procurement <p>Monitoring and Reporting will be conducted through a performance report published within the Key Performance Indicators (KPIs) Annual report.</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	No specific issues identified. Policy benefits apply to all residents/employees.	Continue to engage with different age groups through diverse communication channels.
Disability	No specific issues identified. Staff wellbeing initiatives (mental health first aiders, flexible working) are positive. Policy aims to create a workplace that encourages diversity and equal opportunities.	Ensure all communication and engagement (e.g., volunteering opportunities) are accessible to people with diverse disabilities. Maintain "Disability Confident Leader" status.
Gender reassignment (or affirmation)	No specific issues identified. Policy promotes an inclusive and diverse workforce	Ensure language used in all communications is inclusive of trans and non-binary people and challenge stereotypes
Pregnancy or maternity	No specific issues identified.	Ensure services support breastfeeding mothers and parents with children.
Race	No specific issues identified. Policy aims to address inequalities and barriers to inclusion for all	Build positive relationships with ethnic minority community organisations to facilitate involvement and address specific needs.
Religion or belief	No specific issues identified. Policy promotes an inclusive workforce	Ensure service access times and other requirements are sensitive to different religious needs.
Sex	No specific issues identified. The policy aims to create a workplace that encourages diversity and equal opportunities for all. The policy promotes an inclusive workforce and seeks to address general inequalities	Upholding the Public Sector Equality Duty and fostering a respectful workplace for all individuals

Sexual Orientation	No specific issues identified. The policy promotes diversity and inclusion generally within the workforce and community engagement efforts	"Inclusion and Wellbeing Working Group" and promotes a workplace where all employee's belong
Marriage and Civil Partnership	No specific issues identified.	Ensure all communication reflects the council's ethos of valuing diversity and ensuring services are accessible to everyone regardless of their circumstances
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.	No specific issues identified. The policy aims to strengthen community ties and social impact through local engagement and initiatives that address inequality and improve quality of life for residents and the community including vulnerable groups.	Prioritising projects that address inequalities and barriers to inclusion for marginalised groups

Actions Planned

Continuation of the Inclusion and Wellbeing Working Group, Mandatory Equality and Diversity training for staff. Staff volunteer policy of 2 paid volunteer days a year.

Additional Information

N/A

Sign off:

Equalities Lead Officer	Date
Shivani Davé	28/01/2026



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CORPORATE Social Responsibility policy

06/01/2026

1. Introduction

As a local authority responsible for towns and communities across Three Rivers and as an employer of more than 340 people, Corporate Social Responsibility (CSR) is important.

CSR can help an organisation to show it is socially responsible and environmentally sustainable. To be considered as socially responsible, a company's activities should benefit society. To be considered environmentally sustainable, a company's activities should not harm the environment.

TRDC recognises Corporate Social Responsibility (CSR) as a vital part of its community activity and ensuring Three Rivers is a great place to live, work and visit. Therefore, we are committed to ensuring sustainable development for both communities and businesses within the area. The council will work closely with partners and businesses to achieve the broader goals and objectives set out in this Corporate Social Responsibility Policy. This reflects the Council's ethos as an ethical, responsible and fair organisation recognising that CSR is a vital part of the council's community activity which represents the people it serves and the staff it employs.

The Council also achieves benefits from CSR by nurturing our skills and increasing team work across our organisation, whilst doing something positive for our community.

This CSR Policy will encompass the need to support the council's Objectives of the Corporate Framework to:

- Provide responsive and responsible local leadership.
- Expand the council's position as a great place to do business.
- Support and enable sustainable communities.
- Achieve net carbon zero and be climate resilient.

The council aims to provide quality services that are responsive to the needs of the communities it represents and deliver optimum best value. It is also important that the policy reflects the local authority's commitment acting ethically and sustainably in all areas of its operations.

2. Purpose

The purpose of this policy is to bring together the council's existing operating strategies, plans and policies that consider some aspects of corporate social responsibility e.g. Procurement, Climate Change and Sustainability into a single overarching policy under the heading of CSR. The principles encompassed in this policy cover all areas of the council's operations, and will continue to be reviewed, against government legislation.

3. Aim

TRDC recognises that it has a significant effect on the environment and the lives of people living and working in the district. The council believes that it should lead by example and is committed to acting ethically and sustainably in all areas of the Council's operations and working towards sustainable development and aims to play its part in the global effort to achieve it.

The council aims to reflect its commitment to sustainable development through both actions and influences and to do more to improve the quality of life today, whilst using fewer resources and without causing damage to the environment. In doing so, Three Rivers recognises the needs of its children, their children and future generations to come.

The council will aim:

- To reduce the council's environmental footprint through sustainable operations, responsible resource use, and support for biodiversity and climate resilience, while encouraging community-wide environmental responsibility.
- To foster a diverse, inclusive, and healthy workforce by supporting employee wellbeing, professional development, and maintaining a safe, respectful working environment.
- To maximise social, economic, and environmental value through responsible procurement, supporting local suppliers, ethical practices, and community benefit across all contracted services.
- To strengthen community ties and social impact through active local engagement, volunteering, collaboration, and inclusive initiatives that address inequality and improve quality of life.

4. Audience

The council is a political organisation led by members and managed by officers. This policy is primarily directed at council staff and key partners and will provide them with the standards required to uphold the CSR policy. This policy makes clear to all the Council's partners stakeholders; residents, workers and visitors, what its vision for CSR is and how we propose to work towards achieving it.

5. Corporate Social Responsibility Themes

The 4 main themes that provide the focus for the CSR policy are:

5.1 Community (volunteering, skills matching and fundraising)

The council is the key democratically elected body for the area, representing the hopes, aspirations and interests of around 90,000 residents and as such plays a key leadership role within the local community. As part of this leadership role, TRDC will build a culture that promotes employee volunteering and community collaboration. We actively support local businesses and the communities in which we operate. This will be achieved through:

- Providing employees with 2 paid voluntary days a year and encourage staff to donate time and skills (e.g. marketing, finance) to support voluntary and community groups.
- Providing responsive, responsible local leadership through listening and understanding our communities and their changing needs.
- Collaborating with local voluntary organisations, businesses, schools, and other public bodies to achieve shared community outcomes.
- Prioritising projects that address inequalities and barriers to inclusion for marginalised groups.
- Enhancing opportunities to participate in community initiatives.
- Achieving a positive impact upon the local community as a result of how the council undertakes business.

5.2 People (human resources, health, wellbeing and inclusion)

The council employees are central to the successful development and delivery of high-quality services and therefore vital to achieving the objectives of TRDC.

The council aim to create a workplace that encourages diversity and equal opportunities for all. It will actively encourage professional development and support employee health and wellbeing. This will be achieved through:

- Supporting learning opportunities through CPD, e-learning platforms, apprenticeships, and leadership and management development programmes.
- Upholding the Public Sector Equality Duty and foster a workplace where all individuals are respected and differences embraced and the implementation of the Inclusion working group.
- Ensuring all staff and visitors are protected through robust health and safety systems, regular training, and risk assessments.
- Supporting the wellbeing and health of our workforce through allowing flexible working, training of mental health first aiders, development of the Inclusion and Wellbeing Working Group, promotion of healthy work habits, and offering wellbeing resources including occupational health and EAP services.
- Maintaining efficient staffing levels to achieve the council objectives.
- Maintaining our status and accreditation as a Disability Confident Leader.

5.3 Environment (estates and environment)

The council is committed to reducing its direct impact on the environment by actively managing our waste, emissions and consumption of natural resources. This will be achieved through:

- Measuring and reporting on the council's Scope 1, 2, and 3 emissions annually to identify opportunities for emissions reductions and share progress on reaching net-zero targets.
- Reduce waste and water consumption, increase recycling and reuse, and improve energy efficiency across council operations and buildings.
- Encouraging sustainable transportation methods and reducing carbon emissions through switching council fleets to low-emission or electric vehicles.
- Supporting the protection of local natural resources and ensuring TRDC-owned land is managed sustainably and for the benefit of biodiversity, soil health, public education, responsible recreation and climate resilience.
- Following through on our commitment to tackle the causes and effects of a changing climate by purchasing goods and services with regards to their environmental impact.
- Ensuring all major council decisions, policies and projects evaluate their environmental impact through the completion of Climate and Sustainability Impact Assessments, which seeks to mitigate environmental harms and maximise environmental benefits.
- Mandatory climate change e-learning for all staff and offering specialist carbon literacy training to senior staff and members where appropriate

5.4 Procurement (finance and purchasing)

A key opportunity for the council, as part of TRDCs commitments to obtain maximum value from contracted services and our wider spend with external organisations, is to strongly focus on securing enhanced contractual benefits for the local area, economy and for the health and wellbeing of our residents. This will be delivered by:

- Supporting local and small businesses by structuring contracts, where appropriate, to enable access for small, local, and third sector organisations, including by breaking larger contracts into smaller lots where possible.
- Encouraging local employment and skills development through prioritising opportunities that create local jobs, apprenticeships, and training, particularly for contracts exceeding £1 million or lasting more than 12 months.
- Promoting local supply chains by encourage suppliers to use local subcontractors and source goods and services locally, integrating measurable targets into contracts where appropriate.
- Actively supporting the local business and voluntary sector through supplier engagement events, workshops, and clear guidance on how to do business with us.
- All procurement activity reflects the council's ethos of valuing diversity and that our contracted services are accessible to everyone whatever their circumstances.
- Following through on our commitment to tackle the causes and effects of a changing climate by purchasing goods and services with regard to their environmental impact.
- Ensuring suppliers uphold ethical, environmental, and health and safety standards, including human rights and worker representation and have a positive impact on the communities in which they operate.

6. Implementation

To ensure CSR is part of TRDCs culture and operations, the council will:

- Embed CSR within the leadership structure of the council through the addition of a biannual item within Corporate Management Team (CMT) meetings to present on how they're team have delivered on CSR.
- Advise staff of the content of the CSR policy.
- Incorporate CSR into service planning, project development, and internal policy frameworks.
- Share case studies and team volunteering days as part of all staff Chief Executive's message.

7. Monitoring and Reporting

Monitoring and reporting of this policy will be maintained through:

- A CSR performance report will be published within the KPI Annual report , highlighting achievements, challenges, and improvement areas.
- Key Performance Indicators (KPIs). Each theme will be monitored through specific KPIs, such as:
 - Carbon emissions from Council operations reported as tCO2e equivalent
 - Staff wellbeing scores (Employee satisfaction & motivation)
 - Average contracts with social value score

- Percentage of staff who have used at least one of their paid voluntary days
- Number of volunteer hours taken up by staff
- Updates and case studies will be shared with staff, councillors, and residents via internal channels and the council's website.



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**Community
Governance
Review
09/03/2026**

POLICY AND RESOURCES COMMITTEE
09 March 2026

PART I

**Community Governance Review
(ADCCC)**

1 Summary

- 1.1 To review the findings of the second stage of the Community Governance Review and agree to the reorganisation order.

2 Recommendations

- 2.1 That:

This Committee agree and recommends to Council that:

- 2.1.1 The unparished area of Heronsgate join Chorleywood Parish Council.
- 2.1.2 The unparished area of Loudwater join Chorleywood Parish Council
- 2.1.3 The number of Councillors for Chorleywood Parish Council to rise from 17 to 19.
- 2.1.4 Chorleywood Parish Council's election cycle be delayed a year to fall in line with the 2027 parish elections.
- 2.1.5

Report prepared by: (Lucy Smith, Committee and Electoral Services Manager)

3 Details

- 3.1 In July 2025 Three Rivers District Council received a request from Chorleywood Parish Council to undertake a Community Governance review focussing on Chorleywood Parish Council and the unparished areas of Heronsgate and Loudwater. The purpose of the review is to enable the council to consider what, if any, changes are needed to current arrangements.
- 3.2 The first stage of the consultation began on 9 September 2025 and closed on 08 December 2025. This stage of the review was shared on the council's website, social media, with councillors and with county councillors.
- 3.3 The report on the first stage of the consultation was taken to Policy and Resources Committee where the draft recommendations were agreed and it was agreed that the consultation would move onto the second stage.
- 3.4 The second stage of the consultation began on 15 January 2026 and closed on 26 February 2026. This report details the final recommendations for approval at Policy and Resources Committee and then to Full Council. A reorganisation Community Governance Order will be published pending the results of Policy Resources Committee and Full Council. The changes agreed at Policy and Resources Committee and Full Council will not come into effect until the Reorganisation Community Governance Oder has been published.

4 Options and Reasons for Recommendations

4.1 Recommendations and details

Area	Details	Recommendations
Heronsgate	The majority of electors opted for the unparished area of Heronsgate to join Chorleywood Parish Council with 64 Yes answers and 6 No answers.	That the unparished area of Heronsgate join Chorleywood Parish Council.
Loudwater	The majority of electors opted for the unparished area of Loudwater to join Chorleywood Parish Council with 59 Yes answers and 8 No answers.	That the unparished area of Loudwater join Chorleywood Parish Council
Chorleywood Parish Council Number of Councillors	The majority of electors opted for the number of councillors on Chorleywood Parish Council to raise by 2 from 17 to 19 with 42 Yes answers and 19 requests to raise to by 1.	The number of Councillors on Chorleywood Parish Council rise from 17 to 19.
Chorleywood Parish Council Election Cycle	The majority of electors opted for Chorleywood Parish Council's election cycle to be delayed until 2027 to fall in line with our Parish Council elections with 60 Yes answers and 10 No answers.	Chorleywood Parish Council's election cycle be delayed a year to fall in line with the 2027 Parish Elections.
Community and Identity	Residents were also asked whether they felt the draft recommendations reflected the community and identity of the area. Most residents felt that the draft recommendations did reflect the community and identity with 63 Yes answers and 4 No answers	
Effectiveness of Draft Proposals	Residents were asked whether they felt the draft recommendations were effective. Most residents felt that the draft recommendations were effective with 62 Yes	

	answers and 6 No answers.	
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5 Policy/Budget Reference and Implications

No implications to Three Rivers District Council.

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

None specific.

Appendix A – Full responses received to all questions



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