

POLICY AND RESOURCES COMMITTEE

NOTICE AND AGENDA

For a meeting to be held in the Penn Chamber, Three Rivers House, Northway, Rickmansworth on Monday, 29 June 2026 at 7.30 pm

Members of the Policy and Resources Committee:-

Councillors:

Stephen Giles-Medhurst OBE (Chair)
Christopher Alley
Aidan Bentley
Oliver Cooper
Stephen Cox
Steve Drury
Vicky Edwards
Mike Sims

Louise Price (Vice-Chair)
Andrea Fraser
Raj Khiroya
Chris Lloyd
Paul Rainbow
Narinder Sian
Kavan Trivedi
Ian Morris

*Joanne Wagstaffe, Chief Executive
Friday, 19 June 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

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. MINUTES

(Pages 7
- 22)

To approve as a correct record, the minutes of the meeting held on 26 January and 9 March 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. CORPORATE PEER CHALLENGE ACTION PLAN

(Pages
23 - 68)

That:

- Policy and Resources Committee agree the Corporate Peer Challenge Action Plan.
- That public access to the report be immediate.

6. BUDGET OOUTURN REPORT 2025/26

(Pages
69 - 96)

That:

- The revenue year end variance after carry forwards of £0.461m be noted.
- That the capital year end position as summarised in paragraph 3.12 and Appendix 3 be noted.
- To approve to carry forward the unspent service budgets from 2025/26 to 2026/27 which total £0.580m to enable completion of projects as detailed at Appendix 2.
- To approve the rephasing of capital projects from 2025/26 to 2026/27 as detailed at Appendix 4

7. CIL SPENDING APPLICATIONS – JANUARY 2026 APPLICATIONS

(Pages
97 - 216)

That:

- Members approve CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2026/2027:

Applicant & Project Name	Infrastructure	CIL Amount
Croxley Guild Bowls Club, Croxley Guild of Sport, The Green, Croxley Green, Rickmansworth. WD3 3HT	Improvements to Clubhouse and access to Bowling Green and provision of a shelter	£47,298
Chorleywood Common Youth Football Club (CCYFC) Lady Ela Drive, Chorleywood, WD3 5SL	Refurbishment of Current Pavilion	£363,000
One YMCA Woodlands Community Hub in Leavesden Country Park College Road Abbots Langley Hertfordshire WD5 0GU	MUGA and 3G Pitch Refurbishment	£47,050

- The final funding and implementation of the 3 agreed projects is delegated to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to determine to enable the agreed projects to be progressed and implemented.

8. CONSERVATION AREA APPRAISAL PROGRAMME UPDATE

(Pages
217 -
244)

That Members agree one of the following options:

- **Option 1:**
 - Agree the draft Conservation Area Appraisal Programme based on chronological order in Appendix 1.
- **Option 2:**
 - Agree the Conservation Area Appraisal Programme in Appendix 1 with the Heronsgate Conservation Area Appraisal update being prioritised to follow after the ongoing Rickmansworth Conservation Area Appraisal update.
- **Option 3:**

- Agree the Conservation Area Appraisal Programme in Appendix 1 with the Herongate Conservation Area Appraisal update prioritised to follow after the two Sarratt Conservation Area Appraisal updates.

- 9. PRIMATE LICENSING** (Pages 245 - 258)
- That:
- Members note the introduction of the Regulations and the Council's duties as the licensing authority.
 - Approve the adoption of a primate licensing scheme in accordance with the Regulations
 - Approve the proposed fee structure set out in 3.7 of this report, which will then form part of the annual fees and charges process.
- 10. HEALTH AND SAFETY POLICY STATEMENT 2026** (Pages 259 - 270)
- That:
- The Health and Safety Policy Statement 2026 is approved.
- 11. PUBLIC HEALTH FUNERALS** (Pages 271 - 294)
- That:
- The proposed PHF Policy is adopted and that this is added to the Policy Register for, review every three years.
 - The professional genealogists are not used at this time.
 - That authority to make any minor amendments required to this policy be delegated to the Associate Director for Environment.in consultation with the Lead Member.
- 12. WATFORD RURAL NEIGHBOURHOOD AREA DESIGNATION** (Pages 295 - 306)
- That:
- The Policy and Resources Committee approves the application submitted by Watford Rural Parish Council for a Neighbourhood Area covering the whole Watford Rural parished area.
- 13. HMO LICENCING POLICY** (Pages 307 - 336)
- That:
- The Policy and Resources Committee adopt the council's HMO Licencing Policy.
- 14. HOUSING ENFORCEMENT POLICY** (Pages 337 - 374)
- That:

- Committee adopt the council's Private Sector Housing Enforcement Policy that will enable the council to adhere to our statutory obligations and ensure any enforcement action is fair, consistent, proportionate and in line with an adopted council Policy.

15. CALENDAR OF MEETINGS 2027-2028 (Pages 375 - 392)

That:

- Committee recommends to Full Council to adopt the committee timetable for the 2027 to 2028 municipal year.

16. COUNCIL PLAN DELIVERY PLAN (Pages 393 - 440)

That:

- Committee to review and agree the adoption of the Council Plan 2026 - 2029 Delivery Plan
- Committee to agree the Delivery Plan will be presented to the Policy and Resources committee annually.

17. WORK PROGRAMME (Pages 441 - 442)

To note the Work Programme.

18. Other business - if approved under item 3 above

19. EXCLUSION OF PRESS AND PUBLIC

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

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

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

1. OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

To receive any declarations of interest.

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

This page is intentionally left blank



Three Rivers House
Northway
Rickmansworth
Herts WD3 1RL

Policy and Resources Committee MINUTES

Of a meeting held in the Watersmeet Theatre, High Street, Rickmansworth, WD3 1EH, on Monday, 26 January 2026 from 7.00pm to 10.00pm.

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

Oliver Cooper, Stephen Cox, Steve Drury, Vicky Edwards, Rue Grewal, Philip Hearn, Chris Lloyd, Chris Mitchell, Louise Price and Jon Tankard

Officers in Attendance:

Joanne Wagstaffe – Chief Executive Officer
Alison Betts – Associate Director for Finance
Emma Sheridan – Associate Director for Environment
Lucy Smith – Committee and Elections Manager
Jonathan Boyle – Deputy Monitoring Officer
Matthew Barnes – Principal Planning Lawyer
Marko Kalik – Head of Planning Policy and Conservation
Aaron Roberts – Senior Planning Policy Officer
Sally Riley – Finance Business Partner
Jason Hagland – Head of Strategic Housing
Katie Stacey – Policy and Performance Manager
Shivani Dave – Partnerships manager
Jess Hodges – Trees and landscape Officer
Joanna Hewitson – Climate Change and Sustainability Manager

External in Attendance:

Jon Bishop – Three Rivers Joint Residents Association

PR124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Reena Ranger, with Councillor Reed substituting.

PR224 MINUTES

The minutes of the Policy and Resources Committee held on 17 November 2025 were confirmed as a correct record and signed by the Chair of the meeting.

PR324 DECLARATIONS OF INTEREST

Councillor Nelmes declared a non-pecuniary interest in Item 5 (Community and Voluntary Sector Agreements) As a member of a Community Centre management committee which was a tenant and a grant recipient.

Councillor Drury declared a pecuniary interest in Items 5 and 14 due to his wife's employment with an organisation referenced in the agenda.

Councillor Cooper declared, for transparency, that a site within the Local Plan allocations was owned by a member of the Conservative Group (not a pecuniary or disclosable interest).

PR424 NOTICE OF OTHER BUSINESS

There were no items of other business.

The Committee agreed to consider late-published papers relating to the Local Plan and HMO Licensing due to their urgency and relevance.

PR524 COMMUNITY AND VOLUNTARY SECTOR GRANT AGREEMENTS

The Committee considered a report seeking approval to enter into grant agreements exceeding £25,000 and to delegate authority for limited extensions and amendments. Officers outlined the proposed three year grant arrangements and highlighted continued match funding for mental health provision, support for youth services, transport, and family support and increased funding for Citizens Advice Service.

Members welcomed the clarity and quality of the report and expressed strong support for the voluntary and community sector.

Officers provided detailed performance information for the CAS, including; 617 residents supported with benefit entitlement in the last quarter (exceeding target), £228,601 secured in financial gains for residents. Over £100,00 of debt written off and the average finance benefit per client of approximately £22,000. Members highlighted the preventative value of early advice, mental health support, and community based services in reducing demand on statutory services.

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

RESOLVED:

That:

- P and R Committee entering all contracts and/or grant agreements above £25,000.
- P and R to delegate authority to the Associate Director of Corporate, Customer and Community for grant extensions of up to 6 months and amendments to grant agreements.

Organisation	2026-29 Funding allocation (£)
Citizens Advice Service Three Rivers (CASTR)	260,000
Watford and Three Rivers Trust (W3RT)	40,000
Home-Start Watford and Three Rivers	4,800
Watford FC Community, Sports and Education Trust	5,000
Roundabout Transport	5,500

Services for Young People (Hertfordshire County Council)	2,000
Mental Health	10,000
Total	327,300

PR624 FINANCIAL PLANNING - CAPITAL STRATEGY AND THE TREASURY MANAGEMENT POLICY

This item was discussed with item 7 and 8.

RESOLVED:

That:

- The report is noted.

PR724 FINANCIAL PLANNING - REVENUE SERVICES

This item was discussed with item 6 and 8.

RESOLVED:

That:

- The report is noted.

PR824 FINANCIAL PLANNING - RECOMMENDATIONS

The Committee considered Items 6-8 together. Officers confirmed that the Capital Strategy and Treasury Management Policy had been considered by Audit Committee. The Council had low external borrowing and no affordability concerns. Cash Balances were being managed effectively, benefiting from higher interest rates. Capital programme monitoring showed savings and additional grant income.

Members explored the adequacy of planning related budgets and reserves, particularly in light of anticipated costs associated with Local Plan examination, potential planning appeals and public inquiries and historic expectations around conservation area appraisals.

Officers advised that a planning reserve had been created to manage variable and unpredictable planning costs. Exact examination costs could not be predicted in advance.

Budgets would continue to be monitored, with in-year adjustment made if required. Additional reserves and potential external funding opportunities could be considered if necessary.

Members noted the explanation and indicated that budget sufficiency could be revisited during the forthcoming budget process.

The motions for Items 6 and 7 were declared CARRIED by the Chair with the voting being by General Assent.

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

RESOLVED:

That:

- The Policy and Resources Committee notes that the Administration will publish its final recommendations on Financial Planning 2026/27 to 2028/29 five working days prior to the Council meeting on 24 February 2026 and present them at this meeting.

PR924 DRAFT EQUALITY AND INCLUSION POLICY 26-30 AND DRAFT EQUALITY OBJECTIVES 26-30

The Committee reviewed the draft policy and objectives. Officers summarised that progress achieved under the existing equality objectives and the rationale for updated objectives focused on trust building, accessibility, inclusive culture, and fair delivery of services. The use of Equality Impact Assessments across council functions and alignment with partnership working and new deprivation data.

Some members debated the inclusion of the term equity alongside equality, diversity and inclusion. Concerns were raised including the potential conflict between equity and statutory equality duties, legal clarity and consistency with the Equality Act 2010.

Officers clarified that equity reflected practical steps already taken by the Council to address differing needs and barriers, examples included accessible venues, Healthy Hubs, targeting funding, and service adaptations.

Councillor Cooper proposed an amendment, seconded by Councillor Hearn.

- “Delete paragraph 2.2
- In paragraph 3.2, in the sixth bullet, delete ‘equity’
- In paragraph 5.2, in the fourth bullet, replace ‘inclusion and equity’ with ‘and inclusion’.

The amendment was put to the vote and declared be LOST by the Chair, the voting being For 4 and 9 Against.

The substantive motion was put to the vote and declared CARRIED by the Chair, the voting being For 9, Against 0, Abstentions 4.

RESOLVED:

That:

- The committee review, and if required amend the draft Equality, Diversity and Inclusion Policy for 2026-30.
- The committee review, and if required amend the draft Equality Objectives for 2026-30.
- The committee agrees to a public consultation on the draft Policy and Objectives.
- That public access to the report be immediate
- That public access to the decision be immediate.

PR1024 COUNCIL PLAN 2026-2029 - FINAL

The Committee considered the proposed Council Plan. Officers outlined the engagement undertaken, including over 600 consultation responses, and explained that the plan was intended to be strategic, supported by service plans and KPIs.

Members welcomed the engagement and ambition of the plan but queried whether the plan was sufficiently specific and deliverable and discussed historic challenges in delivering previous Council Plans.

Officers advised that delivery would be monitored through quarterly performance reporting. The service plans and committee scrutiny would provide operational detail. A mid term review of the Council Plan would take place.

The motion was put to the vote and declared CARRIED by the Chair, the voting being For 9, Against 0, Abstentions 4.

RESOLVED:

That:

- Committee to approve the progression of the proposed Council Plan 2026-2029 to Full Council on 24 February 2026 for adoption.

The Committee considered a proposal to launch a £50,000 grant scheme for SMEs. Members supported the scheme, noting the environmental benefits, support for local businesses and leveraging private investment into the district. Clarification was provided that carbon offsetting benefits were not a legal requirement, decisions on reinvestment would be for the Council. Alternative mechanisms such as business rates relief were outside the scope of this report. The motion was put to the vote and declared CARRIED by the Chair, the voting being For 9, Against 4.

RESOLVED:

That:

- Committee approve the launch of the SME Solar PV and Battery Grant, using £50,000 of existing climate change budgets across the financial years 25/26 and 26/27.

PR1224 BIODIVERSITY DUTY REPORT 2026

The Committee considered the updated Biodiversity Policy and reporting framework. Members supported the biodiversity net gain principles, emphasised the importance of securing meaningful local environmental benefits and raised caution against approaches that prioritised lowest cost over community value. Officers confirmed statutory compliance and developer responsibilities under biodiversity legislation.

The motion was put to the vote and declared CARRIED by the Chair, the voting being by General Assent.

RESOLVED:

That:

- To note the report.
- To approve the updated Biodiversity Policy.
- To adopt a five-year reporting cycle.

PR1324 BATCHWORTH DEPOT SOLAR ARRAY EXTENSION

The Committee considered a proposal for an expanded solar array and battery installation. Members welcomed the strong payback period, the environmental benefits and the contribution of the decarbonisation of the Council estate.

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

RESOLVED:

That:

- Policy and Resources Committee approve a 22 kWp solar array and a 10.36kWh battery to Batchworth depot offices, requiring investment of £20,708 excluding VAT with a capital payback period of 5.5 years.

PR1424 REVIEW OF HMO ADDITIONAL LICENCING AND CONSIDERATION OF ARTICLE 4 DIRECTION

The Committee considered a report reviewing the Council's additional Houses in Multiple Occupation (HMO) licensing scheme and the potential introduction of an Article 4 Direction. Officers advised that HMOs formed a recognised part of the housing mix and were already regulated through the Council's additional licensing scheme. It was explained that the introduction of an Article 4 Direction would remove permitted development rights and require planning permission for changes of use, but that such an approach would need to be supported by clear and proportionate evidence of harm. Officers advised that there was currently insufficient evidence to justify an immediate Article 4 Direction and highlighted the potential financial risks involved, including the possibility of compensation claims if action were taken without adequate justification.

Members discussed the impact of HMOs on local communities. Some Members raised concerns about concentrations of HMOs in certain areas and the associated effects on parking, residential amenity and community cohesion. Others emphasised that HMOs should

not be stigmatised, noting that many operated without issue and provided necessary accommodation, and that problems such as parking pressures were not unique to HMOs. Members agreed on the importance of basing decisions on evidence rather than perception and of using existing licensing and enforcement powers to address individual problem properties.

Councillor Cooper proposed an amendment, seconded by Councillor Edwards

- “In paragraph 2.2, replace 'is not progressed' with 'is progressed', and remove everything after 'progressed'.
- In paragraph 2.3, replace 'is not progressed' with 'is progressed', and remove everything after 'progressed'.
- Add new paragraph 2.4 that reads: "As soon as the draft Local Plan has been adopted, Supplementary Planning Guidance is developed prescribing standards that HMOs would have to meet before receiving planning permission.

So that the amended recommendations read:

That:

1. Based on evidence at this time, additional licensing for HMOs is progressed.
2. Based on evidence at this time, that an Article 4 direction is progressed.
3. After the draft Local Plan has been adopted, Supplementary Planning Guidance be adopted prescribing standards that HMOs would have to meet before receiving planning permission.
4. Resident input into HMO licence applications to be included as part of the forthcoming HMO Licensing Policy that will be presented to Committee later this year.
5. The address of any property subject to an application for a HMO licence to be added to the council's HMO Register.
6. Ward Councillors, County Councillors and Parish Councillors (if applicable) are advised if a HMO licence application is received for their area.
7. Neighbours of a property that has applied for an HMO licence application will be notified by Officers upon receipt of that application. (pending approval of the council's Data Protection and Resilience Manager)"

The amendment was put to the vote and declared LOST by the Chair, the voting being For 4, Against 8, Abstention 1.

The substantive motion was put to the vote and declared CARRIED by the Chair, the voting being by General Assent.

RESOLVED:

That:

- Based on evidence at this time, additional licensing for HMOs is not progressed, however, this will be reviewed in 12 months' time.
- Based on evidence at this time, that an Article 4 direction is not progressed. However, Officers agree to keep this under review and if circumstances change, Officers will consider the position.
- Resident input into HMO licence applications to be included as part of the forthcoming HMO Licensing Policy that will be presented to Committee later this year.
- The address of any property subject to an application for a HMO licence to be added to the council's HMO Register.
- Ward Councillors, County Councillors and Parish Councillors (if applicable) are advised if a HMO licence application is received for their area.
- Neighbours of a property that has applied for an HMO licence application will be notified by Officers upon receipt of that application. (pending approval of the council's Data Protection and Resilience Manager)

The Committee considered the Regulation 19 Part 2 Site Allocations document for the Local Plan, which sets out the proposed allocation of sites for development and protection prior to submission for examination.

Jon Bishop of Three Rivers Joint Residents Association addressed the committee and thanked Officers and Members for the extensive work undertaken on the local plan, noting that the proposed policies represented a significant improvement on the current plan and reflected resident engagement, even where not all points had been accepted. He acknowledged the proposed level of housing growth as a pragmatic balance between meeting housing need and protecting the green belt.

Mr Bishop drew attention to a numerical inconsistency within Policy SP1, which he believed to be a typographical error, and raised concerns about the use of the term “overdevelopment” in relation to areas of fundamental importance, suggesting that clearer and more prescriptive wording would provide greater certainty. He also highlighted a technical issue relating to the 45 degree splay line in the appendices.

Mr Bishop further explained that the Association had submitted written suggestions seeking stronger policy wording, particularly where “should” was used instead of “must”, and emphasised the importance of clear, enforceable policies in light of potential changes to the planning system. He concluded by encouraging the Committee to progress the Local Plan to Regulation 19 without delay.

Officers introduced the report and explained that this represented the final stage of plan preparation before submission to the Planning Inspectorate, with the forthcoming Regulation 19 consultation focused on matters of legal compliance and soundness. Officers advised that the Site Allocations document had been developed alongside the Part 1 Policies document and reflected the outcomes of extensive evidence gathering, sustainability appraisal and engagement through the Local Plan Sub-Committee process. It was emphasised that the allocations sought to balance identified development needs with environmental constraints, including Green Belt considerations.

Members discussed the report and acknowledged the significant amount of work undertaken by officers and the Local Plan Sub-Committee. Some Members reiterated concerns raised previously about individual sites, particularly in relation to deliverability, infrastructure capacity and consistency with the Council’s wider spatial strategy. Other Members noted that while individual site concerns remained, the Regulation 19 stage was necessarily narrow in scope and that unresolved objections would be tested through the independent examination process. Members also discussed the importance of ensuring that the Site Allocations document was robustly evidenced, internally consistent with the Part 1 Policies, and capable of being defended at examination. Officers confirmed that minor factual or typographical corrections could be made prior to publication under delegated authority, but that the Council must be satisfied that the document was sound in principle before proceeding to consultation.

The Committee recognised that delaying progression at this stage would risk undermining the overall Local Plan timetable and agreed that the appropriate mechanism for resolving outstanding objections would be through representations to the Planning Inspector.

An amendment was raised by Councillor Edwards and seconded by Councillor Reed.

“Provision for Gypsies, Travellers and Travelling Showpeople

5.59 Gypsies, Travellers and Travelling Showpeople have particular accommodation needs that require additional consideration. To ensure that members of these communities are able to access decent and appropriate housing with access to services including health and education, the council must make provision for accommodation to meet identified needs.

5.60 Planning Policy for Traveller Sites (PPTS) sets out the Government’s planning policy for traveller sites and should be read in conjunction with the National Planning Policy Framework. HOU4 - Provision for Gypsies, Travellers and Travelling Showpeople

1) The council’s Gypsy and Traveller Accommodation Assessment (July 2025) sets out that there is a need for 37 pitches for Gypsies and Travellers who meet the definition set out in the PPTS and a need for 6 plots for Travelling Showpeople who meet the planning definition set out in the PPTS.

2) When considering planning applications for sites for Gypsies and Travellers or Travelling Showpeople, a criteria based approach will be used. The following criteria will be taken into account:

- a) Avoid areas at risk from all sources of flooding, or affected by environmental hazards that may affect residents' health or welfare;
 - b) Avoid causing an adverse impact on areas of recognised wildlife, heritage or landscape importance, and on the openness of the Green Belt with improvements sought;
 - c) Have reasonable access to local services and facilities, including shops, schools and healthcare;
 - d) Be well located to the highway network, with safe and convenient vehicular and pedestrian access to the site;
 - e) Sites should be suitably designed and the layout include sufficient space to accommodate the proposed number of caravans, provision of day rooms, space for touring caravans, landscaping, SuDs mitigation, Biodiversity Net Gain, vehicles and ancillary areas as appropriate. Adequate on-site facilities for parking, storage, waste collection, play and residential amenity should be provided;
 - f) The site must be capable of being adequately serviced by drinking water, utilities and sewerage disposal facilities;
 - g) The size and scale of the site, alone or in combination with other nearby traveller sites, respects the size and density of the local settled community and does not dominate the nearest settled community; sites must not be adjacent to existing residential homes;
 - h) Provide adequate levels of privacy and residential amenities for occupiers and not have an adverse impact on the amenities of any nearby occupiers; including being able to achieve a reasonable level of visual and acoustic privacy for both people living on the site and those living nearby;
 - i) The site must be capable of being adequately serviced by drinking water, utilities and sewerage disposal facilities; and
 - j) The circumstances of the applicant and their need for pitches on the application site;
- 3) Existing Gypsy, Traveller and Travelling Showpeople sites will be safeguarded unless there is no longer a need for their retention, or they are no longer viable.

Reasoned Justification:

5.61 The NPPF sets out that within the context of establishing need (housing), the size, type and tenure of housing needed for different groups in the community should be assessed and reflected in planning policies and specifically refers to travellers as one of these groups.

5.62 The PPTS states that the Government's overarching aim is to ensure fair and equal treatment for travellers, in a way that facilitates the traditional and nomadic way of life of travellers while respecting the interests of the settled community.

5.63 The council seeks to reduce tensions between settled and traveller communities and promote peaceful and integrated co-existence between the site and the local community. Central to this policy is ensuring that sites are not located next to residential housing and that those sites close to residential housing do not erode the amenity of the existing settlement.

5.64 The council will seek to meet identified needs on suitable sites in sustainable locations and to maintain a five-year supply of deliverable pitches/plots taking into account the findings of the council's Gypsy and Traveller Accommodation Assessment (July 2025) and any subsequent updates. All the identified Gypsy, Traveller and Travelling Showpeople sites/yards within the district will be 'safeguarded' to ensure that the permitted use as a traveller site is not lost through the grant of any subsequent planning permission whilst there remains a need for sites.

5.65 The table below sets out the identified need for gypsy and traveller pitches within the district by year periods. There is a need of 37 pitches arising from those households who meet the planning definition and a need of 4 pitches arising from households with undetermined need.

5.66 The table below sets out the identified need for travelling showpeople plots within the district by year periods. There is a need of 6 plots arising from those households who meet the planning definition and a need of 10 plots arising from households with undetermined need.

Year Period	Dates	PPTS Need	Undetermined Need
0 - 5	2025 - 29	6	5
6 - 10	2030 - 34	0	2
11 - 15	2035 - 39	0	2
16 - 20	2040 - 41	0	1

0 - 5 2025 - 29 6 5

6 - 10 2030 - 34 0 2

11 - 15 2035 - 39 0 2

16 - 20 2040 - 41 0 1

0 - 20 2025 - 41 6 10

5.67 The GTAA has not identified the requirement for transit sites within the district, as such we have not planned for such a facility at the current time, although will keep this approach under review as suggested by the GTAA.

5.68 There are a range of different methods to meet identified need, and often a combination of methods is often most effective. The approaches can be categorised as a criteria-based policy approach, extension of existing sites/yards, allocating entirely new gypsy and traveller sites/travelling showpeople yards, or allocating parts of strategic general needs housing sites. A combination of approaches will be utilised in order to meet the need identified within the GTAA.”

Officers advised that Gypsy and Traveller provision was subject to a distinct national policy and legal framework and that the Local Plan approach had been developed in accordance with that framework supported by specific evidence relating to need and deliverability. It was explained that the wording within the Regulation 19 documents reflected the outcomes of earlier stages of consultation, sustainability appraisal and consideration by the Local Plan Sub Committee, and that any changes at this stage would need to be justified by clear evidence to avoid undermining the soundness of the Plan at examination.

Members discussed the amendment, with some expressing concern about ensuring fairness and clarity in how Gypsy and Traveller needs were addressed within the Local Plan, while others emphasised the importance of maintaining a consistent, evidence-led approach that complied with national policy and minimised risk at examination.

The amendment was put to the vote and declared LOST by the Chair, the voting being For 4, Against 6, Abstentions 3.

The substantive motion was put to the vote and declared CARRIED by the Chair, the voting being For 9, Against 4.

RESOLVED:

That:

- Approve and recommend to Full Council the Local Plan Regulation 19 Part 1: Policies document as set out in Appendix 1 for public consultation in accordance with the regulations and the Local Development Scheme
- Grant delegated authority to the Head of Planning Policy & Conservation and the Director of Finance in consultation with the Lead Member for the Local Plan to make any subsequent changes that are required before the documents are published for consultation
- Grant delegated authority to the Head of Planning Policy & Conservation and the Director of Finance in consultation with the Lead Member for the Local Plan to propose minor modifications to the Local Plan and submit the plan to the Planning Inspectorate for examination in public.
- Agree significant proposed modifications to the Local Plan be agreed by Urgent Decision under the council’s constitution prior to submission to the Planning Inspectorate for examination in public.

PR1624 WORK PROGRAMME

The Work Programme was noted.

PR1724 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

PR1824 EXCLUSION OF PRESS AND PUBLIC

The Chair moved, duly seconded, the following motion:

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

interest in maintaining the exemption outweighs the public interest in disclosing the information.”

PR1924 REGULATION 19 SITE ALLOCATION

Officers introduced the report and explained that the Site Allocations document formed the second part of the Regulation 19 Local Plan, identifying specific sites for development and protection in accordance with the spatial strategy set out in Part 1. It was explained that this stage represented the final opportunity for the Council to approve the document for consultation prior to submission to the Planning Inspectorate for independent examination. Officers reiterated that the Regulation 19 consultation was narrowly focused on matters of legal compliance and soundness, and that representations would be considered by the Inspector rather than revisited by the Council.

Members acknowledged the extensive work undertaken by officers and the Local Plan Sub-Committee in developing the Site Allocations, including consideration of sustainability appraisal, deliverability, infrastructure capacity and environmental constraints. Some Members reiterated concerns previously raised about individual site allocations, particularly in relation to local impacts, infrastructure provision and consistency with settlement character. It was noted, however, that these matters had been considered through earlier stages of the plan-making process and that outstanding objections would be tested through the examination process. Members discussed the importance of ensuring that the Site Allocations document was internally consistent with the Part 1 Policies document and supported by robust evidence. Officers confirmed that minor factual or typographical corrections could be made prior to publication under delegated authority, but emphasised that the Council must be satisfied that the document was sound in principle before proceeding.

The Committee recognised that delaying progression of the Site Allocations at this stage would risk undermining the overall Local Plan timetable and increase exposure to speculative development. Members agreed that the appropriate mechanism for resolving remaining disagreements was through the independent examination process.

Councillor Cooper proposed an amendment, seconded by Councillor Edwards, “Remove the allocation of the following sites:

- H5 (ACFS9b, Little How Croft)
- H12 (CFS56, Church Hill Road, Bedmond)
- H15 (CFS13, land at Oxhey Lane, Watford Heath)
- H16 (CFS14, land north of Oxhey Lane, Carpenders Park)
- H17 (NCFS11, Grange Wood, Carpenders Park)
- H20 (CFS16, Chorleywood station car park)
- H32 (CFS65, Bucknalls Lane)
- H36 (CFS26c, west of Kings Langley estate)
- H37 (NSS20, land adjacent to the RES site, Egg Farm Lane)
- H41 (EOS7.0, land to the south of Shepherds Lane and east of M25)
- H53 (CFS47c, Adams Nurseries, Sarratt)”

The amendment was put to the vote and declared LOST by the Chair, with the voting being For 4, Against 9.

The substantive motion was put to the vote and declared CARRIED by the Chair, with the voting being For 9, Against 0, Absentions 4.

CHAIR

Policy and Resources Committee MINUTES

**Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on
Monday, 9 March 2026 from 19:30**

Present: Councillors Councillor Sarah Nelmes

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

Officers in Attendance:

Kimberley Grout – Associate Director, Corporate, Customer and Community

Emma Sheridan – Associate Director for Environment

Alison Betts – Associate Director for Finance

Marko Kalik – Head of Planning Policy and Conservation

Freddy Chester – Partnerships Manager

Craig Thorpe – Waste and Environment Manager

Rebecca Young – Head of Strategy and Partnerships

Jason Hagland – Head of Strategic Housing

Jonathan Boyle – Deputy Monitoring Officer

Lucy Smith – Committee and Electoral Services Manager

PR124 APOLOGIES FOR ABSENCE

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

PR224 MINUTES

The minutes of the meeting held on 01 December 2025 were confirmed as a correct record and signed by the Chair of the meeting.

PR324 NOTICE OF OTHER BUSINESS

There were no items of other business.

PR424 DECLARATIONS OF INTEREST

Councillor Price declared a non-pecuniary interest as a member of Chorleywood Parish Council.

Councillor Tankard declared a non-pecuniary interest as a member of Abbots Langley Parish Council.

Councillor Hearn declared a non-pecuniary interest in relation to Item 10 as his wife is a Chorleywood Parish Councillor.

PR424a TO RECEIVE A PETITION UNDER COUNCIL PROCEDURE RULE 18

The Committee received a petition objecting to the proposed development of a House of Multiple Occupation (HMO) at 15 Chichester Way and requesting the introduction of additional controls, including an Article 4 Direction and strengthened licensing and planning policies.

In accordance with Council Procedure Rule 18, a representative of the petitioners addressed the Committee. The representation outlined concerns regarding the impact of high-density HMOs on residential areas, including noise, parking pressures, and the loss of family housing. Reference was made to other authorities that had introduced Article 4 Directions, and the Committee was urged to take stronger and more proactive action.

In response, the Lead Member Councillor Drury thanked the petitioner for attending and presenting the petition and confirmed that the Committee had previously considered the introduction of an Article 4 Direction. It was noted that insufficient evidence was currently available to justify its implementation. Officers would continue to monitor HMO numbers, distribution and impacts across the district and would review the position should sufficient evidence emerge. Members were further advised that emerging planning policy would include criteria to manage HMO impacts and that an HMO licensing policy was in development and would be brought forward in due course.

PR524 ABBOTS LANGLEY NEIGHBOURHOOD PLAN DECISION STATEMENT

A report was presented regarding the Abbots Langley Neighbourhood Development Plan. Officers advised that the examiner's final report had not yet been received, although a draft fact-check version had been reviewed by both officers and the parish council. It was indicated that the draft contained only minor modifications and that the Plan was expected to proceed to referendum.

Officers explained that, in order to meet the proposed referendum date of 7 May 2026, it was necessary to seek delegated authority to finalise and publish the decision statement upon receipt of the final examiner's report.

During the debate, Members expressed concern regarding progression of the Plan without sight of the final examiner's report and sought assurance on the nature of the proposed modifications. It was acknowledged that the Plan had been in development for a considerable period and that there was a strong desire for it to proceed to referendum alongside the scheduled elections. Members emphasised the importance of having sight of the final documentation prior to a formal decision being taken.

A proposal was made to delegate authority to officers, in consultation with the Lead Member, to approve and publish the decision statement, subject to receipt of the final examiner's report. It was further agreed that Members would be provided with sight of the relevant documentation prior to the decision being taken.

On being put to the vote, the motion was declared CARRIED by the Vice-Chair with the voting being by general assent.

RESOLVED:

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.

NOTE: Councillor Tankard left the Chamber at the commencement of the item at 19:40

NOTE: Councillor Tankard returned to the Chamber at the closure of the item at 19:52.

PR624 BUDGET MONITORING REPORT TO 31 JANUARY 2026

Members received a report on the Council's financial position to 31 January 2026.

In presenting the report, it was noted that a number of financial pressures and risks remained, including outstanding debtor balances, particularly in relation to temporary accommodation, and income performance from shops and garages. Officers advised that appropriate provisions were in place to mitigate impacts on the General Fund and that recovery action was ongoing.

Discussion focused on the level of voids within garage stock, the methodology for reporting occupancy, and the treatment of units that were not currently lettable. Members also considered the impact of wider economic factors, including interest rates and inflation, on financial planning. The position in relation to business rates pooling was discussed, with officers advising that the financial impact remained uncertain.

Further queries were raised regarding recruitment to the Monitoring Officer post and the associated increase in expenditure on legal services. Officers confirmed that recruitment options were under review.

The recommendations were proposed by Councillor Nelmes and seconded by Councillor Price.

On being put to the vote, the motion was declared by the Vice-Chair as CARRIED, the voting being For 9, Against 0, Abstentions 4.

RESOLVED:

- 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.

PR724 FIT AN PROPER PERSON ASSESSMENT AND FIT AND PROPER PERSON PAYMENT POLICY - UPDATE

A report on the Fit and Proper Person Policy was presented to the Committee. It was noted that the policy had last been adopted in 2023 and that no significant legislative changes required amendment, although a minor increase in fees was proposed.

Members discussed the adequacy of the current fee structure and whether the policy could be strengthened, particularly in relation to the consideration of evidence.

Councillor Cooper proposed an amendment to change the wording to “Increase the fee to £260, £25 per condition per year on a cost recovery basis.

And that “The Council will consider any evidence.”

The amendment was seconded by Councillor Edwards. During debate, concerns were raised regarding the potential unintended consequences of the proposed changes and the need to retain appropriate discretion within the policy.

On being put to the vote the amendment was declared LOST by the Vice-Chair, the voting being For 4, Against 6, Abstentions 3.

The substantive motion was proposed by Councillor Drury and seconded by Councillor Lloyd.

On being put to the vote the substantive motion was declared CARRIED by the Vice-Chair, the voting being by General Assent.

RESOLVED:

- 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.

PR824 CORPORATE SOCIAL RESPONSIBILITY POLICY

An updated Corporate Social Responsibility Policy was presented for approval, replacing the previous version adopted in 2015.

Members discussed the use of climate sustainability impact assessments and queried the resource implications of their implementation. Officers advised that the assessments were intended to ensure environmental considerations were embedded within decision-making and that their application was proportionate.

Further discussion took place regarding procurement requirements and the expectations placed on suppliers. Concerns were raised regarding the practical delivery of these requirements, and officers confirmed that the policy would be applied proportionately.

The recommendations were proposed by Councillor Nelmes and seconded by Councillor Tankard.

On being put to the vote, the motion was declared CARRIED by the Chair, the voting being For 9, Against 0, Abstentions 4.

RESOLVED:

- 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.

PR924 VEHICLE MAINTENANCE CONTRACT

The Committee received a report seeking approval in relation to the Vehicle Maintenance Contract.

The report set out the requirement to secure ongoing provision for the maintenance of the Council's vehicle fleet and outlined the proposed procurement approach. It was noted that the existing arrangements were due to expire and that a new contract was required to ensure continuity of service.

In presenting the report, officers outlined the scope of the contract and the rationale for the recommended approach. Members were advised of the financial implications and the importance of securing a reliable and cost-effective service.

During the debate, Members considered the procurement process, the value for money of the proposed contract, and the operational importance of maintaining the vehicle fleet. Discussion also included consideration of contract length and flexibility, together with the need to ensure appropriate performance standards.

In response to questions, officers provided clarification on the procurement route and confirmed that appropriate safeguards would be in place to monitor contract performance.

The motion was proposed by Councillor Nelmes and seconded by Councillor Lloyd.

On being put to the vote the motion was declared carried by the Vice-Chair, the voting being by General Assent.

RESOLVED:

- The Committee approves the contract award for the Supply of Vehicle Maintenance Services to Contractor 1

PR1024 COMMUNITY GOVERNANCE REVIEW - HERONSGATE AND LOUDWATER

The Committee received a report in relation to the Community Governance Review. The report set out proposals following consultation, including changes to parish arrangements, the number of councillors, and the potential timing of future parish elections. It was noted that the Review formed part of the Council's statutory responsibilities and that the recommendations had been developed following the required consultation process.

During the debate, Members discussed the scope of the Review and the extent to which the proposals reflected consultation responses. Consideration was given to the implications of the proposed changes, including governance arrangements at parish level and the practical impact of implementing the recommendations.

Members also considered the timing of implementation and whether elements of the Review could be introduced at different stages. Discussion took place regarding the relationship between the recommendations and the wider electoral cycle, including the potential impact on scheduled parish elections.

In response, officers provided clarification on the statutory framework governing Community Governance Reviews and the options available to the Council in implementing the outcome of the Review. It was confirmed that the Council had discretion in how and when changes were brought into effect, subject to the requirements of the relevant legislation.

The motion in the report was proposed by Councillor Nelmes and seconded by Councillor Drury.

On being put to the vote the motion was declared CARRIED by the Chair, the voting being For 9, 0 Against, 4 Abstentions.

RESOLVED:

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.

PR1124 COMMUNITY GOVERNANCE REVIEW - MILL END, MAPLE CROSS AND WEST HYDE

This item was withdrawn.

PR1224 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

CHAIR

**CORPORATE
PEER
CHALLENGE
ACTION PLAN
29/06/2026**

POLICY AND RESOURCES COMMITTEE
29/06/2026

PART I

**CORPORATE PEER CHALLENGE ACTION PLAN
(ADCCC)**

1 Summary

- 1.1 The Local Government Association Corporate Peer Challenge (CPC) is a valued improvement and assurance tool the LGA offers to councils which is built on the principles of sector-led improvement.
- 1.2 A team of local government peers, led by the Local Government Association (LGA) delivered a Corporate Peer Challenge (CPC) of Three Rivers District Council (TRDC) from 10-13 February 2026. This was the council's second peer challenge, the first was in March 2019.
- 1.3 The agreed CPC report attached at Appendix A provides TRDC with feedback on the peer team's findings. It provides the council with a set of high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish a clear action plan to respond to all the recommendations highlighted. The proposed action plan is attached at Appendix B.

2 Recommendation

- 2.1 That:

Policy and Resources Committee agree the Corporate Peer Challenge Action Plan.

That public access to the report be immediate.

Report prepared by: Rebecca Young, Head of Strategy and Partnerships.

Katie Stacey, Corporate Services Manager.

3 Details

- 3.1 Local authorities are responsible for their own performance and improvement and are primarily accountable locally for this, through their local democratic mandates. Under the statutory Best Value duty, Government expects all local authorities to have a Local Government Association Corporate Peer Challenge (CPC) at least every five years.
- 3.2 CPC is a tried and trusted method of improvement; it provides councils with a robust and effective improvement tool which is owned and delivered by the sector, for the sector.
- 3.3 The CPC covered the following five core areas:
- **Local priorities and outcomes**
 - **Organisational and place leadership**

- **Governance and culture**
- **Financial planning and management**
- **Capacity for improvement**

3.3.1 Recommendations from the report and actions TRDC has developed cover these five areas. The actions will be delivered during this financial year and a follow up visit by the peers will take place in February 2027 to check on progress against the actions.

4 Options and Reasons for Recommendations

4.1 The recommendation is to agree the Corporate Peer Challenge Action plan or make suggested amendments that can be agreed. The action plan should be agreed and published by July 2026.

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council’s agreed policy and budgets. The relevant policy is entitled Council Plan and was agreed on 24 February 2026.

6 Financial Implications

6.1 None arising, all actions are within existing budgets.

7 Legal Implications

7.1 None arising.

8 Equal Opportunities Implications

8.1 Relevance Test

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

8.2 Impact Assessment

An Equality Impact Assessment (EIA) is contained within the appendices for this report. It is not anticipated that the updated Policy will have any negative impact on the groups with protected characteristics, with positive impacts on some groups listed.

9 Staffing Implications

10 Actions will be delivered within existing staffing arrangements. One action relates specifically to staffing capacity in connection with LGR and will be resourced in line with the approved 2026/27 budget.

11 Environmental Implications

None Arising – a Sustainability Impact Assessment has been completed and can be viewed in the appendix.

12 Community Safety Implications

None Arising

13 Public Health implications

None Arising

14 Customer Services Centre Implications

None Arising

15 Communications and Website Implications

The Action plan will be published on the website and communications on individual projects or actions will take place when appropriate.

16 Risk and Health & Safety Implications

16.1 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.

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

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Not implementing actions recommended by the Corporate Peer Challenge	Fail to achieve the CPC recommendations.	Agree Action Plan as outlined in Appendix B.	Tolerate	4

16.3 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.

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			
	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%))

16.4 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:

Corporate Peer Challenge Report Appendix A

Data checked by:

Katie Stacey

Data rating:

1	Poor	
2	Sufficient	
3	High	/

Background Papers

APPENDICES

Appendix A – Corporate Peer Challenge

Appendix B – Corporate Peer Challenge Action Plan.

This page is intentionally left blank

LGA Corporate Peer Challenge

Three Rivers District Council

10-13 February 2026

Feedback report



Contents

- 1. Introduction 3
- 2. Executive summary..... 3
- 3. Recommendations 6
- 4. Peer team 7
- 5. Detailed feedback and recommended actions 8
- 6. Action plan and progress review 22
- 7. Contact details 22

1. Introduction

A team of local government peers, led by the Local Government Association (LGA) delivered a Corporate Peer Challenge (CPC) of Three Rivers District Council (TRDC) from 10-13 February 2026. This was the council's second peer challenge, their first was in March 2019, [TRDC Corporate Peer Challenge 2019 Report](#).

CPC is a well-established and respected improvement and assurance tool that provides robust, strategic and credible challenge and support to councils. Further details about the CPC process can be found in Appendix A.

Our peer team consisted of highly experienced and knowledgeable senior local government councillor and officer peers (see section four). We considered the five core areas for all CPCs: local priorities and outcomes; organisational and place leadership; governance and culture; financial planning and management; and capacity for improvement, in addition to local government reorganisation (LGR).

This report provides TRDC with feedback on the peer team's findings. It provides the council with a set of high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish this report and a clear action plan to respond to all the recommendations highlighted.

2. Executive summary

Three Rivers District Council enters this CPC from a position of strength. The council is widely regarded – by officers, councillors, partners and residents alike – as a well-run and financially stable organisation. Staff consistently describe feeling proud to work for the council, pointing to close working relationships and a loyal, long serving workforce that delivers successfully. Councillors across all political groups are passionate, resident focused and understand their locality and communities. There is a strong and stable relationship between the political and officer leadership in the council, which supports consistency of decision-making and a collective and calm sense of leadership to partners and officers. Partners repeatedly referenced their positive, collaborative relationship with the council. Communications with residents and partners stand out as particularly effective. These strong internal and external

3

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

communications have been a result of focused improvement since the 2019 CPC.

The district benefits from a wide range of opportunities, including strong leisure and creative industries, and Northwood Ministry of Defence Base, combined with its demographic characteristics, this offers a unique advantage for future economic growth. The council's commitment to sustainability is evident and well resourced, with place-based environmental initiatives and organisational actions reinforcing a focus on a greener future, as set out in the [Council Plan](#), and the [Climate Emergency and Sustainability Strategy](#).

TRDC is fortunate to have experienced councillors and the peer team noted some opportunities to further strengthen officer-councillor relationships, thereby making the most of the skills on both sides of the chamber. This will support the TRDC's ambition and effectiveness in continuing to deliver its business as usual and as it transitions during LGR.

The vision of Three Rivers as "a great place to live, work and visit" is widely understood, however the narrative that sits beneath it – particularly regarding people, residents and inclusive communities – is less well defined. The "visit" aspect of the vision appears less prioritised than the "live" and "work" components and could be strengthened, particularly with the strong visitor economy in the area. The peer team noted the overarching story of place for Three Rivers is not immediately apparent. Given the upcoming LGR, there is a risk that Three Rivers' place identity, voice and achievements could become diluted without a clearer articulation of what makes the place unique. Peers reflected on the need to define, articulate and project a strong narrative of the local place as an essential element to preserving legacy and influence.

The council has demonstrated creative, effective approaches to housing delivery, including significant investment through the Local Authority Housing Fund (LAHF) and successful collaboration with Watford Community Housing. The redevelopment of garage sites into brownfield homes shows a thoughtful and resource sensitive approach to managing local constraints, particularly the protection of the Green Belt. These examples demonstrate the council's capacity to deliver successfully on its priorities when the strategic framework, resources, and relationships are aligned.

4

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

Partnership working is undoubtedly a strong feature in TRDC. The Healthy Hubs programme stands out as an example of preventative, place-based collaboration, reducing demand on statutory services and supporting residents' wellbeing. Community safety was also an example demonstrating active investment. There is further scope for the council to ensure that relationships with partners are best used to align delivery to achieve joint outcomes in all areas. Strengthening the strategic oversight of partnership delivery so that impact can be measured more widely may be one means to maximise partnerships.

The Local Plan remains a known significant challenge for the council. Recent decisions by government have added complexity, and the council is aware of this and its implications. With a requirement to successfully submit the Local Plan to the Secretary of State (SoS) by December 2026, the council may benefit from further scenario planning in relation to the possible outcomes and consider whether the plan can reflect local and national need alongside local preference.

As the council looks ahead to LGR, internal capacity could become a challenge to the organisation. Specific pressures currently exist in legal, human resources (HR) and planning services, with risks to resilience if not addressed promptly. With approximately 25 months until vesting day for the new council organisations, the peer team also observed that TRDC would benefit from further strengthening its LGR preparedness programme. Workforce development, succession planning and scenario-based resource allocation were identified as important areas for early focus.

More broadly, while the council has service level plans and a project board in place, there is no single, integrated delivery plan that connects the Council Plan to outcomes, resources, milestones and performance. This would be an area to develop to ensure the continued successful delivery of business as usual, strengthening the 'golden thread', whilst also transitioning through the LGR process.

The peer team found TRDC to be an effective, committed and community driven organisation with substantial strengths to build upon. By sharpening its strategic narrative, strengthening delivery architecture, addressing capacity gaps and preparing thoroughly for LGR, the council can protect its legacy, maximise its influence, and position its communities to benefit from future opportunities.

5

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

3. Recommendations

The following are the peer team's key recommendations which have been prioritised on the grounds of urgency and importance.

3.1 Create space to continue to support officer-councillor relationships

Supporting all councillors to take up co-designed training and pre-committee meeting briefings. This will further enhance the community leadership role and passion for place exhibited by all members.

3.2 Strengthen the place narrative of Three Rivers

Building a vision for inclusive growth across the district. Consider how TRDC intend to maximise opportunities to deliver for all communities, both now and after LGR.

3.3 Establish a clear LGR preparedness programme

Create a clear LGR preparedness programme for Three Rivers to ensure the best possible outcomes for the residents of the district and a smooth organisational transition. This should include bringing the preferred unitary proposal to life prior to any decision and planned spending in Three Rivers for lasting legacy impact.

3.4 Ensure organisational capacity and resilience in key areas

Enhance organisational capacity and resilience to enable you to deal with current business as usual AND transition into the new unitary authority, with a particular focus on key areas such as legal, planning, HR and governance.

3.5 Produce a single annual delivery plan and secure critical deliverables

Produce a clear delivery plan from your current strategic frameworks in order to accurately define key resource requirements, actions, deliverables and timescales, which will support the successful delivery of outcomes for Three Rivers and its partners as LGR approaches.

3.6 Further consider how you are able to successfully submit your Local Plan to the Secretary of State by December 2026

This will require scenario planning in relation to the possible outcomes.

3.7 Sustain motivation and momentum throughout LGR

Sustain the motivation and momentum that has led TRDC to become a financially stable, well regarded, and effective district council. Don't take your foot off the gas!

In addition to the key recommendations section five of this report captures our detailed feedback and additional recommendations within each of the CPC's core areas of focus.

4. Peer team

Peer challenges are conducted by experienced LGA peers, including elected councillors and senior officers. The composition of the peer team was shaped by the specific focus of the challenge, with the LGA selecting peers based on their relevant expertise. The peers for this CPC were:

- **Rob Huntington**, Chief Executive, Rossendale Borough Council
- **Cllr Peter Dunphy MBE**, Chair of Environmental Services, City of London Corporation
- **Cllr Craig Browne**, Member Peer, Cheshire East Council, and Chief Executive Citizen's Advice North Staffordshire
- **George Candler**, Executive Director: Place and Economy and Deputy Chief Executive, North Northamptonshire Council
- **Deborah Johnson**, Director Customer Services and Organisational Development, Newark and Sherwood District Council
- **Jasper Chance-Larsen**, LGA Shadow Peer, Nuneaton and Bedworth Borough Council
- **Hannah Gill**, Peer Challenge Manager, LGA
- **Onyekachi Abajingin**, Programme Support Officer, LGA

5. Detailed feedback and recommended actions

This section of the report provides detailed feedback along with additional recommendations related to the five core areas of focus and local government reorganisation.

When developing the action plan (in response to the CPC's findings), the council should consider both the key recommendations presented in section three and the additional recommendations set out below.

5.1 Local priorities and outcomes

Three Rivers District Council's vision is widely understood across the council and residents receive a value for money service. There is strong and effective partnership working reported by partners. Partnership governance through 'Connecting Three Rivers' partnership board is active and well attended. Healthy Hubs was a specific example illustrating the effective partnership working in practise with Hertfordshire County Council alongside other health and wellbeing partners. There is a high proportion of the local area which is green belt, however the council has still been able to demonstrate successes in housing delivery, examples of this include: maximising the use of the Local Authority Housing Fund (LAHF) programme; a joint venture with Watford Community Housing; and creative use of underused assets such as garage site redevelopment delivering 16 new homes on brownfield land. There is a clear and well-resourced green and sustainable agenda, which continues to shape the organisation's direction and priorities, as set out in their [Corporate Framework 2023-26](#), [2026-29 Council Plan](#), and the [Climate Emergency and Sustainability Strategy](#). This can be seen through the council's ecological capability, and its work on the Aquadrome and council asset retrofits.

At the same time, several areas would benefit from further clarity and development. The narrative around people and residents could be further articulated, and the 'visit' element of the council's vision appears less prioritised than the 'live' and 'work' components. Ensuring there is an articulated narrative about how the council maximises its unique opportunities so that inclusive growth across the district supports all communities would address this.

8

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

While partnership relationships are strong, the strategic oversight of partnership impact could be strengthened. Opportunities also exist to formalise joint asset approaches with Hertfordshire County Council and Watford Council as all proposed LGR options under consideration involve these councils. Starting now on how the assets across the wider geography could be best utilised and for what service areas will give all parties a head start on this key part of LGR. The voluntary and community sector would also benefit from clearer and more regular access to senior leadership; the relationship with key officers was frequently commented on as 'excellent'. These gaps are compounded by the absence of a single overarching delivery plan to bring together service plans and strategic commitments into one coherent framework.

Work on the Local Plan continues to pose significant challenges to get it successfully submitted and accepted by the SoS whilst balancing the local priorities and outcomes that communities want. The LGA undertook a Planning Committee Review in April-June 2025 as part of the support from the Planning Advisory Service (PAS). This CPC therefore has not focused on planning within TRDC as specific recommendations have been set out in the 2025 review.

In addition to the key recommendations *3.2 Strengthen the place narrative of Three Rivers*; and *3.6 Further consider how you are able to successfully submit your Local Plan to the Secretary of State by December 2026* the council should also progress the following actions:

- Consider a joint asset approach with Hertfordshire County Council and Watford Council (e.g. libraries/high streets) as a blueprint prior to LGR.

Are the council's priorities clear and informed by the local context?

Priorities are widely understood and articulated through the [Council Plan](#) with a clear vision through the 'great place to live, work and visit'. Furthermore, TRDC understands their local demographic profile and communities as set out in their current Council Plan, and how this influences key services such as waste management and recycling. The regeneration project in South Oxhey has been

designed and delivered based on local community need and demographic profile. Both internal staff and external partners report understanding the vision and priorities of the council. As discussed in *5.4 Financial planning and management* the council is in a strong financial position, with it able to resource delivery against its priorities. Although the vision and priorities are clearly set out, there is an opportunity to strengthen the narrative around the whole of Three Rivers as a place, with reference to all its various communities, being explicit about how inclusive growth can benefit all communities across the district.

In preparation for LGR there is an opportunity to consider joint priorities with neighbouring councils such as Hertfordshire County Council and Watford Council, not just for assets but also in the wider community space.

The Local Plan remains a known challenge to TRDC. Agreed by Full Council on 27 January 2026, the council received a holding direction by the SoS on 5 February 2026 as it only met 56 per cent of the Government's targets for local housing needs. The council is aware of the ramifications, and the peer team recognises that the council must have sovereignty over any decision regarding the Local Plan. Scenario planning all possible outcomes for submission to the SoS by December 2026 will support TRDC to be prepared for any eventual outcome.

Delivery against priorities and comparative performance and the council's approach to continuous improvement

Peers considered LG Inform benchmarking data which shows how the council compares with the average of their statistical nearest neighbours: [LG Inform CPC headline report](#). Highlights from the report include:

- Consistently high rates of recycling and residual household waste in comparison to nearest CIPFA (Chartered Institute of Public Finance and Accountancy) neighbours.
- High performance against all non-major development planning applications decided within eight weeks or agreed time in comparison to nearest CIPFA neighbours.

10

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

- Third highest percentage of major planning applications overturned on appeal in TRDC in comparison to nearest CIPFA neighbours.

Significant steps have been taken to improve the performance reporting both as a management tool and as a method of scrutiny. For example, visually digestible charts demonstrating comparable levels of performance over time across selected metrics which now provides an informative tool for decision makers. It is acknowledged that there is still some way to go on this journey to bring the performance metrics to life and ensure they are seen and understood wider than CMT. The development of an annual delivery plan would help tighten the link between strategic intent, resources and measurable outcomes, see *5.5 Capacity for improvement* for further information.

There is a positive culture and approach to continuous improvement within the council. Communications have also been significantly strengthened since the last CPC where it was highlighted as a weakness. This has included bringing in increased communication expertise to the council team. Staff are regularly invested in with leadership courses being provided and a real commitment to 'grow your own' workforce with a number of apprenticeships in place.

5.2 Organisational and place leadership

Across the organisation, councillors from all political groups demonstrate a strong sense of dedication to their communities, complemented by officers who describe a values driven, supportive and inclusive culture. There is a stable and longstanding relationship between senior officers and the political leadership and this stability has supported consistency of decision making and a collective and calm sense of leadership to partners and officers. There is a non-hierarchical environment within the council and this is seen positively by staff. The council is enabling and positively responsive to local opportunities for economic growth such as Warner Bros expansion and TRDC have successfully leveraged additional investment into local community amenities from businesses. For instance, investment in the restoration of Leavesden Country Park from Warner Bros Studio alongside National Lottery Funding.

The wider context of county wide LGR brings new pressures and expectations. The council may wish to take proactive steps to protect and strengthen its place identity, ensuring that the distinctiveness of Three Rivers and the achievements of recent years are not lost within a future unitary arrangement. A strong narrative of the Three Rivers place will support the place identity and could also be used to highlight the council's achievements to ensure a legacy for the council. Preparing effectively for transition will also require dedicated internal capacity so that the organisation can focus on organisational development, workforce planning, training pathways and broader change readiness. At the same time, there is a need for clearer articulation of partnership boundaries – especially with voluntary and community sector partners – to ensure roles, expectations and responsibilities are well understood during a period of structural change.

Against this backdrop, the council faces the challenge of maintaining continuity while preparing its people, governance arrangements, and partnerships for the next phase. Addressing this requires a coordinated and intentional approach and a clear LGR preparedness programme alongside a strong place narrative.

In addition to the key recommendations *3.2 Strengthen the place narrative of Three Rivers*; and *3.3 Establish a clear LGR preparedness programme* the council should also progress the following action:

- Consider strengthening strategic oversight of partnership delivery so that impact can be measured. Alongside this, continue to support strategic and practical buy in with regards to partnerships, especially within the voluntary and community partnership space.

Does the council provide effective local leadership and is it ready for LGR?

Political and managerial leadership is stable and collaborative. There is a golden triangle in place, with all statutory officers on the senior leadership team (SLT), this ensures regular and strong communication. SLT have been able to ensure there is continuity with the monitoring officer function despite the known capacity pressures in legal. There are plans to address these known capacity issues.

12

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

The council is involved in county wide preparations for LGR and staff report feeling informed and calm about LGR. To support a smooth transition, the council may benefit from launching a timebound LGR readiness programme that provides structure and clarity on key tasks, responsibilities, internal capacity and timelines. Alongside this, developing a comprehensive workforce and organisational change plan would help ensure that staff are confident and equipped for the shifts ahead. Clarifying governance arrangements and partnership boundaries, including those with the voluntary and community sector, will help maintain alignment and stability as the council moves through the transition period, this would also ensure that partnerships continue to be positive and well-connected post LGR.

Strengthening the place narrative around Three Rivers will support a local identity past transition. This includes a need to carve out internal capacity to prepare for transition ahead of any final Government decisions and LGR shadow arrangements.

Are there good relationships with partners and local communities?

Partnership working is a strength in Three Rivers, and this was highlighted in the examples such as Healthy Hubs, community safety, use of LAHF, and work with Watford Community Housing. Partnership governance is currently through the *Connecting Three Rivers Board* which replaced the Local Strategic Partnership and Community Safety Board. To maximise the benefit of partnership working the council could consider enhancing strategic oversight of its partnership delivery. This may include agreeing shared outcomes measures that partners are working towards which aligns with the strategic framework for partnership working (Community Strategy). This can assist in understanding performance and outcomes with partners to drive continuous improvement. Any strategic framework, outcomes measures or performance reporting for partnerships will need to align with the council's internal mechanisms, such as the annual delivery plan.

Alongside this, continue to support strategic and practical buy in with regards to partnerships, especially the voluntary and community partnership space. This may also be assisted by enabling access to senior leadership for external partners to

enhance the existing great work of officers.

There is good communication with residents (50 per cent signed up to the council newsletter), and councillors are knowledgeable about their localities. A strong place narrative is also a further opportunity to engage with the local community and to ensure that local priorities and stories have legacy.

5.3 Governance and culture

All councillors are engaged and demonstrate strong knowledge of their localities, reflecting a continued commitment to effective representation and community involvement. The council's committee system supports cross party councillor participation in both scrutiny and decision making. Parish councils reported feeling valued and well supported, contributing to local identity and providing an additional route for place-based engagement. Across the organisation, the "grow your own" approach to officer development is visible and effective, with staff development opportunities and organisational values consistently lived and reinforced in day-to-day practice.

Alongside these strengths, several aspects of governance could benefit from focused attention to ensure they remain resilient through the period leading up to LGR. Councillor induction or development programmes and pre-meeting briefings are in place but are not taken up consistently, reviewing this and co-designing them may help to increase uptake. The committee system offers an effective mechanism for embedding scrutiny within the council's decision-making processes, as demonstrated through committee meetings. Lead councillors should remain open to robust scrutiny, with senior officers supporting this process by addressing questions where appropriate. Greater consistency in senior officer attendance and oversight across all committees would further strengthen the effectiveness of scrutiny.

Placing strong emphasis on upholding the Code of Conduct will further support a culture of respect and accountability. TRDC may also wish to consider how its constitution and delegation arrangements can best ensure that governance structures remain fit for purpose over the next two years, particularly during the transition period.

In addition, capacity pressures – particularly within legal, HR and planning services – may pose risks that will need to be addressed as the organisation prepares for increased demand. At the time of writing this report, a proposed plan is in place to address legal capacity. The SLT has also taken steps to ensure continuity in the role of Monitoring Officer, with the position remaining within the SLT.

In addition to the key recommendations to *3.1 Create space to continue to support officer-councillor relationships*; and *3.4 Enhance organisational capacity and resilience in key areas*, the council should also progress the following actions:

- Induction and councillor development training should continue to be offered to and taken up by all members, this could be co-designed with councillors to increase uptake.
- Evidence-based pre-meeting briefings, with the appropriate level of information, should be taken up by all councillors, this could be co-designed with councillors to increase uptake.
- Across the chamber everyone should understand the roles and responsibilities of officers and councillors, with support and training provided to both officers and councillors when required. A continued emphasis on upholding the Code of Conduct will support a healthy culture of respect and accountability.
- Continue to support parish councils as one of the routes to local place legacy and identity in conjunction with any planned local area arrangements through LGR.

Are there clear and robust governance arrangements?

Governance arrangements are well-established in the council and there is a golden triangle in place, which also forms part of SLT, enabling them to work effectively together with clear and regular communication to review key issues or risks. There are positive reports from both internal and [external audit](#) for TRDC. The Audit Committee meets five times a year and receives planned training at each meeting ensuring councillors are supported to undertake their governance responsibilities. As part of the [2025/26 planned work programme](#) the committee reviews progress on the audit plans, treasury management, and risk management.

15

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

Councillor inductions, training sessions and pre-meeting briefings are already available; however, they are not always taken up consistently. Understanding the reasons for this and co-designing training and pre-meeting briefings with councillors may help encourage more consistent participation. The peer team found councillors to be engaged and passionate, so involving them in this co-design process could further strengthen consistency in training and briefings and continue to support robust governance. This will also be important as the council moves towards LGR to ensure that all councillors receive appropriate development and information to ensure that they can continue to represent their constituents and to provide support for those who may go on to be elected within a new council.

There is a positive “grow your own” culture supporting officer development, which has helped build a capable and confident cohort of officers. This is underpinned by a wide range of training opportunities, including manager away days, Myers-Briggs, SUMO (shut up and move on) training, all-staff away days, and participation in the Local Government and Tri-Sector Challenge. It will be important to continue ensuring that all officers are supported and have a clear understanding of the respective roles and responsibilities of officers and councillors in order to further strengthen positive and effective scrutiny.

Across the district, parish councils are well supported and their value is recognised. Maintaining this support could help preserve local place identity and legacy, alongside any planned local area arrangements through LGR.

Is there a culture of challenge and scrutiny?

The council demonstrates challenge and scrutiny with engaged and knowledgeable councillors. The committee system enables scrutiny by creating opportunities for all councillors – not only those in leadership positions – to participate actively in both challenge and decision making. This inclusive structure supports a broad base of involvement and helps cultivate shared ownership of governance.

Maintaining a culture of respectful, evidence informed challenge will continue to be important. As already discussed, ensuring a consistent senior officer presence at

16

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

committees, alongside the co-designed training and pre-meeting briefs for councillors will further support all councillors to engage confidently and constructively.

Supporting all councillors to adhere to the Code of Conduct and values of the council will further support positive scrutiny behaviours, and ensure any breaches are responded to appropriately and in a timely manner.

The council may find it helpful to do a rapid review of its constitution and schemes of delegation to ensure these remain current and proportionate, and continue to enable timely and effective decision making, particularly with the LGR transition ahead.

Taken together, these steps will help councillors continue to undertake scrutiny in a way that reflects the organisation's values and upholds the standards expected throughout the decision-making process.

5.4 Financial planning and management

Three Rivers District Council is in a strong financial position and general fund balances was forecast to be at £3.8 million by end of March 2026, well above the recommended £2 million minimum. The council has also now reserved £1 million from the collection fund to specifically place towards LGR. In 2024/25, the total reserves as a proportion of 'net revenue expenditure' for TRDC was 38.1 per cent, which was above the CIPFA nearest neighbours median proportion of 23.6 per cent. The Council's Property Investment Board was allocated up to a total of £20 million in 2017 to invest in acquiring property with a specific remit of achieving a 10 per cent return (yield) on the investment. The total rent due on properties interests acquired is forecast to be £871,000 which will achieve an average yield of 5.72 per cent, above the 5 per cent target. TRDC has an income strip agreement for a property in Wimbledon, London. The Council receives an annual income of £1.9 million annual passing rent from occupational tenants, with the rental income received index-linked to RPI, subject to a 1- 4 percentage cap and collar, compounded every five years. As based on the [2025 auditors report](#) this has not been identified as a significant risk to the council at this current time. The [medium-term financial strategy](#) illustrates how grants and income is higher than originally planned, and with a planned deficit of

17

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

£92,357 in 2026/27 and £110,434 in 2027/28, both are well within the existing council reserves.

TRDC benefits from strong financial leadership supported by robust budget monitoring, comprehensive financial reporting and effective risk management arrangements, providing confidence in the council's financial control environment. The council's medium term financial planning is well embedded, and its disciplined financial culture has positioned it effectively for the demands and opportunities associated with a future unitary arrangement. This shared understanding of the council's financial position – anchored by clear oversight from the Section 151 Officer and the Audit Committee – creates a firm foundation on which to guide decisions during a period of sector uncertainty.

Continuing on with the culture of strong fiscal responsibility, the council should consider how its planned spending during LGR transition can best contribute to long term impacts across the district based on community and residents' needs and priorities as well as providing the right skills and organisational resilience for its workforce.

As substantial change approaches through LGR, the council faces a twin track challenge: continuing to deliver high quality business as usual services while also preparing for LGR transition. Existing capacity gaps, particularly in areas such as legal, HR and planning, risk constraining the council's ability to move at pace and maintain resilience. The current financial position of the council should allow the council to ensure it is adequately resourced to maintain the pace during the transition period ahead.

In addition to the key recommendation *3.3 Establish a clear LGR preparedness programme*, the council should also progress the following actions:

- Consideration on how planned spending during transition can best contribute to long term impacts across the district based on community and residents' needs and priorities.
- Consider whether known capacity gaps have been adequately resourced to deal with the twin track of business as usual and LGR.

18

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

There is an opportunity for the fiscal discipline and strong financial management culture within TRDC to provide a positive blueprint for future organisations as part of LGR, providing a lasting fiscal legacy.

5.5 Capacity for improvement

The council benefits from a clear commitment to organisational improvement from its political and senior leadership, demonstrated through a range of service reviews and initiatives that have already led to tangible service enhancements. This commitment is reinforced by an experienced, motivated and loyal workforce that consistently shows a willingness to go the extra mile. Staff are not only capable but also display a strong sense of dedication to the organisation, the annual staff wellbeing survey shows that 86.2 per cent agree that they find work fulfilling or rewarding and the council recently had an employee mark their 50 year work anniversary. Annual staff turnover was 11.26 per cent which is lower than the average for its CIPFA neighbours at 12 per cent. This dedicated workforce positions TRDC well to deliver improvement between now and Vesting Day in April 2028.

There is an officer project board with a clear vision and programme for major capital schemes, including significant work on the Aquadrome and South Oxhey Phase Four. There are good financial foundations, with an adequate budget allocated, to ensure that Three Rivers can be well prepared for LGR within the same timeframe.

Alongside these strengths, the council has made notable progress in improving the quality, frequency and visibility of performance reporting. To further strengthen strategic organisational performance insight and maximise the capability to deliver there is an opportunity to align existing service plans and performance reporting into a single delivery plan.

Sustaining the level of ambition required to successfully transition through LGR and beyond will need a continued focus on workforce development, succession planning, and scenario-based resource planning. Ensuring teams have the skills, leadership continuity and capacity to deliver during a period of transition will be critical.

In addition to the key recommendations on *3.3 Establish a clear LGR preparedness programme*; *3.4 Ensure organisational capacity and resilience in key areas*; and *3.5 Produce a single annual delivery plan and secure critical deliverables*, the council should also progress the following actions:

- Consider workforce development, succession planning, delivery plan, scenario and resource planning as part of the LGR preparedness programme.
- Further strengthen and collate council performance reporting with effective use of data by aligning the corporate plan and overarching strategic framework to a clearer annual delivery plan.

Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities?

The organisation has demonstrated it can deliver improvements and is positively delivering on locally identified priorities. This can be demonstrated through its continuous improvement work on communications since the 2019 CPC, this included bringing in dedicated communication expertise into the council and a clear plan of activity, which has seen positive internal and external communications. This has been positively reported on from staff, the peer team spoke to, who feel informed about the organisation and LGR, externally this is demonstrated through approximately 50 per cent of residents being signed up to the council e-newsletter. This was achieved through actively marketing the e-newsletter through their customer service colleagues.

Capacity across the organisation remains broadly positive, but pressure points in key areas, such as legal, HR and planning, mean it will be important for the council to address critical gaps if it is to maintain service quality while simultaneously delivering change. These pressure points in capacity are known and there are plans being put in place to mitigate and address these.

Does the council have the capacity to improve?

Three Rivers District Council has illustrated its ability to improve and deliver against key priorities, such as the work delivered within the green and sustainable agenda which includes the Aquadrome and asset retrofits.

Council performance reporting has significantly improved, using visual data and there are further plans to strengthen this. Peers suggest formalising the golden thread that connects strategic priorities to operational activity and introducing an annual delivery plan would be a practical and effective way to achieve this. An annual delivery plan can offer staff, managers and councillors a shared view of the actions, milestones and measures required to deliver the council's ambitions up until April 2028, further supporting accountability and transparency. By aligning a clear strategic place narrative, annual delivery plan, and performance reporting, this would support a more consistent understanding of progress, resource requirements, risks and outcomes across teams, departments and partners.

6. Action plan and progress review

The senior political and managerial leadership of the council should review and reflect on the findings and recommendations from this CPC.

To promote the principle of transparency, it is a requirement of the CPC process that the final report of the peer team is published in-full within three months of the review being completed. In this instance, this requires the report to be published no later than 13 May 2026.

There is a requirement for TRDC to develop and publish an action plan within five-months of the peer team being onsite, no later than 13 July 2026. This action plan should provide clarity on the activity, milestones, and timelines that the council will work to in responding to the team's findings.

The action plan will also be central to the peer team's re-engagement with TRDC through a progress review which is due to be completed and published by February 2027.

7. Contact details

In the meantime, Rachel Litherland, Principal Adviser for the East of England, is the main contact between your council and the Local Government Association. As outlined above, Rachel Litherland is available to discuss any further support you require and can be contacted on

Rachel Litherland, LGA Principal Adviser for the East of England

Email – rachel.litherland@local.gov.uk

Further information, support, and resources on LGR/Devolution, can be found on the [LGA's devolution and LGR Hub website](#).

Appendix A – What is CPC?

CPC is a valued improvement and assurance tool that is delivered by the sector for the sector. It involves a team of senior local government councillors and officer peers undertaking a comprehensive review of key information and spending three days at the council to provide robust, strategic, and credible challenge and support.

CPC forms a key part of the [improvement and assurance framework](#) for local government. It is underpinned by the principles of [Sector-led Improvement](#) (SLI) put in place by councils and the LGA to support continuous improvement and assurance across the sector. These principles state that councils are responsible for their own performance; accountable locally, not nationally; share a collective responsibility for the performance of the sector; and rely on the LGA to provide the tools to support them. CPC is also key to councils in meeting their [Best Value duty](#). UK Government expect all councils to have a CPC at least every five years.

Scope and focus

The peer team considered the following five areas which form the core components of all CPCs. These are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities? Is there an organisational-wide approach to continuous improvement, with frequent monitoring, reporting on and updating of performance and improvement plans?
2. **Organisational and place leadership** - does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges? What is the relative financial resilience of the council?

5. **Capacity for improvement** - Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities? Does the council have the capacity to improve?

As part of the five core areas outlined above, every CPC has a strong focus on financial sustainability, performance, governance, and assurance

This peer challenge also included a focus on local government reorganisation.

The peer challenge process

Peer challenges are designed to support improvement, not inspection. They are not intended to provide a detailed or technical assessment of plans and proposals. Instead, the peer team uses its experience and knowledge of local government to reflect on the information shared with them, the things they observe, and the material they review.

To prepare, the peer team looks at a range of documents and information to understand the council and the challenges it is facing. This includes a position statement prepared by the council before the visit, which sets out the local context and highlights areas for the team to focus on. The preparation also involves reviewing an LGA Finance briefing (based on public reports from the council's website) and an LGA performance report that shows benchmarking data across a range of measures. The performance report is produced using the LGA's local area benchmarking tool, LG Inform.

The peer team then spends three or four days at the council. During this time, they gather evidence, information, and views by meeting with council staff, councillors, and external stakeholders. This helps them build a rounded picture of the council's strengths and areas for improvement.

Recommendation	Detail	Actions	Owner	Start Date	Completion Date
1. Create space to continue to support officer-councillor relationships	Supporting all councillors to take up co-designed training and pre-meeting briefings. This will further enhance the community leadership role and passion for place exhibited by all members.	Continue to offer pre-committee briefings to Councillors with officers to discuss reports and enhance community leadership.	Committee & Electoral Services Manager	Jun-26	Ongoing
		Training will be co-designed and developed for staff and Councillors on roles, responsibilities and effective relationships.	Associate Director, Corporate, Customer & Community Head of Communications, Customer & Culture	Jul-26	Sep-26
2. Strengthen the place narrative of Three Rivers	Building a vision for inclusive growth across the district. Consider how TRDC intend to maximise opportunities to deliver for all communities, both now and after LGR.	Deliver key regeneration projects, from investment in the Housing Joint Venture Company, Local Authority Housing Fund and high-street enhancements, to strengthen local identity, support inclusive economic growth, and increase opportunities for residents. Working with Hertfordshire County Council to bring forward development of HCC/TRDC sites.	Head of Property & Major Projects	Apr-26	Mar-28
		Deliver a final 'Civic Awards' event that celebrates local achievements, showcases the Three Rivers story, and fosters a sense of shared pride before becoming unitary.	Corporate Services Manager - leading Communications and Engagement Officer Committee & Electoral Services Manager	Jun-26	Summer 2027
		To strengthen and align strategic partnerships across Three Rivers, we will ensure that the Connecting Three Rivers is incorporated within our Council delivery plan and improve communication about partnership activity across the council.	Head of Leisure and Natural Infrastructure Head of Strategy and Partnerships	Jul-26	Ongoing

Recommendation	Detail	Actions	Owner	Start Date	Completion Date
3. Establish a clear LGR preparedness programme	Create a clear LGR preparedness programme for Three Rivers to ensure the best possible outcomes for the residents of the district and a smooth organisational transition. This should include bringing the preferred unitary proposal to life prior to any decision and planned spending in Three Rivers for lasting legacy impact.	Embed strong governance through the Major Projects Board and deliver a coordinated communications plan that highlights the impact and legacy of Three Rivers' major projects, reinforcing the council's credibility and preparedness for LGR.	Associate Director, Corporate, Customer & Community Director of Finance	Jun-26	Mar-28
		Oversee a regular working group and officer involvement in the Hertfordshire LGR Programme and workstreams to build the new unitary authorities.	Chief Executive	Apr-26	Mar-28
		Develop a resilient and future-ready workforce through targeted training opportunities, LGR Champions, internal communications on change and capacity planning that positions the organisation to deliver effectively and adapt to LGR change.	SLT - leading Head of Strategy and Partnerships Head of Communications, Customer & Culture	Apr-26	Mar-28
4. Ensure organisational capacity and resilience in key areas	Enhance organisational capacity and resilience to enable you to deal with current business as usual AND transition into the new unitary authority, with a particular focus on key areas such as legal, planning, HR and governance.	Funding for additional capacity in the run up to LGR was built into the 2026 Budget. Review and utilise this funding to resource and support the LGR programme internally. Capacity across services will be considered on a regular basis. Service areas with known capacity issues are regularly considered and additional funding put in where necessary.	SLT	Apr-26	Ongoing
5. Produce a single annual delivery plan and secure critical deliverables	Produce a clear delivery plan from your current strategic frameworks in order to accurately define key resource requirements, actions, deliverables and timescales, which will support the successful delivery of outcomes for Three Rivers and its partners as LGR approaches.	Develop a Council Plan Delivery Plan. Utilise the performance management framework, KPIs and service planning process to ensure oversight and delivery.	Head of Strategy and Partnerships	Jul-26	Mar-27

Recommendation	Detail	Actions	Owner	Start Date	Completion Date
<p>6. Further consider how you are able to successfully submit your Local Plan to the Secretary of State by December 2026</p>	<p>This will require scenario planning in relation to the possible outcomes.</p>	<p>The council has received a direction which clearly sets out that Regulation 19 consultation must commence prior to the end of July and submission of the Local Plan for examination must be prior to the end of November. The evidence base supporting the Local Plan is being updated in order to accommodate the additional sites. The Local Plan Regulation 19 Publication documents will then be updated accordingly. The council is providing monthly updates to MHCLG to ensure it is able to meet the timeline set out by the Minister.</p>	<p>Director of Finance Head of Planning Policy and Conservation</p>	<p>Jul-26</p>	<p>Nov-26</p>
<p>7. Sustain motivation and momentum throughout LGR</p>	<p>Sustain the motivation and momentum that has led TRDC to become a financially stable, well regarded, and effective district council. Don't take your foot off the gas!</p>	<p>Provide regular wellbeing sessions and staff social events to support a positive, connected workforce. Strengthen staff recognition through consistent celebration of achievements and contributions.</p>	<p>Head of Strategy and Partnerships Head of Communications, Customer & Culture</p>	<p>Apr-26</p>	<p>Ongoing</p>

This page is intentionally left blank

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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. Then provide Justification (Column E) to explain your score.

Please email your completed copy of the form to climate.change@threerivers.gov.uk.

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

NB: "Not applicable" scores do not count towards the average score.

Name of project/policy/procurement and date		Corporate Peer Challenge Action Plan
Brief description of project/policy/procurement (1-2 sentences):		The Corporate Peer Action Plan has been created following the peer team's findings. It provides the council with a set of high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish a clear action plan to respond to all the recommendations highlighted in the action plan.

Homes, buildings, infrastructure, equipment and energy			
Question	Impact (select from list)	Score (1 to 4)	Justification or mitigation
1 Will this project increase overall energy use (electricity or other fuels)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
2 Does this project directly use 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	
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	4	All training will take place at TR House and any work that can be undertaken here will be.
4 Will any new building constructed or refurbished be highly energy efficient in use? <i>e.g. high levels of insulation, low energy demand per m2, no fossil fuel heating, EPC rating "A" or BREAM "excellent".</i>	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? <i>e.g. re-used or recycled construction materials; timber in place of concrete</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
6 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
7 Are any appliances or electrical equipment to be used highly energy efficient? <i>e.g. Energy rating label A-G</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		4.00	

Ways to optimise sustainability and work towards net zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures during renovations
- Replace gas boilers with low-carbon heating, such as heat pumps. Consider enabling connection to future District Heat Networks, where possible.
- Construct new buildings to Passivhaus standard and seek to reduce the embodied energy of the construction.
- 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 technologies, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances. For more information: <https://energysavingtrust.org.uk/advice/home-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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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
8 Will this project increase overall private vehicle use?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
9 Will this project purchase new zero-emission vehicles, or lower-emission vehicle models (compared to alternatives)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
10 Will this project support people to use active or lower-emission 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	
11 Will the project 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	
12 Will the project provide or enhance infrastructure for bikes, public transport or zero-emission vehicles? <i>e.g. secure bike storage, EV charging points etc.</i>	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>e.g. Hosting event online, car-sharing, 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	
Average Score		#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 vehicles.
- 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
14 Will Environmental Social and Governance (ESG) criteria be included in the procurement evaluation framework? (See TRDC Procurement Policy here: https://www.threerivers.gov.uk/services/your-council/our-policies-and-plans)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
15 Will the project procure goods or services from a certified B Corporation or business with other industry-recognised environmental accreditations? <i>e.g. FSC certified wood products, organic produce, Fairtrade, ISO14001 etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
16 Will this project reuse existing goods and materials to the greatest extent possible, instead of acquiring newly manufactured ones? <i>e.g. re-purpose natural materials found on-site, using refurbished electronic goods etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
17 Does the project include maintenance, repair, or leasing to extend the longevity of the product and 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	
18 Does the project 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	
19 Does the project enable others to make sustainable choices within their lifestyles, or engage people about this? <i>e.g. promote re-use, repair or sharing</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

20	Is the material used able to be re-used, re-purposed, or recycled at end of its life? <i>e.g. recyclable materials, donation of old equipment/objects</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
21	Has the project taken steps to ensure any food and associated packaging is more sustainable? <i>E.g. recyclable/compostable packaging (non single use plastic), 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	
Average Score			#DIV/0!	

Biodiversity & Nature

Question	Impact	Score (0-4)	Justification or mitigation
<p><u>Examples for guidance:</u></p> <p>1. Negative impact: reduced variety of species, reduced number of trees and/or reduced area of habitat. No plans/resources for future management.</p> <p>2. Some negative impact: reduced variety of species</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species</p> <p>5. Positive impact: increase variety of species, increased number of trees and/or area of habitat. Plans and resources available for future positive management.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>22 Does the project include a management plan to ensure the biodiversity benefits are sustained over time?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: there is no plan or resource available for any future management</p> <p>2. Some negative impact: there is a plan for management but no resource</p> <p>3. Overall neutral impact: interventions have minimal management</p> <p>4. Some positive impact: there is a plan for short term management</p> <p>5. Positive management: there is a plan for long term (over 5 years) management</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>24 What effect does this project have on the quality of non-amenity green/blue space i.e. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: pesticides are used as management practice, amenity grass cutting regimes used</p> <p>2. Some negative impact: reduced variety of species planted, management with amenity focus</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species planted with appropriate management</p> <p>5. Positive impact: appropriate planting and management with a local focus (i.e. pollinator friendly planting, improving connectivity corridors)</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>25 Does your project benefit priority species or habitats as identified in the Local Nature Recovery Strategy (LNRS)?</p> <p>Priority Species include: Nightingales, Swifts, Pasqueflower, Water Vole, White Admiral, rare arable plants.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>26 Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score			#DIV/0!
Adaptation			

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

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods
- For more information on priority species and habitats please see: <https://preview-hcc.cloud.contentis.com/about-the-council/how-the-council-works/partnerships/herts-nature-recovery-partnership/local-nature-recovery-strategy.aspx>

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

Question	Impact	Score (0-4)	Justification or mitigation
27 Does any planned project, construction or building include measures to reduce water usage?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
28 Does any planned infrastructure or building work ensure soft, permeable surfacing to reduce flood risk? <i>e.g. landscaped soakaway areas, de-paving areas, green roofs, ponds, swales, or permeable materials</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
29 Has the project or service considered ways to reduce the impact of extreme weather i.e. extreme heat, fire, flooding, and drought? <i>e.g. changing ways of working to reduce risk, reflective materials to reduce heat-gain, drought-tolerant planting, planting for shade and flood mitigation, insulation and ventilation, fans etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Engagement and Influence			
Question	Impact	Score (0-4)	Justification or mitigation
30 Does this project raise awareness and understanding of climate change, biodiversity, and sustainability, and the steps that people can take to live more sustainably?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Total Overall Average Score		4.00	

Ways to optimise sustainability and work towards net zero carbon:

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

Ways to optimise sustainability and work towards net zero carbon:

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

Now the assessment is complete, copy and paste the box below into your business case or committee report (under environmental implications 6). The full assessment document can be attached as an appendix to your report. Procurement bidders must submit completed assessment with their tender.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	4.00
Travel	#DIV/0!
Goods and Consumption	#DIV/0!
Biodiversity & Nature	#DIV/0!
Adaptation	#DIV/0!
Engagement and Influence	#DIV/0!
Total Overall Average Score	4.0

Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Corporate Peer Challenge Action Plan
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Council Wide – no specific service area
EIA Author <i>Name and Job Title</i>	Katie Stacey – Corporate Services Manager Rebecca Young – Head of Strategy & Partnerships
Date EIA drafted	19/05/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	

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>The Local Government Association Corporate Peer Challenge (CPC) is a valued improvement and assurance tool the LGA offers to councils which is built on the principles of sector-led improvement.</p> <p>CPC is a tried and trusted method of improvement; it provides councils with a robust and effective improvement tool which is owned and delivered by the sector, for the sector.</p> <p>The CPC covered the following five core areas:</p> <ul style="list-style-type: none"> • Local priorities and outcomes • Organisational and place leadership • Governance and culture • Financial planning and management • Capacity for improvement <p>This action plan has been created following the peer team's findings. It provides the council with a set of high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish a clear action plan to respond to all the recommendations highlighted in the action plan.</p> <p style="text-align: right;">Page 64</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	Positive impact.	The action plan aims to promote inclusive communities.
Disability	Positive impact.	The action plan aims to promote inclusive communities.
Gender reassignment (or affirmation)	Positive impact.	The action plan aims to promote inclusive communities.
Pregnancy or maternity	No negative impact.	
Race	Positive impact.	The action plan aims to promote inclusive communities.
Religion or belief	Positive impact.	This action plan aims to celebrate local culture, art and heritage.
Sex	Positive impact.	The action plan aims to promote inclusive communities.
Sexual Orientation	Positive impact.	The action plan aims to promote inclusive communities.
Marriage and Civil Partnership	No negative impact.	
The council recognises other communities may be vulnerable to disadvantage, this includes carers,	Positive impact.	The action plan aims to promote inclusive communities.

people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.		
---	--	--

Actions Planned
<p>Whilst the Corporate Peer Challenge Action Plan does not cause any direct negative impacts, ongoing monitoring of the implementation of the actions will be undertaken to ensure that there will continue to be no impact to those with protected characteristic. Should any negative impact be identified, action will be undertaken to mitigate this.</p>

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

Sign off:

Equalities Lead Officer	Date



This page is intentionally left blank

BUDGET OUTTURN REPORT 2025/26

29/06/2026

**POLICY AND RESOURCES COMMITTEE
29 JUNE 2026**

PART I - NOT DELEGATED

**SUMMARY OF THE FINANCIAL YEAR END POSITION FOR 2025/26
(DoF)**

1 Summary

- 1.1 This report sets out the financial position for the year ending 31 March 2026 for the Council's revenue and capital budgets. The following recommendations are included in the report:
- to carry forward to 2026/27 certain unspent revenue budgets and;
 - to rephase those capital budgets that require completion in 2026/27
- 1.2 The report focuses on the variation between the latest agreed budget and the final expenditure and income for the financial year. An underspend of £0.119m is reported before carry forward requests which will be returned to the Council's General Fund. The updated Medium Term Financial Plan can be seen at Appendix 3.
- 1.3 However, this underspend should be viewed in the context of budget changes agreed during the year. The latest agreed budget was £1.130m lower than the original budget agreed in January 2025, after allowing for carry forwards from 2024/25. During the year the budget was amended to reflect cost pressures primarily arising from the impact of persistently high inflation. This cost pressure included the agreed pay award and increased supplier costs for utilities. Further detail on the budget changes agreed during the year can be found in the Budget Monitoring Reports to Policy and Resources Committee (see background papers listed below).
- 1.4 The original budget included a planned contribution from the General Fund of £0.391m. After allowing for carry forwards from 2024/25 of £0.432m, the contribution required was £0.823m. After allowing for carry forwards from 2025/26, the underspend against the latest budget allows for a contribution to the General Fund of £0.193m.
- 1.5 In addition to the sum being returned to general reserves, there is a contribution from the Economic Impact Reserve at £0.348m as forecast in the budget monitoring throughout the year.
- 1.6 As a result of the outturn, the General Fund Reserve balance stands at £5.182m at the end of the year with the balance on Economic Impact Reserve being £1.047m at year end. This gives total unearmarked reserves of £6.229m at 31st March 2026.
- 1.7 The above position excludes the year end entries relating to the Collection Fund and Housing Benefit payments with the Housing Benefit Reserve and Collection Fund Reserve being used to manage timing differences between payments to and from government and the transactions recognised within the accounts.
- 1.8 The Year End position presented in this report is unaudited and may be subject to change. The Council's accounts for 2025/26 will be audited by Azets LLP during 2026/27.

2 Recommendation

The Policy and Resources Committee recommend to Council:

- That the revenue year end variance after carry forwards of £0.461m be noted.
- That the capital year end position as summarised in paragraph 3.12 and Appendix 3 be noted.
- To approve to carry forward the unspent service budgets from 2025/26 to 2026/27 which total £0.580m to enable completion of projects as detailed at Appendix 2.
- To approve the rephasing of capital projects from 2025/26 to 2026/27 as detailed at Appendix 4.

3 Details

Revenue

- 3.1 The 2025/26 budget as approved by Council on 25 February 2025 was £14.677m. Following carry forwards from 2024/25, the revised budget including carry forwards was £15.109m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 9 March 2026. The report showed an unfavourable variance of £0.665m when compared to budget, making the latest approved budget for 2025/26 £13.979m with a revised forecast of £14.644m. This report compares the year end position to the latest budget.
- 3.2 The year end position is a net direct cost of services of £13.850m which represents a favourable variance of £0.119m when compared to the latest budget.
- 3.3 Officers are requesting to carry forward £0.580m to enable projects to be completed in 2026/27. Appendix 2 details each carry forward request.
- 3.4 After taking into account the carry forward requests, there is a draw on reserves required of £0.461m when compared to the budget.

3.5 The table below summarises the variance for each committee:

Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
	Original Budget £000	2024/25 Carry Forwards £000					
Leisure	1,173	1,173	1,347	1,407	1,331	(16)	(77)
Sustainability and Climate	331	399	412	470	394	(19)	(77)
Total	1,504	1,573	1,759	1,878	1,725	(35)	(153)

Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
	Original Budget £000	2024/25 Carry Forwards £000					
Community Partnerships	1,075	1,097	1,102	1,151	1,072	(30)	(79)
Economic Development and Planning Policy	886	886	882	941	853	(28)	(88)
Housing	496	496	172	172	179	6	6
Public Services	3,573	3,627	3,817	3,740	3,693	(124)	(47)
Total	6,030	6,106	5,973	6,004	5,797	(176)	(207)

Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
	Original Budget £000	2024/25 Carry Forwards £000					
Resources and Leader	6,948	7,010	6,717	7,141	7,035	318	(105)
Garages and Shops	(1,372)	(1,372)	(1,369)	(1,277)	(1,258)	110	18
Investment Properties	(982)	(982)	(1,017)	(1,017)	(1,128)	(111)	(111)
Vacancy Provision	(180)	(180)	0	0	0	0	0
Salary Contingency	472	697	168	168	0	(168)	(168)
Total	4,885	5,172	4,500	5,015	4,648	149	(367)

Service Area	Original Budget Plus		Latest Budget £000	Previous Forecast £000	Actual Spend £000	Variation to Latest Budget £000	Variation to Previous Forecast £000
	Original Budget £000	2024/25 Carry Forwards £000					
Corporate Costs	2,258	2,258	1,747	1,747	1,690	(57)	(57)
Total	2,258	2,258	1,747	1,747	1,690	(57)	(57)

Total Net Expenditure	14,677	15,109	13,979	14,644	13,860	(119)	(783)
------------------------------	---------------	---------------	---------------	---------------	---------------	--------------	--------------

3.6 The details of all the variances by individual service are shown in Appendix 1.

3.7 Within the Climate Change and Leisure Committee, key variances are:

- An underspend on climate change and sustainability projects due to slippage of projects into 2025/26. Carry forwards have been requested.
- An underspend within Grounds Maintenance due to reduced spend in salary and overtime costs, in addition to a reduction in vehicle maintenance costs following the new fleet being brought into service in 2024/25.

3.8 Key variances within the General Public Services and Community Engagement Committee were:

- Increased income within Decriminalised Parking Enforcement. There has been an increase in volume of Penalty Charge Notices in addition to an increase in Pay & Display car park income and an underspend on professional fees. A carry forward has been requested for future works identified in the 2026/27 programme.
- An underachievement of income for Garden Waste due to the reduced uptake and the transport subsidy entitlement has changed due to the

distance travelled. There has also been extra expenditure on vehicle maintenance.

- Increased income for special collections and new development bins for refuse Domestic.
- There has been a slight increase in the in the recycling gate fees and a reduction in recycling credits for Recycling Kerbside meaning that the Council has received less income.
- Reduced expenditure on Waste Disposal charges and diesel.
- Reduced expenditure on repairs and maintenance and electricity at the Depot.
- Increased expenditure on vehicles maintenance costs and agency costs for Waste Management.
- Underspends against Community Development, Community Safety and Community & Leisure grant budgets due to slippage of projects into 2025/26 and use of external grant funding. Carry forwards have been requested to support Community Safety initiatives in 2026/27.
- Reduced income on Homelessness due to decreased usage of external temporary accommodation.
- A small increase in Licensing income and an underspend on taxi licensing due to falling applicant/operator numbers.
- Increased income on planning application fees.

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

- A variance on Corporate Management Costs as a result of increased external audit fees arising from the build back work required as a result of disclaimed audit opinions in prior years.
- In Miscellaneous Income and Expenditure there is a combination of miscellaneous historic expenditure arising in the latter part of the year and a budgeted efficiency savings which have been removed from future years budgets.
- Underspends on Asset Management – Property Services relate to salaries due to a vacancy and repairs and maintenance due to works being delayed. Carry forwards have been requested for works at Sarratt Surgery and Baldwins Lane, scoping works at Rickmansworth Town Centre and soft market testing for the parking strategy in South Oxhey in 2026/27.
- An underspend within the Chief Executive’s cost centre on organisational development which is requested to be carried forward in 2026/27.
- An underspend on Insurances due to recovery of prior year insurance recharges and forecast spend which did not materialise.
- Extra income received on Investment Properties due to backdated income following rent negotiations and an underspend on professional fees. A carry forward has been requested for consultancy advice in 2026/27.

- 3.10 Within Corporate Costs, the Council has benefitted from high interest rate levels during the year to the value of £0.057m.

Capital

- 3.11 The revised 2025/26 budget for the capital programme as approved by Council on 24 February 2026 was £26.258m and a forecast outturn of £26.118m. The period 10 (end of January) budget monitoring report was presented to this Committee at its meeting on 9 March 2026 which showed a forecast of £25.938m; following Council approval this forms the updated budget for 2025/26.
- 3.12 The actual spend at 31 March 2026 was £11.235m, which represents an underspend of £14.692m when compared to the latest approved budget. Officers are requesting to rephase £14.831m to complete projects in 2026/27.
- 3.13 Appendix 3 shows the analysis of the capital programme year end position by Committee and over the medium term. The table below shows an analysis of the variance.

Reason	£000
Net (Under)/ Overspend	128
Rephasing	(14,831)
Net Variance	(14,703)

- 3.14 A full list of those projects requesting rephasing with the reason for the request is at Appendix 4.
- 3.15 The most significant variation relates to the budget related to the delivery of Local Authority Housing Fund (LAHF) properties. Rephasing of £10.995m into 2026/27 is required in order to deliver the new housing as part of the LAHF delivery of the garage sites and purchase of additional properties.
- 3.16 Appendix 5 shows the funding of the programme over the medium term. Capital expenditure totalling £31.035m is planned for the period 2026/27 to 2028/29 and built into the medium term financial plan.

4 Reserves

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

Movement on General Fund Balance	2025/26				
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(4,408,944)	(4,408,944)	(4,408,944)	(4,408,944)	(4,408,944)
Revenue Budget (Surplus)/Deficit for Year	391,329	823,174	(306,384)	358,343	(772,702)
Closing Balance at 31 March	(4,017,615)	(3,585,770)	(4,715,328)	(4,050,601)	(5,181,646)

Movement on Economic Impact	2025/26				
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(1,382,901)	(1,382,901)	(1,394,545)	(1,394,545)	(1,394,545)
COVID-19 Impact for Year	0	0	0	0	347,587
Closing Balance at 31 March	(1,382,901)	(1,382,901)	(1,394,545)	(1,394,545)	(1,046,958)

Total Reserves Impact	2025/26				
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Outturn
	£	£	£	£	£
Balance Brought Forward at 1 April	(5,791,845)	(5,791,845)	(5,803,489)	(5,803,489)	(5,803,489)
Impact for Year	391,329	823,174	(306,384)	358,343	(425,115)
Closing Balance at 31 March	(5,400,516)	(4,968,671)	(6,109,873)	(5,445,146)	(6,228,604)

5 Options and Reasons for Recommendations

5.1 The recommendations at point 2 enable the Committee to make recommendations to Council concerning their budget.

6 Policy/Budget Reference and Implications

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

7 Financial Implications

7.1 The financial implications are set out within the report.

8 Legal Implications

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

9 Staffing Implications

9.1 None specific.

10 Equal Opportunities Implications

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

11 Climate Change and Sustainability Implications

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

12 Community Safety Implications

12.1 None specific.

13 Public Health implications

13.1 None specific.

14 Customer Services Centre Implications

14.1 None specific.

15 Communications and Website Implications

15.1 The information contained within this report will form part of the published Statement of Accounts for 2025/26.

16 Risk and Health & Safety Implications

16.1 There are no risks to the Council in agreeing the recommendations.

16.2 Key financial and budgetary risks are shown at Appendix 6. A review of these risks is a standing item on the Audit Committee agenda.

16.3 During 2025/26, the Budget Monitoring Reports to Policy and Resources Committee have included information on the impact of inflation on the Council's budget.

16.4 The most significant risk to the budget is the pay award for 2026/27. An update on the estimated financial impact in 2026/27 will be included in the Budget Monitoring report in September. It is likely that the pay negotiations will be protracted, and the final position will remain unknown well into the financial year. The ongoing impact will be managed through the Service and Budget Planning process.

Report prepared by: Sally Riley – Finance Business Partner
Report Checked by: Alison Betts – Director of Finance

Background Papers

Liberal Democrat budget proposal and recommendations 24 February 2026
Budget Monitoring report Period 10 (9 March 2026)
Budget Monitoring report Period 8 (26 January 2026)
Budget Monitoring report Period 6 (17 November 2025)
Budget Monitoring report Period 3 (8 September 2025)

APPENDICES

Appendix 1 Outturn by Service 2025/26
Appendix 2 Carry forward requests into 2025/26
Appendix 3 Medium Term Financial Plan 025/26-2028/29
Appendix 4 Capital Programme 2025/26-2028/29
Appendix 5 List of capital schemes to be rephased to 2026/27
Appendix 6 Capital Funding 2025/26 – 2028/29
Appendix 7 Key Financial Risks

Outturn by Service 2025/26

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	Actuals 2025/26	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£		£	£	£	£	£	
Citizens Advice Bureaux	288,340	288,340	288,340	288,340	285,690	(2,650)	(2,650)	Minor variation to forecast
Community Development	4,500	12,066	12,066	12,066	11,215	(851)	(851)	A budget carry forward totalling £851 has requested for unspent grants and contributions to support the Connecting Three Rivers Community grants in 2026/27
Community Safety	357,154	371,239	379,108	379,108	339,533	(39,575)	(39,575)	A budget carry forward totalling £39,575 has been requested for unspent grants and contributions towards initiatives for Community Safety priorities, including Community Support Service and Safer Street to be spent in 2026/27
Community Partnerships	209,797	209,797	216,472	220,112	219,693	3,221	(419)	Minor variation to forecast
Env Health - Commercial Team	209,790	209,790	209,790	209,790	210,188	398	398	Minor variation to forecast
Licensing	(61,606)	(61,606)	(70,918)	(25,493)	(46,417)	24,501	(20,924)	The variance relates to a small increase in licensing income and an underspend on taxi licensing due to falling applicant/operator numbers
Community & Leisure Grant	67,500	67,500	67,500	67,500	52,300	(15,200)	(15,200)	A budget carry forward totalling £15,200 has been requested for unspent grants and contributions to support Community grants in 2026/27 due to the use of UK Shared Prosperity Fund in 2025/26
Total	1,075,475	1,097,126	1,102,358	1,151,423	1,072,202	(30,156)	(79,221)	

Economic Development and Planning Policy	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Actuals 2025/26	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Land & Property Info Section	16,971	16,971	(23,406)	18,644	14,961	38,367	(3,683)	Minor variation to forecast
Street Naming & Numbering	7,130	7,130	7,130	12,130	12,358	5,228	228	Minor variation to forecast
Development Management	220,386	220,386	246,957	258,957	177,008	(69,949)	(81,949)	The variance relates to increased income on planning application fees
Development Plans	546,755	546,755	555,036	555,036	555,036	0	0	
Hertfordshire Building Control	37,500	37,500	37,500	37,500	37,500	0	0	
HS2 Planning	0	0	0	0	(2,295)	(2,295)	(2,295)	Minor variation to forecast. Income received from HS2.
GIS Officer	56,860	56,860	58,687	58,687	58,880	193	193	Minor variation to forecast
Total	885,602	885,602	881,904	940,954	853,448	(28,456)	(87,506)	

Housing, Public Health and Wellbeing	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Actuals 2025/26	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Housing Services Needs	559,622	559,622	402,283	402,283	402,298	15	15	Minor variation to forecast
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	1,167	(3,943)	(3,943)	Demand led service
Homelessness General Fund	(148,740)	(148,740)	(331,430)	(331,430)	(318,568)	12,862	12,862	The variance is due to reduced income received for nightly lets due to decreased usage of external temporary accommodation
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	0	
Refugees	0	0	0	0	0	0	0	
Env Health - Residential Team	85,305	85,305	101,371	101,371	98,631	(2,740)	(2,740)	Minor variation to forecast
Public Health	0	0	0	0	0	0	0	
Total	496,297	496,297	172,334	172,334	178,528	6,194	6,194	

Public Services	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Actuals 2025/26	Variation to Latest Budget	Variation to Forecast	Officer Comments
	£	£	£	£	£	£	£	
Decriminalised Parking Enf	250,508	300,588	300,328	108,438	2,193	(298,135)	(106,245)	The variance relates to increased PCN and Car Park income and an underspend on professional fees. A budget carry forward of £53,000 has been requested for future work identified in the 2026/27 programme
Car Parking-Maintenance	110,466	110,466	110,466	110,466	110,122	(344)	(344)	Minor variation to forecast
Dial A Ride	40,000	40,000	40,000	40,000	40,000	0	0	
Sustainable Travel Schemes	1,500	5,566	5,566	5,566	509	(5,057)	(5,057)	A budget carry forward of £5,057 has been requested for sustainable transport maintenance.
Associate Director of Environment	101,898	101,898	105,119	105,119	103,290	(1,829)	(1,829)	Minor variation to forecast
Refuse Domestic	(24,290)	(24,290)	(24,290)	(19,530)	(35,594)	(11,304)	(16,064)	The variance relates to increased income for special collections and new development bins
Refuse Trade	(107,017)	(107,017)	(189,365)	(127,440)	(154,208)	35,157	(26,768)	The variance includes underspends on Waste Disposal Charges and diesel and income received from Trade Food Waste
Weekly Food Waste	0	0	0	0	0	0	0	
Better Buses Fund	101,762	101,762	101,762	101,762	101,768	6	6	Minor variation to forecast
Recycling General	750	750	750	(800)	(2,002)	(2,752)	(1,202)	Minor variation to forecast
Garden Waste	(734,515)	(734,515)	(708,593)	(648,348)	(600,631)	107,962	47,717	The variance is as a result of an underachievement of income due to reduced uptake and the transport subsidy entitlement has changed due to the distance travelled. There was also extra expenditure on vehicle maintenance
Clinical Waste	(39,007)	(39,007)	(35,351)	(14,351)	(24,041)	11,310	(9,690)	The variance is due to a reduction in waste disposal charges and diesel.
Recycling Kerbside	1,387	1,387	1,387	(99,653)	(93,340)	(94,727)	6,313	The variance includes a slight increase in the recycling gate fees and reduction in recycling credits received
Abandoned Vehicles	250	250	250	1,750	2,035	1,785	285	Minor variation to forecast
Public Conveniences	3,600	3,600	3,600	3,600	3,000	(600)	(600)	Minor variation to forecast
Hertfordshire Fly Tipping	0	0	0	0	0	0	0	
Environmental Protection	398,787	398,787	358,667	358,667	356,412	(2,255)	(2,255)	Minor variation to forecast
Depot-Batchworth	55,225	55,225	61,375	81,375	69,114	7,739	(12,261)	The variance is due to an underspend on repairs and maintenance and electricity costs lower than forecast
Waste Management	2,699,685	2,699,685	2,952,408	3,000,408	3,080,448	128,040	80,040	The variance is due to an increase in vehicle maintenance costs on older vehicles and increased agency costs. This has been offset in part by underspends across other budgets.
Street Cleansing	711,970	711,970	732,495	732,495	733,849	1,354	1,354	Minor variation to forecast
Total	3,572,959	3,627,105	3,816,574	3,739,524	3,692,924	(123,650)	(46,600)	
Total General Public Services and Community Engagement	6,030,333	6,106,130	5,973,170	6,004,235	5,797,102	(176,068)	(207,133)	

Climate Change and Leisure								
Leisure	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Leavesden Country Park	0	0	0	0	0	0	0	
Watersmeet	47,251	47,251	71,343	92,063	82,820	11,477	(9,243)	The variance between the year end position and the previous forecast is due to Watersmeet exceeding panto sales and bar income target. This is offset by additional recruitment costs and utility contribution relief on a new tenants lease. for an initial period. A budget carry forward of £14,000 has been requested so that the programme of works on the fire doors can be carried out during 2026/27
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(38,210)	(3,210)	(3,210)	Minor variation to forecast
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(4,129)	(1,129)	(1,129)	Minor variation to forecast
Museum	(700)	(700)	(700)	(700)	(700)	0	0	
Playing Fields & Open Spaces	127,450	127,450	151,135	151,135	155,822	4,687	4,687	Minor variation to forecast
Maple Lodge BNG	0	0	0	0	0	0	0	Project S106 funded
Scotsbridge River Chess Project	0	0	0	0	0	0	0	Project externally funded
Aquadrome Project	0	0	0	0	0	0	0	Project externally funded
Aquadrome	64,615	64,615	64,615	104,315	108,910	44,295	4,595	The variance is due to increased utility costs. A budget carry forward request of £14,316 for the asbestos management plan has been received as the scheduled site pick was delayed due to the scoping works for the lottery bid.
The Bury Green Space	0	0	0	0	0	0	0	Project externally funded
Leisure Venues	(709,455)	(709,455)	(665,520)	(665,520)	(668,113)	(2,593)	(2,593)	Minor variation to forecast
Leisure Activities	124,507	124,507	88,482	88,482	88,105	(377)	(377)	Minor variation to forecast
Leisure Development	680,239	680,239	737,226	737,226	733,461	(3,765)	(3,765)	Minor variation to forecast
Grounds Maintenance	877,513	877,513	938,410	938,410	872,893	(65,517)	(65,517)	The variance is due to reduced spend on salary costs due to a vacancy in the team during the year and reduced spend on vehicle maintenance costs due to new fleet being put into service in 2024/25
Total	1,173,420	1,173,420	1,346,991	1,407,411	1,330,859	(16,132)	(76,552)	

Sustainability and Climate	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Energy Efficiency	9,500	27,900	27,900	27,900	9,500	(18,400)	(18,400)	A budget carry forward totalling £18,400 has been requested to enable the grant programme for residents to continue into 2026/27
Climate Change & Sustainability Projects	207,432	257,567	267,345	267,345	212,414	(54,931)	(54,931)	Budget carry forward requests totalling £55,491 have been made to enable projects and grant programme for organisations to continue in 2026/27 due to the use of use of external grant funding in 2025/26
Innovate UK	0	0	0	0	0	0	0	Project externally funded
Pest Control	12,755	12,755	12,755	12,755	17,600	4,845	4,845	The variance is due to an increase cost of service
Environmental Maintenance	25,970	25,970	18,680	36,580	26,350	7,670	(10,230)	The variance is due to reductions in forecast fly tipping costs - Demand led service. A minor variance to the original budget
Animal Control	65,829	65,829	68,967	80,167	88,021	19,054	7,854	The variance is due to an increase in quarterly kennel fees and fees for a long-term stray that is not able to be rehomed
Cemeteries	(234,233)	(234,233)	(226,943)	(198,013)	(205,130)	21,813	(7,117)	The variance is a slight increase in forecast Burial Rights Fees and Memorial Fees for February and March
Trees And Landscapes	243,580	243,580	243,580	243,580	244,926	1,346	1,346	Minor variation to forecast
Total	330,833	399,368	412,284	470,314	393,681	(18,603)	(76,633)	
Total Climate Change and Leisure	1,504,253	1,572,788	1,759,275	1,877,725	1,724,540	(34,735)	(153,185)	

Policy & Resources								
Resources	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Corporate Management	341,741	341,741	341,741	458,689	570,134	228,393	111,445	The variance reflects an increase in external audit fees arising from the build back work required as a result of disclaimed audit opinions in prior years
Major Incident Planning	118,836	118,836	122,531	122,531	116,512	(6,019)	(6,019)	The variance is due to a staff vacancy during the year
UK Shared Prosperity Fund	0	0	0	0	0	0	0	Project externally funded
West Herts Crematorium	0	0	0	0	0	0	0	All in year costs are recharged at year end
Miscellaneous Income & Expend	(1,224,500)	(1,224,500)	(1,846,200)	(1,519,610)	(1,390,261)	455,939	129,349	The variance is a combination of miscellaneous historic expenditure arising in the latter part of the year and budgeted efficiency savings which have been removed from future years budgets
Non Distributed Costs	59,000	59,000	59,000	59,000	59,764	764	764	Minor variation to forecast
Director Of Finance	140,418	140,418	145,963	145,963	144,709	(1,254)	(1,254)	Minor variation to forecast
Learning & Development	0	0	87,040	87,040	74,280	(12,760)	(12,760)	Budget carry forward requests totalling £10,112 have been made to support staff day and training requests in 2026/27
Miscellaneous Properties	(76,958)	(76,958)	(65,517)	(52,517)	(75,488)	(9,971)	(22,971)	The variance is an underspend on Repairs and Maintenance, a carry forward request of £20,650 has been received to enable delayed works to take place in 2026/27
Office Services	190,810	190,810	186,910	204,910	201,471	14,561	(3,439)	Minor variation to forecast
Asset Management - Property Services	971,951	971,951	978,589	978,589	874,542	(104,047)	(104,047)	The variance includes an underspend on salaries due to a vacancy within the team during the year, Repairs and Maintenance due to works being delayed. Budget carry forwards totalling £99,325 have been requested for works at Sarratt Surgery and Baldwins Lane, scoping works at Rickmansworth Town Centre and soft market testing for the parking strategy in South Oxhey
Finance Services	454,868	454,868	530,577	539,507	539,485	8,908	(22)	Minor variation to forecast
Council Tax Collection	348,753	348,753	316,257	316,257	329,330	13,073	13,073	The variance is due to the use of consultancy
Benefits & Allowances	723,791	723,791	723,521	723,521	723,521	0	0	
NNDR	62,213	62,213	68,405	68,405	51,417	(16,988)	(16,988)	The variance is due to an underspend on Professional Fees - Consultancy
Revs & Bens Management	43,659	43,659	48,526	48,526	47,348	(1,178)	(1,178)	Minor variation to forecast
Fraud	90,706	90,706	60,022	60,022	59,841	(181)	(181)	Minor variation to forecast
Garages & Shops Maintenance	(1,372,320)	(1,372,320)	(1,368,580)	(1,276,580)	(1,258,361)	110,219	18,219	The variance is due to a reduction in income on shops due to a property in Baldwins lane that we were unable to charge rent for as the result of a leak. The issue has now been rectified and a new tenant will be moving in shortly
Chief Executive	200,340	259,653	265,923	265,923	243,041	(22,882)	(22,882)	A budget carry forward totalling £20,828 has been requested for ongoing Organisational Development in 2026/27

Resources	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Investment Properties	(982,225)	(982,225)	(1,017,356)	(1,017,356)	(1,128,458)	(111,102)	(111,102)	The variance is due to backdated income following rent negotiations and an underspend on professional fees. A budget carry forward request has been received for £47,500 for consultancy advice in 2026/27
Performance Mgt & Scrutiny	79,684	79,684	86,336	86,336	87,547	1,211	1,211	Minor variation to forecast
Debt Recovery	236,156	236,156	286,282	286,282	276,367	(9,915)	(9,915)	The variance is due to an underspend on Professional Fees - Consultancy
Associate Director Strategy, Partnerships & Housing	118,697	118,697	128,365	128,365	127,503	(862)	(862)	Minor variation to forecast
Local Government Reorganisation	0	0	0	0	0	0	0	
Three Rivers House	340,898	340,898	322,803	320,503	323,400	597	2,897	Minor variation to forecast
Basing House	(10,140)	(10,140)	(8,496)	(23,119)	(22,738)	(14,242)	381	Minor variation to forecast
Oxhey Drive	10,250	10,250	10,250	10,250	9,760	(490)	(490)	Minor variation to forecast
Wimbledon	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	0	0	
Officers' Standby	6,140	6,140	6,140	6,140	6,140	0	0	
Vacancy Provision	(180,000)	(180,000)	0	0	0	0	0	
Finance Client	15,998	15,998	33,049	35,144	35,392	2,343	248	Minor variation to forecast
Business App Maintenance	257,875	257,875	257,875	257,875	245,334	(12,541)	(12,541)	The variance is due to the use of grant funding
ICT Client	862,308	862,308	862,308	862,308	885,855	23,547	23,547	The variance is due to the increased cost of shared service recharge from Watford Borough Council
Internal Audit Client	55,968	55,968	55,968	55,968	60,785	4,817	4,817	Minor variation to forecast
Council Tax Client	(126,879)	(126,879)	(126,879)	(126,879)	(126,879)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Client	(470,660)	(470,660)	(470,660)	(470,660)	(470,660)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Nndr Cost Of Collection	(107,090)	(107,090)	(107,090)	(107,090)	(107,090)	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Fraud Client	2,690	2,690	0	0	0	0	0	Cost centre no longer used
Insurances	542,520	542,520	642,520	642,520	479,773	(162,747)	(162,747)	The variance is due to the recovery of prior year insurance recharges and forecast spend which did not materialise
Debt Recovery Client Acc	(6,140)	(6,140)	(6,140)	(6,140)	(575)	5,565	5,565	The variance is due to an underachievement of debt recovery fees
Benefits New Burden	0	0	0	0	0	0	0	
Benefits DHP	0	0	0	0	0	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
Benefits Non Hra	1,020	1,020	1,020	1,020	1,020	0	0	Final Collection Fund and Housing Benefit entries being completed. Balanced against earmarked reserves.
HR Client	375,171	375,171	298,331	298,331	334,339	36,008	36,008	The variance is due to efficiency savings budgeted but not delivered in year, lower than forecast income recovery and increased cost of shared service costs from Watford Borough Council
Contingency	471,651	696,651	168,328	168,328	0	(168,328)	(168,328)	A carry-forward has been requested against potential additional costs in 2026/27
Total	2,067,200	2,351,513	1,577,662	2,138,302	1,828,100	250,438	(310,202)	

Leader	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Register Of Electors	36,800	36,800	36,800	36,800	43,359	6,559	6,559	The variance includes additional staffing costs and printing and stationery costs for postal votes
District Elections	76,320	76,320	42,883	5,635	6,830	(36,053)	1,195	Minor variation to forecast
Customer Service Centre	1,014,348	1,014,348	1,008,076	1,008,076	989,142	(18,934)	(18,934)	The variance is due to staff vacancies during the year
Democratic Representation	341,951	341,951	363,226	363,226	353,750	(9,476)	(9,476)	The variance is due to a change in the structure of Lead Members
Customer Contact Programme	68,453	68,453	97,503	88,503	83,712	(13,791)	(4,791)	Minor variation to forecast
Head of Communications, Customer and Culture	103,464	103,464	106,799	106,799	106,798	(1)	(1)	Minor variation to forecast
Communication	378,971	382,171	351,697	351,697	355,425	3,728	3,728	Minor variation to forecast
Legal Practice	457,870	457,870	552,425	552,425	513,038	(39,387)	(39,387)	The variance is due to an underspend on salaries due to vacancies in the team during the year
Committee Administration	185,754	185,754	183,779	184,599	187,047	3,268	2,448	Minor variation to forecast
Elections & Electoral Regn	153,595	153,595	164,314	164,314	166,633	2,319	2,319	Minor variation to forecast
Parish Elections	0	0	0	0	0	0	0	
County Elections	0	0	14,592	14,592	14,592	0	0	
Parliamentary Elections	0	0	0	0	0	0	0	
Referendums	0	0	0	0	0	0	0	
Police Commissioner Election	0	0	0	0	0	0	0	
Total	2,817,526	2,820,726	2,922,094	2,876,666	2,820,326	(101,768)	(56,340)	
Total Policy and Resources	4,884,726	5,172,239	4,499,756	5,014,968	4,648,427	148,671	(366,541)	
Total All Committees	12,419,312	12,851,157	12,232,201	12,896,928	12,170,069	(62,132)	(726,859)	
Corporate Costs	Original Budget 2025/26 £	Original Budget Plus 2024/25 Carry Forwards £	Latest Budget 2025/26 £	Previous Forecast 2025/26 £	Actuals 2025/26 £	Variation to Latest Budget £	Variation to Forecast £	Officer Comments
Interest Earned	(1,110,000)	(1,110,000)	(1,720,000)	(1,720,000)	(1,777,456)	(57,456)	(57,456)	Due to interest rates remaining high, the Council has been able to generate more income from investing cash balances.
Interest Paid	755,266	755,266	854,664	854,664	855,522	858	858	Minor variation to forecast
Parish Precepts	2,612,285	2,612,285	2,612,285	2,612,285	2,612,285	0	0	
Total Corporate Costs	2,257,551	2,257,551	1,746,949	1,746,949	1,690,351	(56,598)	(56,598)	
Grand Total	14,676,863	15,108,708	13,979,150	14,643,877	13,860,419	(118,731)	(783,458)	

Carry forward requests into 2026/27

Cost Centre Description	Cost Centre Code	Reason for Carry Forward Request	Amount Requested £	Underspend £
Chief Executive	1261	Ongoing Organisational Development in 2026/27	20,828	22,882
Sustainable Travel Schemes	1408	Monies remaining and these are the only budgets available for sustainable transport maintenance	5,057	5,057
Decriminalised Parking	1400	Professional fees - consultancy underspend, however future work identified in the 26/27 programme	53,000	106,245
Community Safety	1227	To carry forward unspent grants and contributions towards initiatives for Community Safety Priorities, including Community Support Service and Safer Street to be spent in 26/27	39,575	39,575
Community Development	1216	To carry forward unspent grants and contributions to support the Connecting Three Rivers Community grants in 2026/27	851	851
Community and Leisure Grant	1498	To carry forward unspent grants and contributions to support Community grants in 2026/27, due to the use of UK Shared Prosperity Fund in 2025/26	15,200	15,200
Energy Efficiency	1228	Costs in 2025/26 recovered in year from external grant funding. Carry over will enable grant programme for residents to continue into 2026/27	18,400	18,400
Climate Change and Sustainability Projects	1240	Climate Change costs in 2025/26 recovered in year from external grant funding. Carry over will enable programme to continue into 2026/27	20,310	54,931
		Green & Bio-Diversity Project costs in 2025/26 recovered in year from external grant funding. Carry over will enable projects to continue into 2026/27	32,181	54,931
Learning & Development	1225	Requested carry forward of unspent training budget to support future training requests	9,112	12,760
		Requested carry forward of unspent staff day budget to support staff day in 2026/27	1,000	12,760
Watersmeet	1455	Programme of works on Fire Doors to be carried out during 2026/27	14,000	14,000
Aquadrome	1489	Asbestos Management Plan - Due to scoping works for the Lottery bid the scheduled site pick was delayed - Will be completed in April 2026	14,316	14,316
Asset Management - Property Services	1238	Works to Sarratt Surgery and Baldwins Lane have not completed due to the need for additional surveys. Will progress in April 2026	59,325	104,047
		Scoping works at Rickmansworth Town Centre underway, which will identify required works in 2026/27	10,000	104,047
		Soft market testing is underway in South Oxhey, which will inform the parking strategy, due to be completed over the summer 2026	30,000	114,435
Miscellaneous Properties	1235	Works due in March delayed and will now take place in April/May 2026	20,650	20,971
Investment Properties	1263	To carry forward unspent consultancy fees budget for use in 2026/27	47,500	111,102
Contingency	3272	To carry forward unspent salary contingency from 2025/26 to be held against the peer review action plan implementation and additional staffing costs and associated risks.	168,328	168,328
			579,633	

Medium Term Financial Plan 2025/26 – 2028/29

Funding	2025/26					2026/27	2027/28	2028/29
	Original	Original Budget plus Carry Forwards from 2024/25	Latest Budget	Previous Forecast	Outturn	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)
<i>Parish Precepts (£)</i>	(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	Outturn	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Committee - Net Cost Of Services								
General Public Services and Community Engagement	6,030,333	6,106,130	5,973,170	6,004,235	5,797,102	6,429,403	6,381,875	6,234,729
Climate Change and Leisure	1,504,253	1,572,788	1,759,275	1,877,725	1,724,540	1,883,713	1,850,448	1,720,747
Policy and Resources	4,884,726	5,172,239	4,499,756	5,014,968	4,648,427	4,826,739	5,616,945	6,038,606
Carry Forward Requests	0	0	0	0	0	579,633	0	0
Sub-Total	12,419,312	12,851,157	12,232,201	12,896,928	12,170,069	13,719,488	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	855,522	804,693	1,137,800	1,244,800
Interest Received	(1,110,000)	(1,110,000)	(1,720,000)	(1,720,000)	(1,777,456)	(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	1,690,351	2,257,057	2,697,620	2,863,210
Net Expenditure	14,676,863	15,108,708	13,979,150	14,643,877	13,860,419	15,976,545	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	(306,384)	358,343	(425,115)	830,457	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	(306,384)	358,343	(772,702)	830,457	258,901	308,544

Please note that the use of reserves in 2026/27 includes the carry forwards of £579,633 from 2025/26

Capital Programme 2025/26 - 2028/29

General Public Services and Community Engagement											
Community Partnerships	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£		£	£	£	
Capital Grants & Loans	20,000	20,000	13,000	12,142.73	(857)	20,000	0	20,000	20,000	20,000	Small underspend reported
Community CCTV	6,000	0	0	0	0	3,236	0	3,236	6,000	6,000	No budget for 2025/26
Sub-total Community Partnerships	26,000	20,000	13,000	12,142.73	(857)	23,236	0	23,236	26,000	26,000	
Economic Development and Planning Policy	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£		£	£	£	
Listed Building Grants	2,500	2,500	0	0	0	2,500	0	2,500	2,500	2,500	Budget not required in 2025/26
CIL Community Grants	0	1,362,403	1,982,603	597,750.00	(1,384,853)	0	1,384,853	1,384,853	0	0	Rephasing required into 2026/27 to pay 2025/26 approved CIL community grants when called upon to do so.
Sub-total Economic Development and Planning Policy	2,500	1,364,903	1,982,603	597,750.00	(1,384,853)	2,500	1,384,853	1,387,353	2,500	2,500	
Housing, Public Health and Wellbeing	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£		£	£	£	
Disabled Facilities Grant	586,000	678,443	825,485	820,207.70	(5,277)	825,485	5,277	830,762	825,485	825,485	Rephasing required due to the delay in completion of adaptation works
Home Repairs Assistance	2,000	2,000	0	0	0	2,000	0	2,000	2,000	2,000	Budget not required in 2025/26
Sub-total Housing, Public Health and Wellbeing	588,000	680,443	825,485	820,207.70	(5,277)	827,485	5,277	832,762	827,485	827,485	
Public Services	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£		£	£	£	
Transport and Infrastructure	279,000	344,171	98,171	77,347.28	(20,824)	424,000	20,800	444,800	179,000	179,000	Rephasing required for projects identified for 2026/27 including cycling and walking schemes following adoption of LCWIP, Ebury Way improvements and verge hardening schemes.
Disabled Parking Bays	2,500	2,500	3,500	3,453.27	(47)	2,500	0	2,500	2,500	2,500	Small underspend reported
Waste Plant & Equipment	25,000	32,070	32,070	7,284.75	(24,785)	25,000	24,785	49,785	25,000	25,000	Rephasing required as tender returns did not meet specification. A re-tender will occur in 2028/27
Waste Services Depot	0	147,257	147,257	147,808.42	551	0	0	0	0	0	Budget is fully spent
EV Charging Points	0	535,938	535,938	366,559.33	(169,379)	0	169,379	169,379	0	0	Rephasing required. EV project is nearing completion. Last sites to be finalised in 2026/27
Controlled Parking	25,000	49,144	49,144	33,220.53	(15,923)	25,000	15,923	40,923	25,000	25,000	Rephasing required. Ongoing parking schemes consulted upon, due for implementation in 2026/27 including Chorleywood, Rickmansworth West (revisions) and Rickmansworth review
Replacement Bins	54,000	54,000	136,753	125,741.00	(11,012)	45,000	11,012	56,012	115,000	115,000	Rephasing required for purchase of replacement bins in 2026/27
Waste & Recycling Vehicles	1,045,000	1,063,000	880,686	880,685.82	(0)	860,525	0	860,525	800,000	800,000	Budget is fully spent
Car Park Restoration	250,000	313,131	313,131	308,018.35	(5,113)	250,000	5,113	255,113	250,000	250,000	Rephasing required as contingency on works commissioned has only just been released - this will accelerate the programme in place for future years
Estates, Paths & Roads	47,000	47,000	47,000	44,425.92	(2,574)	20,000	2,574	22,574	20,000	20,000	Rephasing required as scheduled works to Northway were delayed due to the inclement weather - will be completed early April 2026
TRDC Footpaths & Alleyways	225,000	251,413	251,413	254,598.63	3,186	210,000	(3,186)	206,814	220,000	215,000	Rephasing required 2026/27 into 2025/26 due to additional works in Abbots Langley at CILrs request
Sub-total Public Services	1,952,500	2,839,624	2,495,063	2,249,143.30	(245,920)	1,862,025	246,400	2,108,425	1,636,500	1,631,500	
Total General Public Services and Community Engagement	2,569,000	4,904,970	5,316,151	3,679,243.73	(1,636,907)	2,715,246	1,636,530	4,351,776	2,492,485	2,487,485	

Climate Change and Leisure											
Leisure	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£	£	£	£	£	
Aquadrome Bridge Replacement	0	438,740	438,740	495,548.05	56,808	0	21,975	21,975	0	0	Rephasing required to complete the CIL agreed project at Rickmansworth Aquadrome. The additional costs from 2025/26 have been met using the settlement agreed from Beaver Bridges
Leavesden Country Park Gate	0	17,191	9,284	9,284.39	0	0	0	0	0	0	Project Complete
Watersmeet Electrical	0	138,443	79,443	0.00	(79,443)	59,000	79,443	138,443	0	0	Rephasing required to enable project to be completed in 2026/27
Watersmeet Fire Doors	75,400	75,400	67,400	0.00	(67,400)	8,000	67,400	75,400	0	0	Rephasing required to enable project to be completed in 2026/27
Scotsbridge-Chess Habitat	0	8,190	0	0.00	0	8,190	0	8,190	0	0	
Open Space Access Improvements	60,000	118,320	125,320	24,871.81	(100,448)	60,000	100,448	160,448	60,000	60,000	Rephasing required to support open space access improvements in parks and open spaces across Three Rivers, this includes a new authorised vehicles access gate for Rickmansworth Aquadrome
Improve Play Area-Future Schemes	120,000	211,238	241,238	184,446.41	(56,792)	120,000	56,792	176,792	120,000	120,000	Rephasing required to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Aquadrome-Whole Life Costing	11,000	11,000	39,090	39,090.38	0	11,000	0	11,000	11,000	11,000	Budget is fully spent
Replacement Ground Maintenance Vehicles	696,800	696,800	696,800	0.00	(696,800)	540,000	696,800	1,236,800	540,000	540,000	Rephasing required as tender returns did not meet specification. A re-tender will occur in 2026/27
Watersmeet-Whole Life Costing	20,000	31,303	31,303	21,864.86	(9,438)	20,000	9,438	29,438	20,000	20,000	Rephasing required as full programmes of work are yet to be carried out
Pavilions-Whole Life Costing	11,000	12,984	480	480.00	0	23,504	0	23,504	11,000	11,000	Budget is fully spent
Heritage & Parks Enhancement Programme	0	0	0	0.00	0	150,000	0	150,000	150,000	0	No budget in 2025/26
Sub-total Leisure	994,200	1,759,609	1,729,098	775,585.90	(953,512)	999,694	1,032,296	2,031,990	912,000	762,000	
Sustainability and Climate											
	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£	£	£	£	£	
UK Shared Prosperity	0	0	60,401	60,401.00	0	0	0	0	0	0	Budget fully spent
Sustainability Schemes	500,000	500,000	500,000	203,940.99	(296,059)	500,000	296,059	796,059	500,000	500,000	Rephasing required due to rolling programme of works for which business cases are under development as part of delivery of the councils sustainability and climate change strategy
Cemetery-Whole Life Costing	72,342	72,342	72,342	24,957.13	(47,385)	5,000	47,385	52,385	5,000	5,000	Rephasing required as works to the Old Chapel Chorleywood have proved more extensive than originally scoped. Will not be completed until April 2026
Sub-total Sustainability and Climate	572,342	572,342	632,743	289,299.12	(343,444)	505,000	343,444	848,444	505,000	505,000	
Total Climate Change and Leisure	1,566,542	2,331,951	2,361,841	1,064,885.02	(1,296,956)	1,504,694	1,375,740	2,880,434	1,417,000	1,267,000	

Policy and Resources											
Leader and Resources	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£	£	£	£	£	
Professional Fees-Internal	157,590	157,590	0	0.00	0	0	0	0	0	0	Budget no longer required
Election Equipment	6,000	6,000	7,560	7,560.00	0	4,440	0	4,440	6,000	6,000	Budget is fully spent
Members' IT Equipment	0	0	0	0.00	0	48,780	0	48,780	0	0	No budget for 2025/26
Rickmansworth Work Hub	0	3,200	0	0.00	0	3,200	0	3,200	0	0	No budget for 2025/26
ICT-Managed Project Costs	60,000	188,471	157,354	90,977.46	(66,377)	60,000	66,377	126,377	60,000	60,000	Rephasing required due to anticipated work for LGR
ShS-Hardware Replace Prog	40,000	40,000	0	0.00	0	80,000	0	80,000	40,000	40,000	No budget for 2025/26
Garage Improvements	150,000	178,538	128,538	75,955.31	(52,583)	200,000	52,583	252,583	150,000	150,000	Rephasing required to enable delayed works to be carried out in 2026/27
ICT Website Development	0	11,000	11,000	1,975.00	(9,025)	0	9,025	9,025	0	0	Rephasing required as there is likely to be additional work required on the website in relation to LGR, which will necessitate support from the supplier.
ICT Hardware Replacement Prog	45,000	169,824	200,941	200,941.01	0	45,000	0	45,000	45,000	45,000	Budget is fully spent
TRH Whole Life Costing	270,000	406,949	346,949	314,853.81	(32,095)	230,000	32,095	262,095	170,000	170,000	Rephasing required as the Access Control System upgrade has not completed - Will be finalised in early April 2026
Basing House-Whole Life Costing	67,914	67,914	1,000	1,000.00	0	66,914	0	66,914	60,000	60,000	Budget is fully spent
Business Application Upgrade	90,000	130,000	130,000	14,150.68	(115,849)	90,000	115,849	205,849	90,000	90,000	Rephasing required due to anticipated work for LGR
Temporary Accommodation - All Sites	0	0	60,000	12,486.00	(47,514)	0	47,514	47,514	0	0	Rephasing required as we are waiting for a list of works from WCHT in relation to Lincoln Drive
Three Rivers House Transformation	0	12,412	42,142	42,142.00	0	0	0	0	0	0	Budget is fully spent
Sub-total Leader and Resources	886,504	1,371,898	1,085,484	762,041.27	(323,443)	828,334	323,443	1,151,777	621,000	621,000	
Major Projects											
Major Projects	Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	Outturn	Outturn to Latest Budget Variance	Latest Budget 2026/27	Rephasing from 2025/26	Proposed 2026/27	Latest Budget 2027/28	Latest Budget 2028/29	Comments
	£	£	£	£	£	£	£	£	£	£	
South Oxhey Parking	500,000	500,000	500,000	0.00	(500,000)	0	500,000	500,000	0	0	Rephasing required as the parking study is due to take place summer 2026, which will inform the parking strategy for this area
Property Investment Board	0	0	0	50,000.00	50,000	0	0	0	0	0	Initial costs of housing joint venture schemes that are not fundable by LAHF but will be charged against future schemes once they are approved
Local Authority Housing Fund	0	5,720,103	16,674,103	5,678,913.44	(10,995,190)	2,250,000	10,995,190	13,245,190	0	0	Rephasing required in order to deliver the new housing as part of the LAHF delivery of the Garage Sites and purchase of additional properties
Sub-total Major Projects	500,000	6,220,103	17,174,103	5,728,913.44	(11,445,190)	2,250,000	11,495,190	13,745,190	0	0	
Total Policy and Resources	1,386,504	7,592,001	18,259,587	6,490,954.71	(11,768,632)	3,078,334	11,818,633	14,896,967	621,000	621,000	
Total Capital Programme	5,522,046	14,828,922	25,937,579	11,235,083.46	(14,702,496)	7,298,274	14,830,903	22,129,177	4,530,485	4,375,485	

List of capital schemes to be rephased to 2026/27

Scheme	£	Comment
ICT Website Development	9,025	Rephasing required as there is likely to be additional work required on the website in relation to LGR, which will necessitate support from the supplier.
Transport and Infrastructure	20,800	Rephasing required for projects identified for 2026/27 including cycling and walking schemes following adoption of LCWIP, Ebury Way improvements and verge hardening schemes.
Waste Plant & Equipment	24,785	Rephasing required as tender returns did not meet specification. A re-tender will occur in 2026/27
Replacement Bins	11,012	Rephasing required for purchase of replacement bins in 2026/27
Replacement Grounds Maintenance Vehicles	696,800	Rephasing required as tender returns did not meet specification. A re-tender will occur in 2026/27
EV Charging Points	169,379	Rephasing required. EV project is nearing completion. Last sites to be finalised in 2026/27
Controlled Parking	15,923	Rephasing required. Ongoing parking schemes consulted upon, due for implementation in 2026/27 including Chorleywood, Rickmansworth West (revisions) and Rickmansworth review
Sustainability Schemes	296,059	Rephasing required due to rolling programme of works for which business cases are under development as part of delivery of the councils sustainability and climate change strategy
Car Park Restoration	5,113	Rephasing required as contingency on works commissioned has only just been released - this will accelerate the programme in place for future years
TRDC Footpaths & Alleyways	(3,186)	Rephasing required 2026/27 into 2025/26 due to additional works in Abbots Langley at CILrs request
CIL Community Grants	1,384,853	Rephasing required into 2026/27 to pay 2025/26 approved CIL community grants when called upon to do so.
Disabled Facilities Grant	5,277	Rephasing required due to the delay in completion of adaptation works
Aquadrome Bridge Replacement	21,975	Rephasing required to complete the CIL agreed project at Rickmansworth Aquadrome
Watersmeet Electrical	79,443	Rephasing required to enable project to be completed in 2026/27
Watersmeet Fire Doors	67,400	Rephasing required to enable project to be completed in 2026/27
Open Space Access Improvements	100,448	Rephasing required to support open space access improvements in parks and open spaces across Three Rivers, this includes a new authorised vehicles access gate for Rickmansworth Aquadrome
Improve Play Area -Future Schemes	56,792	Rephasing required to complete the agreed Ebury play space project at Rickmansworth Aquadrome
Watersmeet- Whole Life Costing	9,438	Rephasing required as full programmes of work are yet to be carried out
ICT - Managed Service - Project Costs	66,377	Rephasing required due to anticipated work for LGR
Garage Improvements	52,583	Rephasing required to enable delayed works to be carried out in 2026/27
Estates, Paths & Roads	2,574	Rephasing required as scheduled works to Northway were delayed due to the inclement weather - will be completed early April 2026
Cemetery Whole Life Costing	47,385	Rephasing required as works to the Old Chapel Chorleywood have proved more extensive than originally scoped. Will not be completed until April 2026
Temporary Accommodation - All Sites	47,514	Rephasing required as we are waiting for a list of works from WCHT in relation to Lincoln Drive
TRH Whole Life Costing	32,095	Rephasing required as the Access Control System upgrade has not completed - Will be finalised in early April 2026
Business Application Upgrade	115,849	Rephasing required due to anticipated work for LGR
Sub Total	3,335,713	

Major Projects	£	Comment
South Oxhey Parking	500,000	Rephasing required as the parking study is due to take place summer 2026, which will inform the parking strategy for this area
Local Authority Housing Fund	10,995,190	Rephasing required in order to deliver the new housing as part of the LAHF delivery of the Garage Sites and purchase of additional properties
Total	14,830,903	

Capital Funding 2025/26 – 2028/29

Capital Programme	2025/26			2026/27	2027/28	2028/29
	Original Budget	Latest Budget	Outturn	Forecast	Forecast	Forecast
	£	£	£	£	£	£
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,396,500)	(1,396,500)	(1,396,500)	(1,459,829)	(1,459,829)	(1,459,829)
Section 106 Contributions	(2,479,701)	(2,479,701)	(2,479,701)	(3,264,769)	(2,514,769)	(2,514,769)
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	(4,964,692)	(4,964,692)	(4,964,692)	(4,724,598)	(3,974,598)	(3,974,598)
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(678,443)	(883,536)	(825,485)	(825,485)	(825,485)
Section 106 Contributions	0	0	(785,068)	0	0	0
Capital Receipts Reserve	(1,000,000)	(1,000,000)	(1,709,289)	(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)	(116,296)	0	0	0
Total Generated	(1,702,500)	(5,016,543)	(6,715,789)	(2,823,235)	(1,825,485)	(1,825,485)
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	678,443	820,207	825,485	825,485	825,485
Section 106 Contributions	0	0	0	750,000	0	0
CIL Contributions	0	3,028,599	1,452,393	1,576,207	0	0
Capital Receipts Reserve	1,000,000	1,000,000	1,709,289	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	116,296	0	0	0
Borrowing	3,819,546	16,803,946	2,826,808	16,979,735	2,705,000	2,550,000
Total Use of Funding	5,522,046	25,937,579	11,235,083	22,129,177	4,530,485	4,375,485
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,396,500)	(1,396,500)	(1,459,829)	(1,459,829)	(1,459,829)	(1,459,829)
Section 106 Contributions	(2,479,701)	(2,479,701)	(3,264,769)	(2,514,769)	(2,514,769)	(2,514,769)
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	(4,964,692)	(3,876,201)	(4,724,598)	(3,974,598)	(3,974,598)	(3,974,598)
Total Expenditure Capital Investment Programme	5,522,046	25,937,579	11,235,083	22,129,177	4,530,485	4,375,485

Key Financial Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates	Comments on last risk review
Apr-05	FIN01	Head of Finance	Operational	Insufficient staff	As the Council becomes more complex in its financial arrangements, key skills become more important. LGR results in staff retention and recruitment difficulties	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary. Once new structure for LGR is known, increased cooperation between partner district/boroughs.	Head of Finance	2	3	6	↑	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 contains smart objectives including objectives related to career development and identification of training needs and opportunities.	Chief Executive/ Director of Finance	Continuous	
Apr-05	FIN02	Head of Finance	Operational	Total failure of ICT	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	
Apr-05	FIN03	Head of Finance	Operational	Loss of accommodation	Inability to provide services due to access to accommodation being prevented	2	2	4	With all staff able to work from home, this risk becomes less critical. Ensure Business Continuity Plan is kept up to date.	Head of Finance	1	1	1		Review Business Continuity Plan	Head of Finance	Continuous	
Apr-11	FIN04	Head of Finance	Operational	Fraudulent activity	The Council experiences loss of resources as a result of a mistake, misadministration or fraud	2	3	6	Effective financial procedure rules, internal audit review and fraud prevention. Reconciliations carried out.	Head of Finance	2	2	4		Review Financial Procedure Rules. Improve effectiveness of reconciliations.	Head of Finance	Continuous	
Sep-15	ST07	Director of Finance	Strategic	The Medium term financial position worsens.	The Council has set its budget for 2026/27 and beyond. The budget is balanced across the Medium Term Financial Plan, with the final year of the MTFP as a baseline for the unitary authority. LGR will bring additional risks in terms of transitional costs and the final year of the MTFP will be under new unitary authority. Pressures are emerging around the cost of planning appeals as well as fuel costs as a result of the war in Iran.	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 CPFA 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 and there is contingency provision for pay awards.	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. Pressure on fuel budgets due to Iran war. Inflation remains above forecast levels.	3	3	9	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	6	The Council has a Treasury Management Strategy which is reviewed annually. The Council is looking to lend out over a longer period to maximise the benefit from temporary higher rates.	Head of Finance	3	2	6	→	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	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 votable expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs. This is mitigated by close monitoring of exempt supplies and prudent VAT planning. The Council elects to tax on development schemes.	2	4	6	6	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. MTFP agreed for next three years.	2	2	4	4	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	1	2	↓	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	6	Council procedures are adhered to. These will be reviewed in respect of member organisation and advice issued.	Solicitor to the Council	2	2	4	→	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	Hertfordshire decided not to form a pool for 2026/27 due to the impact of the business rate reset. The local government settlement confirmed baseline funding for the three year spending review period.	2	2	4	4	Maintain reserves against risk.	Head of Finance	2	1	2	↓	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
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	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	6	Oversight mechanisms to be 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

This page is intentionally left blank

**POLICY AND
RESOURCES
COMMITTEE
29/06/2026**

**POLICY AND RESOURCES COMMITTEE
29 JUNE 2026**

PART I

**CIL SPENDING APPLICATIONS – JANUARY 2026 APPLICATIONS
(DoF)**

1 Summary

1.1 This report seeks to allocate a total of £457,348 for 3 infrastructure projects from the CIL application process (January - June 2026) to support growth in Three Rivers.

1.2 The 3 applications received for funding are:

- £47,298 for Croxley Guild of Sports and Social Club Croxley Bowls Club - Improvements to Clubhouse, access to Bowling Green and provision of a shelter.
- £363,000 for Chorleywood Common Youth Football Club (CCYFC) - Refurbishment of Current Pavilion.
- £47,050 for One YMCA - MUGA and 3G Pitch Refurbishment.

1.3 In addition, 2 further CIL funding requests received were not considered eligible for CIL funding. Further details are below at paragraph 3.4.

2 Recommendation

- That Members approve CIL funding for the following schemes detailed in Table 1 of this report and summarised in the table below for 2026/2027:

Applicant & Project Name	Infrastructure	CIL Amount
Croxley Guild Bowls Club, Croxley Guild of Sport, The Green, Croxley Green, Rickmansworth. WD3 3HT	Improvements to Clubhouse and access to Bowling Green and provision of a shelter	£47,298
Chorleywood Common Youth Football Club (CCYFC) Lady Ela Drive, Chorleywood, WD3 5SL	Refurbishment of Current Pavilion	£363,000

<p>One YMCA Woodlands Community Hub in Leavesden Country Park</p> <p>College Road Abbots Langley Hertfordshire WD5 0GU</p>	MUGA and 3G Pitch Refurbishment	£47,050

- The final funding and implementation of the 3 agreed projects is delegated to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to determine to enable the agreed projects to be progressed and implemented.

3 Details

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

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

3.3 Since the introduction of the CIL Charging Schedule in April 2015 a total of £15,013,037 has been collected.

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

3.5 This report relates only to the Main CIL Pot which, as of 31 March 2026, amounts to a balance just under £6 million for infrastructure projects going forward.

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

3.7 What can CIL be spent on?

3.8 Regulation 59 of the CIL Regulations states:

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

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

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

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

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

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

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

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

4 Applications for CIL Funds

4.1 The first CIL funding application period for 2026 commenced on the 1 January 2026 and was open for 6 weeks, during the application window 5 CIL applications were received. These were assessed in line with the Governance arrangements agreed at P&R Committee in November 2025: [governance report](#) .

4.2 Funding application costs referenced in this report exclude VAT.

4.3 This report details and seeks approval for 3 applications to be progressed (Spending Application forms are contained in the appendices). Details are provided for reference in the next paragraph on the 2 applications which are not progressing.

¹ Infrastructure List was the Regulation 123 List adopted by the Council but now replaced

by the Annual Infrastructure Funding Statement as a result of changes to the CIL Regulations. The Annual Infrastructure Funding Statement is published in December each year on the Council's web site <https://www.threerivers.gov.uk/services/planning/community-infrastructure-levy#CIL%20reports>

4.4 Details for the 2 unsuccessful applications and the reasons why they were not progressed:

Applicant	Infrastructure	CIL Amount (Excluding VAT)	Reason unsuccessful
Christ Church Chorleywood C of E School	Playground Project	£107,144 requested	<p>Not considered strategic infrastructure.</p> <p>Part of the proposal would require planning permission, which had not been sought.</p> <p>Insufficient evidence of support from the broader community to demonstrate wider local benefit.</p> <p>Officers do not consider this benefit extends beyond the school community as the playground would not be accessible to the public.</p> <p>Conclusion: the nature of the project is not CIL eligible.</p>
Watford & Three Rivers Trust Dig Deep	Transforming derelict space into a garden.	£151,821 requested	<p>Planning permission is required for the log cabin and potentially other structures. Consideration through a planning application is necessary to assess impact of the structures and any increased use of the site.</p> <p>There is no current lease in place. Property Services are</p>

			<p>working with W3RT to agree a new lease for the site.</p> <p>Conclusion: the application is currently not able to be progressed. Officers are continuing discussions with the applicant.</p>
--	--	--	--

4.5 The 3 applications below requested CIL funding for strategic infrastructure projects. The table below provides a brief summary with the full details of each application at paragraphs 3.6-3.9.

4.6 Table 1:

Applicant	Infrastructure	Total Cost of Project (Excluding VAT)	Additional Funding Identified	CIL Amount Agreed (Excluding VAT)	Year funds required
Croxley Guild Bowls Club, Croxley Guild of Sport, The Green, Croxley Green, Rickmansworth. WD3 3HT	Improvements to Clubhouse and access to Bowling Green and provision of a shelter	£62,298	CG Parish Council - £15,000 Sports England £15,000	£47,298	2026/2027
Chorleywood Common Youth Football Club (CCYFC) Lady Ela Drive, Chorleywood, WD3 5SL	Refurbishment of Current Pavilion	£417,754	HS2 Grant - £72,000 Personal Donation From TJ - £20,000 Member Crowdfunding - £10,000 Club Reserves- £20,000 Business Contribution - £5,000 Football Foundation- £25,000 (awaiting CIL outcome to restart application)	£363,000	2026/2027
One YMCA Woodlands Community Hub in Leavesden Country Park College Road Abbots Langley Hertfordshire WD5 0GU	MUGA and 3G Pitch Refurbishment	£54,550	Sport England - £15,000 Abbots Langley Parish -£2,700	£47,050	2026/2027

4.7 Details

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

3.7.1 **A) Croxley Guild Bowls Club - Accessibility, sustainability and community wellbeing improvements through refurbishment of the clubhouse, provision of a shelter (pergola) and improved accessibility to the green, clubhouse and changing rooms.**

3.7.2 Croxley Guild Bowls Club have applied for £47,298. The total project cost is £62,298 (excluding VAT). The project aim is to refurbish the clubhouse to improve energy efficiency, provision of shelter through building a pergola for shaded seating and a community area and improvement to accessibility around the bowling green, club house and changing rooms. These improvements will facilitate improved access to the bowling club. The proposal covers the following:

- Paving: Safe, level surfaces around the green for accessibility and circulation.
- Timber Pergola: Sheltered area for players, spectators, and social events.
- Internal works involving new fire doors.
- Bicycle Hoops: Encourages sustainable travel and secure storage.

3.7.3 Founded in 1926, Croxley Guild Bowls Club offers year-round bowling for all ages and abilities, with outdoor lawn bowls in summer and short mat bowls in winter. Open seven days a week, the club provides both competitive and social opportunities which are affiliated to district, county, and national governing bodies, enabling members to play at every level, from friendly matches with local clubs to county and national competitions. The club runs Ladies, Mens, Veterans, and Junior sections, supported by a qualified coach offering training sessions. Regular "roll-up" games focus on practice, social play, and welcoming newcomers, while the annual April Open Weekend gives anyone the chance to try bowls for free. There is evidence of wider community support, West Herts Beekeepers' Association, Croxley Bridge and Cribbage Clubs and Croxley Green Community Choir are organisations use the club facilities and provided letters of support for the project. Croxley Green Parish Council and members of the bowls club also provided letters of support.

3.7.4 Croxley Guild Bowls Club currently has 99 members as follows:
5% under 60
25% between 60 and 70
60% between 70 and 80
10% between 80 and 90

3.7.5 The current Bowls users are:
3 Ladies teams
3 Men's teams
6 Mixed teams
3 Veterans team

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

£15,000 Croxley Green Parish Council – Approved
£15,000 Sport England – Approved.

3.7.7 The project will support the achievement of the Council Plan 2026-2029 which outlines the vision for Three Rivers District to continue to be a great place to live, work and visit, delivered under 4 main objectives:

- Healthy, safe and thriving communities
- A green and sustainable future
- A prosperous and vibrant district
- A well-run council

This project supports the objectives by aligning with the following Council Plan aims:

- Improving access for all ages to health facilities, leisure services and community spaces
- Working with the voluntary sector to support positive outcomes for vulnerable residents
- Actively pursue grant opportunities to fund our major projects and services
- Celebrating and investing in local culture, art and heritage
- Promoting inclusive communities and resident participation
- Ensuring the delivery of good quality, efficient and effective services for our residents

3.7.8 In summary, it is considered the application supports local leisure facilities, promotes achievement of objectives in the Council Plan and is considered deliverable. The requested CIL funding covers the aspects of work which are considered CIL compliant and match funding is proposed. It is proposed that the full request is granted.

3.8 B) For Chorleywood Common Youth Football Club (CCYFC) - refurbishment of Pavilion.

3.8.1 Chorleywood Common Youth Football Club have applied for £374,305. The total project cost is £417,754 (excluding VAT). The CIL amount proposed is £363,000 as outlined below.

3.8.2 Chorleywood Common Youth Football Club (CCYFC) applied for CIL funding for the refurbishment of this clubhouse in January 2024 and were awarded £185,903. They subsequently requested additional CIL funding, explaining that increases in construction costs and inflation meant that the original allocation was no longer sufficient. As a result, the first application was withdrawn and the applicant was advised to resubmit a new application in a future funding round to apply for the revised amount now required for the works.

3.8.3 The current project proposal includes a refurbished clubhouse with improved sustainability and accessibility to cater for the diverse community of members, including improvement to internal layout, improvements to female changing rooms and a store and café. It is the same proposal as previously submitted for CIL funding.

3.8.4 Having reviewed the new application, updated costings and the justification provided, including a review by the Property team, Officers are satisfied that the revised amounts are reasonable based on the evidence submitted. However, whilst this application originally sought £374,000 based on the average of 3 quotes the football club have identified a preferred contractor costing approx. £365,000. Officers consider it relevant to consider the quote preferred and have progressed with this quote with a slight variation to delete works not considered to be CIL eligible. As such the final CIL proposed is £363,000 towards the refurbishment of the clubhouse building.

3.8.5 The current pavilion was built in phases over 20 years ago, and is now in a state of disrepair, tired and no longer fit for purpose. When originally built, the Club only offered football to boys; it now also provides football for girls and all adults. The pavilion needs refurbishing, updating and internal layout changes to increase the building's community

utility. Additionally, it needs updating to better cater for female members. The project also allows for a new revenue flow from the club, safeguarding its financial sustainability. As well as delivering revenue through a retail cafe at the weekend, the building would be more attractive to and available for use by other community groups.

- 3.8.6 Run by volunteers, the club provides football and football related activities for all ages, abilities and genders, with 47 teams, including 10 girls' sides and male and female adult teams. There are CCYFC players playing most days and nights of the week. Additionally, they provide the opportunity for young players to become coaches and referees.
- 3.8.7 Additional funding of £152,000 for the project is being provided or anticipated to be provided by the following:
- Football Foundation £25,000 – Grant application to be restated once CIL outcome known.
 - Personal Donation from TJ £20,000 – Received
 - Member Crowdfunding £10,000 – (not yet secured – fundraising starts in spring 2026)
 - Business Contribution £5,000 donation – agreed
 - Club reserves - £20,000 – Available
 - HS2 Grant £72,000 – Approved
- 3.8.8 CCYFC has been in discussion with Development Management and planning permission has been approved for: *Construction of single storey side extension; internal alterations; alterations to fenestration; replacement windows; alterations to external materials to existing sports pavilion; installation of air source heat pump; alterations to hard standing; and associated landscaping* (planning permission reference: 24/0813/FUL, approved 26 November 2024).
- 3.8.9 Community support for the project has been demonstrated by an online petition run by the club seeking support for the refurbishment project which resulted in 575 positive responses.
- 3.8.10 The project will support the achievement of the Council Plan 2026-2029 which outlines the vision for Three Rivers District to continue to be a great place to live, work and visit, delivered under 4 main objectives:
- Healthy, safe and thriving communities
 - A green and sustainable future
 - A prosperous and vibrant district
 - A well-run council
- 3.8.11 This project supports the objectives by aligning with the following Council Plan aims:
- Improving access for all ages to health facilities, leisure services and community spaces
 - Supporting planning applications that aim to deliver thriving communities and a healthier environment
 - Working with the voluntary sector to support positive outcomes for vulnerable residents
 - Continuing to invest in and improve our parks, open spaces and walking routes
 - Ensuring the delivery of good quality, efficient and effective services for our residents.
 - Promoting inclusive communities and resident participation
 - Working on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district
- 3.8.12 In summary, it is considered the application supports local leisure facilities, promotes achievement of objectives in the Council Plan and is considered deliverable. The requested CIL funding covers the aspects of work which are considered CIL compliant and match funding is proposed It is proposed that the full request is granted.

3.9 C) For One YMCA Woodlands Community Hub – Multi-Use Games Area (MUGA) and 3G Pitch Refurbishment.

- 3.9.1 One YMCA have applied for £47,050 for a Multi-Use Games Area (MUGA) and 3G Pitch Refurbishment. The total project cost is £54,550 (excluding VAT).
- 3.9.2 One YMCA is seeking funding to resurface and install new drainage at vital community sports facilities at the Woodlands Community Hub in Leavesden Country Park: a fenced multi-use games area (MUGA) marked for tennis, netball, and basketball and a 3G football pitch.
- 3.9.3 CIL funding is being sought to deliver essential capital improvements to this existing community sports infrastructure, which is experiencing increased demand linked to population growth and intensified use of Leavesden Country Park and surrounding residential areas.
- 3.9.4 Both facilities have been heavily used but are no longer fit for purpose due to surface failure, inadequate drainage and poor floodlighting, resulting in safety risks, reduced availability, and underuse for much of the year. In wet conditions the water runs off the tennis courts onto the astro and leads to it being muddy/flooded and clumping the infill together. Also, in the colder months this then freezes, meaning it's slippery by the entrance gate and results in being unable to use the first metre by the fence as it is too frozen. This project to refurbish the facilities will provide safe, inclusive, and accessible facilities for thousands of local residents, community groups, and sports teams, including people with disabilities.
- 3.9.4 As an organisation, One YMCA serves the communities in Hertfordshire, Bedfordshire and Buckinghamshire. Each year, they help individuals and families to belong, contribute and thrive through a broad range of integrated services. One YMCA delivers programs and services that respond to the issues facing local people and create meaningful opportunities for young people across all our work - from apprenticeships and work experience to childcare and youth services. They support people of all ages, faiths and backgrounds.
- 3.9.5 In terms of this project, additional funding of £17,700 is being provided by the following:
- Sport England £15,000 - Approved
- Abbots Langley Parish £2,700 – Approved
- 3.9.6 The improved facilities will operate 7 days per week, 9am–9pm, supported by improved floodlighting, and will be used for:
- Scheduled sports training and matches (football, netball, tennis, basketball)
 - Daytime community hire and informal use
 - Youth engagement programs and holiday activities
 - Disability-inclusive sport and family activities
 - Health and wellbeing initiatives, including Project Resilience
 - Community events and seasonal activities
- The facilities are expected to support:
- Thousands of individual visits annually
 - Regular weekly bookings from established clubs
 - Increased daytime use, currently limited due to unsafe conditions
- 3.9.7 Community support has been provided and evidenced for the project from current users of the facilities.

3.9.8 The project will support the achievement of the Council Plan 2026-2029 which outlines the vision for Three Rivers District to continue to be a great place to live, work and visit, delivered under 4 main objectives:

- Healthy, safe and thriving communities
- A green and sustainable future
- A prosperous and vibrant district
- A well-run council

3.9.10 This project supports the objectives by aligning with the following Council Plan aims:

- Improving access for all ages to health facilities, leisure services and community spaces
- Working with the voluntary sector to support positive outcomes for vulnerable residents
- Continuing to invest in and improve our parks, open spaces and walking routes
- Ensure the delivery of good quality, efficient and effective services for our residents
- Promoting inclusive communities and resident participation

3.9.11 In summary, it is considered that the application supports local leisure facilities, promotes achievement of objectives in the Council Plan and is considered deliverable. The requested CIL funding covers the aspects of work which are considered CIL compliant and match funding is proposed. It is proposed that the full request is granted.

4. Next Steps

4.1 As the CIL Charging Authority, it is for the Council to decide how to spend the CIL Main Pot.

4.2 A decision needs to be made as to whether CIL funds are allocated to these infrastructure projects and, if so, the amount to be allocated.

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

4.4 If an applicant does not spend CIL money within five years of receipt or does not spend it as agreed, then the Council may require the applicant to repay some or all of those funds.

4.5 Details about planning obligation receipts and anticipated expenditure in relation to CIL and S106 is published in the Infrastructure Funding Statement by the 31 December each year in accordance with Regulation 121A of the CIL Regulations.

5 Future CIL Income

5.1 Up to 31 March 2026 liability notices relating to the 'district pot' for a potential value of £5,473,208 have been issued. These notices are raised following the grant of planning permission and set out what the liable charge would be should work on the development start and no exemptions are applied. The realisation of the remainder of these monies is therefore totally dependent on a developer implementing their planning permission and not benefiting from any exemptions. It is common to have multiple planning permissions on a site, for permission not to be implemented and exemptions to be granted (mainly for self-build). This figure, while informative, should not therefore be treated as a guaranteed

future income.

- 5.2 Where a demand notice has been issued, this means that development has commenced, and that CIL is now due for payment. The council's CIL instalment policy allows developers fixed timescales at 60, 120 and 360 days (post-commencement) to pay the amount due. The number of instalments available is dependent on the total amount of CIL due, with higher CIL charges allowing for more time to pay. A further £141,230 is due to be collected relating to the 'district pot' over the next year on developments that have already commenced. Further demand notices may also be issued if other developments commence.

6 Options and Reasons for Recommendations

- 6.1 To ensure the delivery of important community infrastructure to support growth and development strategic CIL can be spent anywhere within the district, it is not bound by the area of development where funds are received.
- 6.2 It is proposed that the 3 applications detailed are agreed and receive the CIL funding as detailed under section 3.5. If Members do not consider they can fully support these projects alternative funding amounts could be considered.
- 6.3 The applications support the Council Plan 2026-2029 objectives by aligning with the following Council Plan aims:
- Improving access for all ages to health facilities, leisure services and community spaces.
 - Working with the voluntary sector to support positive outcomes for vulnerable residents
 - Continuing to invest in and improve our parks, open spaces and walking routes
 - Continuing to encourage equal access to council services for all residents
 - Ensuring the delivery of good quality, efficient and effective services for our residents
 - Celebrating and investing in local culture, art and heritage
 - Promoting inclusive communities and resident participation
 - Supporting planning applications that aim to deliver thriving communities and a healthier environment
 - Working on adjusting the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.

7 Policy/Budget Reference and Implications

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

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

- 8.1 No specific implications

9 Financial Implications

- 9.1 The commitment of CIL funds of £6,070,165 previously agreed, plus the proposed funding of £457,348 will leave a balance in excess of 5 million in the CIL Main Pot for infrastructure projects going forward.
- 9.2 As with previous CIL applications it is identified that due to delay between application submission (and initial project quotes) and works being implemented, and given the current economic conditions, there could be further pressures on project costs. It is

proposed through the recommendation delegation is given to the Director of Finance, in consultation with the Lead Members for Resources and Planning Policy and Infrastructure, to be able to consider any reasonable change to the CIL funding to enable the project to proceed.

10 Legal Implications

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

11 Risk Management

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

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

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

Very High	Likelihood	Low 4	High 8	Very High 12	Very High 16

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

Impact Score

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

Likelihood Score

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

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

Report prepared by: Kimberley Rowley (Head of Regulatory Services), Lianne Anscorb (Land and Property Information Manager) and Jo Welton (Senior CIL Officer)

Data Quality

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

Welton, Senior CIL Officer and Lianne Anscomb. Land & Property Informaiton
Manager

	Poor	
	Sufficient	X
	High	

Background Papers

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

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

Infrastructure Funding Statement
<https://www.threerivers.gov.uk/services/planning/community-infrastructure-levy#CIL%20reports>

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

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

APPENDICES

- Appendix 1 – Approved Infrastructure Projects
- Appendix 2 – CCYFC Spending Request Form
- Appendix 3 – CCYFC Equality Impact Assessment
- Appendix 4 – CCYFC Climate and Sustainability Assessment
- Appendix 5 – Croxley Bowls Club Spending Request Form
- Appendix 6 – Croxley Bowls Club Equality Impact Assessment
- Appendix 6 – Croxley Bowls Club Climate and Sustainability Assessment
- Appendix 8 – One YMCA Spending Request Form
- Appendix 9 – One YMCA Equality Impact Assessment
- Appendix 10 – One YMCA Climate and Sustainability Assessment



Approved Infrastructure Projects Three Rivers District Council

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

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

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

			Leisure Facilities					
2023/24	11.07.23	TR09	Aquadrome Pedestrian Bridge	Yes	£320,524.00	Yes	Yes	Yes
2023/24	25.07.23	TR10	King George V Playing Fields – Multi Purpose Play Area	Yes	£153,717.50*	Yes	Yes	Yes
2023/24	09.07.24	TR11	Aquadrome Pedestrian Bridge	Yes	£817,231.00	Yes	Yes	Yes
2023/24	09.07.24	TR12	Batchworth Depot	Yes	£456,400.00	Yes	Yes	Yes
2023/24	09.07.24	TR13	Beryl Bike Scheme	Yes	£45,000.00	Yes	Yes	Yes

2023/24	09.07.24	TR14	Chorleywood Youth Football Club	Yes	£185,903.00	No	No	No
2024/25	10.12.24	TR15	King George V Pavilion, Sarratt	Yes	£200,000.00	No	No	No
2024/25	10.12.24	TR16	CCTV Cameras – Three Rivers District	Yes	£76,716.00	Yes	Yes	Yes
2024/25	10.12.24	TR17	Croxley Green Library	Yes	£10,500.00	Yes	Yes	Yes
2024/25	10.12.24	TR18	Oxhey Jets Football Club	Yes	£966,000.00	Yes	Partially	No
2025/26	08.07.25	TR19	Batchworth Sea Scouts	Yes	£125,000.00	No	No	No
2025/26	08.07.25	TR20	Chorleywood Scouts	Yes	£190,000.00	No	No	No
2025/26	09.12.25	TR21	Beryl Bike Scheme		£138,000.00			
2025/26	09.12.25	TR22	Rickmansworth Sports & Cricket Club		£167,200.00			

Total					£6,070,165.50			
-------	--	--	--	--	---------------	--	--	--

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

***CIL Funding amount for Chorleywood Football Club cancelled £185,903.00 new application came in for a larger amount January 2026.**



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Page
19

Email: cil@threerivers.gov.uk

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

Please Note

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

Bid Reference (Internal Reference):	
Section A: Applicant Contact Information	
Name and address of your organisation	Chorleywood Common Youth Football Club (CCYFC) Lady Ela Drive, Chorleywood, WD3 5SL Please note that this is not a postal address
Name and position of main contact	Sam Gervaise-Jones, Chairman
Applicant contact details (phone number, email and address)	Beech Hill, Berry Lane, Chorleywood WD3 5EY Chairman@ccyfc.net 07785 713582
Type of organisation (If a charity, please provide registration number)	Charity 297411
Describe your organisation's main purpose and regular activities	<p>As a club, our mission is to unite and enrich the lives of our local community, providing a welcoming, safe and inclusive environment for boys, girls, parents, family and coaches to have fun, to grow as people, and to bond as teams through football.</p> <p>Run by volunteers, we provide football and football related activities for all ages, abilities and genders, with 47 teams, including 10 girls sides and male and female adult teams . There are CCYFC players playing most days and nights of the week. Additionally we provide the opportunity for our young players to become coaches and referees</p> <p>Inclusivity and accessibility, for all abilities, is a key part of our club culture and an area of continued focus. Ultimately, we are here to enrich the lives of our local community through football</p>

Is the organisation able to reclaim VAT?	No. Most or all of our income is not VAT Chargeable
Section B: Project Overview	
Project Title	Chorleywood Common Youth Football Club - Refurbishment of Current Pavilion
Summary of the project proposal	<p>The current pavilion was built in phases over 20 years ago, and is now in a state of disrepair, tired and no longer fit for purpose. When originally built the Club only offered football to boys; it now also provides football for girls and all adults. The pavilion needs refurbishing, updating and internal layout changes to increase the building's community utility. Additionally it needs updating to better cater for our female members.</p> <p>The project also allows for a new revenue flow from the club, safeguarding it's financial sustainability. As well as delivering revenue through a retail cafe at the weekend, the building would be more attractive to and available for use by other community groups.</p>
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	<p>Total Project cost is £501,305 including, VAT contingency and professional fees.</p> <p>The cost of the project without VAT contingency and professional fees is £417,754</p> <p>A more detailed scope of work and cost breakdown is attached in Appendices A & B</p> <p>CCYFC are seeking a contribution of £374,305 from CIL funds</p> <p><i>Further detail can be found in section 6 of the Supplementary Information below</i></p>
Full address of project location	Chorleywood Common Youth Football Club (CCYFC) Lady Ela Drive, Chorleywood, WD3 5SL
Project partner (if applicable)	Not applicable

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</small></p>	<p>As a volunteer organisation, CCYFC simply does not have the funds to complete this project without CIL funding.</p> <p>The most immediate beneficiaries will be those playing and attending matches at the weekends. On a typical weekend this is approximately 500 players and 300 adults. Approximately 40% of these are not from Chorleywood (ie the opposition teams, often from other part of the Three Rivers District).</p> <p>Additionally the design will be suitable for other groups to use and hire.</p> <p><i>Further information can be found in Sections 1, 2, 4 & 5 of the Supplementary Information below</i></p>
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</small></p>	<p>CCYFC is currently unable to meet the demand for football from the local community. The current building is also not an attractive place to be and is only really suitable as storage. The current pavilion does not drive revenue and in fact is a drain on resources. Additionally it is not well suited for young female players, nor spectators who have a disability.</p> <p>A new pavilion would make the club more attractive, increase the utility of the building, encourage more people to volunteer and increase revenues, allowing some roles to be paid, where appropriate. This would help to drive capacity to add new teams.</p> <p><i>Further information can be found in Sections 1, 2, & 3 of the Supplementary Information below</i></p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Deliverability</small></p>	<p>Yes, planning permission has been granted under reference 24/0813/FUL for:</p> <p><i>“Construction of single storey side extension; internal alterations; alterations to fenestration; replacement windows; alterations to external materials to existing sports pavilion; installation of air source heat pump; alterations to hardstanding; and associated landscaping.”</i></p> <p><i>Further information can be found in Sections 9, 10 & 11 of the Supplementary Information below</i></p>
<p>Please provide details of any supporting policy from the Local Plan</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</small></p>	<p>The 2019 Playing Pitch Strategy (PPS) identified the site as having a poor playing surface and poor ancillary facilities. These were rated as ‘poor and borderline fit for purpose’</p> <p>Refurbishment of the club pavilion was identified as one of the key projects in Three Rivers Local Football Facility Plan, published in 2019. See section 2 in ‘Supplementary Information’ below.</p> <p><i>Further information can be found in Sections 1, & 2 of the Supplementary Information below</i></p>

<p>Would the community support the project?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>We sent out a survey seeking support for the project. Despite only be open for a week, 575 people responded in support of the project.</p> <p>Interestingly, less than 50% of the respondents live in Chorleywood. Another 25% live in Rickmansworth, the remainder largely in other towns and villages within Three Rivers, demonstrating that there is support for the project throughout the Three Rivers District.</p> <p>The support indicated by the petition also came from people outside of the club, with 18% of the respondents having no connection with the club.</p> <p><i>Further information can be found in Sections 4 & 5 of the Supplementary Information below</i></p>
<p>Please outline how the project will demonstrate value for money</p> <p>Please refer to CIL Scoring Criteria Guidance under Project cost</p>	<p>We have a detailed scope of works to allow us to cost the project by professionals in the building trade. We will go to a full competitive tender process once this application has been submitted. This will include inviting members of the club that have the requisite skills and business experience and it is hoped that these members will provide free or discounted prices to reflect the volunteer nature of the club.</p> <p><i>Further information can be found in Sections 6, 7 & 8 of the Supplementary Information below</i></p>
<p>Would the project lead to any income generation?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Project Cost</p>	<p>The new commercial kitchen should generate £15-20k profit per annum for the club (the current kitchen does not provide any income)</p> <p>Additionally the internal reconfiguration to create a larger, more appealing communal space should be attractive for community groups to hire out, providing a community asset and further incremental revenue.</p> <p><i>Further information can be found in Sections 6, 7 & 8 of the Supplementary Information below</i></p>

Section D: Financial information

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

Please refer to CIL Scoring Criteria Guidance under: Project Cost Further information can be found in Sections 6, 7 & 8 of the Supplementary Information below

	Amount	Detail
Please indicate total cost of project	£483,305	Provided See Appendix A&B
Please provide a detailed breakdown of the costs for the project	£417,754	This is the total cost of the project excluding VAT, Consultancy, Project management and contingency
Please provide a detailed summary of the total CIL funding required, including phasing	£374,305	This is a short project, planned to start in March and complete in July, assuming funding is available. Consequently we will need all funds at the start of the programme.
How much funding does the project currently have?	£20,000 from club reserves	An application will be made for a grant from the Football Foundation by the end of February We will run crowdfunding to help fund the project from parents Businesses have also been approached and we will undertake fundraising within the membership
Are there any revenue costs (i.e. day-today running costs,0k maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	£3,000 pa	We will set aside 20% of the increased revenue for maintenance and appoint a volunteer facilities manager

Please indicate in the table below the source of additional funding that has been secured/ is being sought.				
Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
HS2 Grant	£72,000	None	End 2025 (extension sought)	Application Approved
Personal Donation From TJ	£20,000	None	None	Received
Business Contribution	£5,000	None	None	Approached, not yet secured
Member Crowdfunding	£10,000	None	None	Will launch in Spring. These funds will be used to enhance fit out
Club Reserves	£20,000	None	None	Money available now

Note that some of the above monies will need to be used to pay project, consultancy costs as well as contingency cover.

Page 126	Does the CIL funding help secure the release of additional funding?	Yes	Yes, the Football Foundation money, and the ability to utilise any award from the Howden's Game Changer programme will be dependent on CIL contributions. Additionally we will not be able to secure funding from members if the fundamental refurbishment is not financed

Section E: Delivery and on Going Maintenance

What is the delivery timescale for the project?

Please refer to CIL Scoring Criteria Guidance under: Deliverability

Subject to funding approval, the plan is to start the build in September (see project plan in Appendix C)

Ongoing maintenance will be delivered by a volunteer facilities manager, supported by a sink fund derived from 20% of each year's additional revenue. It is envisaged there will be little maintenance required in the first 5 years, allowing a sizeable fund to be built up.

Further information can be found in Sections 9, 10 & 11 of the Supplementary Information below

Section F: Additional Information

Is there any additional information that may support the application? *Please see the Supplementary Information below*

This is a fairly straightforward project. The primary risk is one of timing. We will not be able to contract with builders until we receive approval or otherwise of this application, and consequently there is a risk that the identified builders will be engaged on other work. Should this happen we may miss the close season window. The earlier a decision is made on the application the lower the risk

Section G: Declaration

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

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

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

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

Signed: Sam- Gervaise-Jones, Chairman

Organisation: Chorleywood Common Youth Football Club

Date: 12th January 2026

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

Signed: Not applicable

Organisation: _____

Date: _____

Supplementary Information

The numbering and headings below refer to the various sections of the CIL Bid Scoring Criteria Document

1 Will the Project Contribute to the Delivery of the Infrastructure Funding List?

The club's aspiration is to use the CIL funding to refurbish the pavilion into a modern facility. One capable of meeting the ambitions and growth of the club.

The project contributes to a number of infrastructure types approved for funding by the CIL fund. Most obviously Open Space Provision, Outdoor and Indoor Leisure Facilities. Additionally a reconfigured pavilion with a larger communal area would support education of junior football coaches and referees. It would also provide a social and community space that can be hired by other community organisations.

The need for this refurbishment has been identified in a number of Three Rivers' documents:

The **2019 Playing Pitch Strategy (PPS) Strategy and Assessment Report** conducted a supply-and-demand assessment of playing pitch and other outdoor sports facilities in Three Rivers in accordance with Sport England's PPS Guidance and is used as part of the evidence base to support the Local Plan. It identifies that the site is overplayed and has a poor-quality ancillary offering.

The ancillary facility rating is influenced by the type of amenities which are available on a site accompanied by their quality. The ancillary facilities at CCYFC were rated 'Poor' and 'borderline fit for purpose.'

TRDC's **2019 Local Facility Football Plan** identified a refurbished pavilion as its 2nd priority. (see <https://localplans.footballfoundation.org.uk/local-authorities-index/three-rivers/three-rivers-local-football-facility-plan/#tab-section-introduction>) Screenshots of the key pages, 6 and 8, can be found in Appendix D

2 Does the Project Link to the Three Rivers District Council Corporate Framework?

The project has extremely strong links to TRDC's corporate framework. In particular it encourages and rewards local leadership through the 200+ volunteers at CCYFC.

Three Rivers wants to be a district 'where local infrastructure supports healthy lifestyles and addresses health inequalities'. CCYFC supports this through our players, referees and coaches range, who range from 4 to 60 years of age. This project enhances the capability of CCYFC to support this objective as well as enhancing its financial sustainability.

CCYFC have also regularly partnered with TRDC to expand the leisure offer in the district. Working with Ryan Watson, Sports Development Officer, we introduced girls football to the club in 2016 and women's football in 2022. We now have more than 150 female players. We also worked with TRDC to introduce a Futsal league.

3 Does the Project Support the Aims and Targets of the Council's Climate Strategy?

The current pavilion is more than 20 years old and has no insulation. We will retain and recycle what we can, such as the roof rafters and look to dispose of material as environmentally responsibly as possible.

The refurbishment will use modern heat and insulation efficient materials and will represent a step change in environmental efficiency. We will also investigate the practicality of installing Solar Thermal panels on the roof. Please see the scope of works in Appendix A.

More detail can be found in our Climate and Sustainability Tool submission in a separate document.

4 Is There evidence of a Public Benefit of the Project?

CCYFC took part in a Football Association engagement to measure the social and economic impact of the club. This was undertaken by an independent body (Portas Consulting) and showed that CCYFC delivers £1.6 million of social value every year. This includes 72,000 hours of social interaction for its 837 youth players, 75 adult players and 272 volunteers. The summary slide from this engagement can be found in Appendix E.

Additionally CCYFC is more than just a football club, it is a pillar of the local community, providing football based activities for almost 1,000 people. All are welcome, regardless of age, gender, ability or location. We also have provision for low income families. Despite the club's name, barely 50% of our members live in Chorleywood.

CCYFC have a track record of delivering. The club were a project partner of the 3G pitch delivered at St Clement Danes School and committed to increased 'Football Outcomes' as part of that project. We have taken advantage of these new facilities by starting a male adult team in 2021, with more than 40 local players having represented the club. In 2022 we started Women's recreational football, and more than 50 women have taken part in these sessions. Additionally we also use the facility to deliver further, evening sessions, of our Soccer School for younger and improving players, widening our ability to cater for all abilities.

5 Is There Evidence the Local Community Support the Project?

We had 575 positive responses to our online petition, with some fantastically positive comments. Interestingly more than half the respondents were not from Chorleywood, showing widespread support for the project across Three Rivers and beyond. Additionally 17% of the supporters have no current connection with the club.

A further analysis of the responses can be found in Appendix F

6 Is the Project Value for Money?

Over the last 5 years the club have considered various options to address the state of the pavilion, including engaging architects to draw up initial plans. These all suggested knocking down the current pavilion and completely rebuilding it, possibly on another part of the site. Initial costing of these options approached seven figures.

Further consideration brought us to the realisation that most of our current objectives could be achieved by a more modest refurbishment of the current building, which is the proposal of this submission.

7 Does the project have or unlock additional funding from other sources?

The club is seeking funds from a number of sources as listed below. However given the scale of the request, without this CIL application being approved the project will not happen.

16 <i>Grants</i>	£72k	Approved
9 <i>Donation from TJ</i>	£20k	These funds have been received. See email in Appendix I
6 <i>Local Businesses</i>	£5k	In the current economic climate we are not confident in securing larger sums from local businesses
4 <i>Club Reserves</i>	£20K	Money allocated and already available.
30 <i>Member Crowdfunding</i>	£10k	We plan to pursue a crowdfunding exercise primarily to pay for fit out (tables/chairs etc). That way our members get the quality they are prepared to pay for.

Delivery of this project will also create a revenue generating facility for the club. The plan is to seek a local café provider as a partner to operate the café at the weekends, with the club taking a share of revenues. These discussions have already begun. In addition the pavilion will be significantly more attractive for hire by other community groups and individuals, for example community groups and birthday parties.

8 What is the Status of this Extra Funding?

<i>HS2 Funding</i>	Approved.
<i>Personal Donation TJ</i>	Received in March 2024
<i>Local Businesses</i>	Ongoing.
<i>Club Reserves</i>	Available now.
<i>Member Crowdfunding</i>	We will commence the crowdfunding project if we get approval of the CIL monies

9 What Evidence is There to Suggest the Project is Deliverable?

CCYFC lease the site on which the pavilion is sited from Three Rivers District Council; the current lease runs to 2046. We have received outline approval from Chris Glover, Estate Surveyor Three Rivers District Council, for the replacement of the kitchen, which is predicated on this refurbishment project (See Appendix H)

Many members at the club have skills that we can utilise. We were able to call on the services of an architect, a builder and a project manager among others in the various planning phases already undertaken..

Our project manager has produced a detailed project plan (see Appendix C). Whilst the timescales are tight and there exists some risks, it is inherently achievable.

Planning permission has been granted.

10 What is the Delivery Timescale for the Project?

Given the expected timescales for approval of this CIL application, work would commence almost immediately. In the meantime we will undertake low cost preparatory works, such as clearing out the current rooms.

If this CIL funding is approved but we were unsuccessful in securing some of the planned funds from other sources (eg Howden's Game Changer and Football Foundation grant) we would still progress with the project and investigate additional sources of funds. We could also phase the project (eg roof replacement and external cladding first) to provide time to secure these additional funds.

A delay in approval of CIL funding may put at risk our ability to secure builders, delaying delivery of the project.

11 Have Details Been Given as To How Ongoing Maintenance Will Be Provided for And the Identification Of The Responsible Party For The Maintenance?

We will appoint a part time Facilities Manager and we will place 20% of the additional revenues received each year as a result of the refurbished pavilion into a sink fund to pay for ongoing maintenance of the building. Once complete, in the early years the maintenance costs of the building should be relatively low, allowing the fund to build up for use in later years.

NICK WILLSON ARCHITECTS

**CCYFC Club House,
Chorleywood Common.**

Tender scope of works.

February 2024.

1. New Roof finishes:

- Existing roof tiles to be carefully removed and stored for recycling.
- Membrane/felt and battens to be removed.
- Timber roof rafters reviewed for soundness and checked by engineer. Small areas of rot etc to be made good.
- New 200mm thick rockwool/Ecotherm roof insulation for a ventilated roof to be installed between rafters. OR above ceiling level.
- New Tyvek or similar breather membrane across the whole roof.
- New 38mm x 38mm tanalised battens to be fixed to rafters.
- New Grey Marley roof tiles with roof vents.
- Roof to drain into soakaway, water butts. TBC.
- New black metal RWP and gullies.

2. New wall cladding:

- Existing rotten timber cladding to exterior to be removed safely and recycled.
- Battens and breather paper removed.
- Block wall inspected for repairs and made good.
- New 100mm thick rigid PIR wall insulation such as Xtratherm to be fixed to block walls.
(We can look at seconds: <https://www.secondsandco.co.uk/>)
- Tanalised/treated timber battens with Tyvek house guard membrane.
- Battens and counter battens to allow 25mm ventilated cavity.
- New vertical timber cladding such as Thermowood, galvanised screws.
- 150mm upstand to be retained and painted black with waterproof paint.
- Allow for roof overhang soffit and boards to form sides of windows.
- New kitchen hatch to be formed in external wall and clad in Thermowood.
- Covered entrance area vertical salting to match cladding.

3. New external windows/doors:

- Existing windows and doors removed.
- New openings formed as per drawings. Allow for making good of opening, new steel or timber flitch beam supports and posts.
- Allow for double glazed powder coated aluminium framed sliding doors and casement windows.
- New black [power coated aluminium cills.

G2 Hoxton Works, 128 Hoxton Street, London N1 6SH. T: 0207 012 1674 www.nickwillsonarchitects.com

NICK WILLSON ARCHITECTS

3. New external store area:

- Roof finishes and structure to over sail and extend over external area.
- New timber slatted wall cladding, enclosure with 100 x 50mm black metal support frame behind.
- New timber slatted doors with metal framing behind. Lockable with bolts
- Gravel/pebbled floor finish to external storage.

5. Internal alterations:

- Walls removed to create new café/common room area. SE to confirm structural solution.
- New floor finishes. Existing board removed and new wooden floor laid. Existing sub strata to be confirmed.
- New ceilings throughout. MR plasterboard in wet areas and kitchen, painted plywood/plasterboard in common areas.
- Walls to be made good and painted block internally where; possible. New studs to be 100 x 50mm C24 timber at 400 c/c with 12.5mm plasterboard.
- Walls to new shower, WC block to be made good, and built to plans. Wedi, tile backer board or 18mm WBP plywood with white 100 x 100 tiled finish.
- Floors to be repaired, made good and tiled.
- New Part M shower and WC to be built with finishes as above.
- Allow for sanitaryware, tiles, painting, and skirting.
- Doors to be ply for paint solid doors. Doors from corridors and to café area to be FD30s.
- Allow for escape signage, door handles, stops, and hinges.
- Kitchen as per drawings including all appliances, extract, and counters.

6. Lighting/electrics:

- Allow for new IP rated spots in the wet areas.
- Spotlights or ceiling lights in the common area, kitchen lights.
- External overhang, entrance to have round external IP rated lights.
- Electrics DCB check and new if required.
- Sockets and smoke alarms, heat detectors
- CCTV and alarms.

7. Heating:

- Electric boiler to be agreed.
- HW tank and solar thermal panels for hot water TBC.
- Radiators to main rooms.

8. External areas:

- New paved areas to front of building. 38mm thick concrete pavements.
- Ramped access to building entrance in paved slabs.



Appendix B – Cost Breakdown

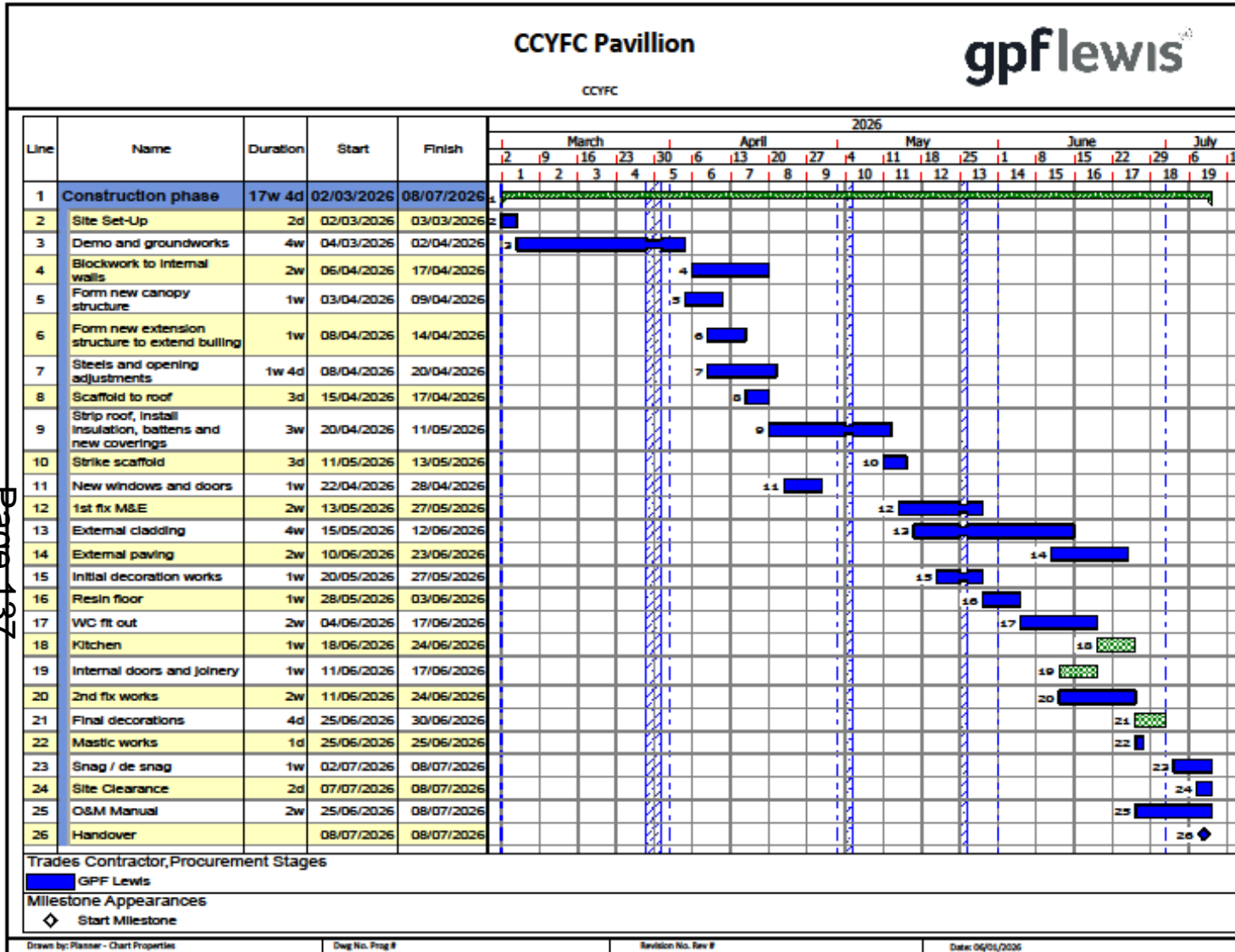
Three quotes were received:

	Quote ex VAT	Total ex VAT	VAT	Total Inc VAT
Millsaw	£405,412.87	£405,412.87	£81,082.57	£486,495.44
Chess	£351,089.43	£351,089.43	£70,217.89	£421,307.32
gpfLewis	£365,754.18	£365,754.18	£73,150.84	£438,905.02

Whilst Chess is marginally cheaper, there are some significant omissions and exclusions to their bid. Additionally during the bidding process, gpf Lewis provided more confidence that they would successfully deliver the project. Consequently, despite the small difference in cost, they are the preferred bidder and all costs in this document is built on their quotation. Their quotation is included below.

The quotations represent the build costs, but there will be additional costs due to build out. Therefore the total cost of the project is detailed below:

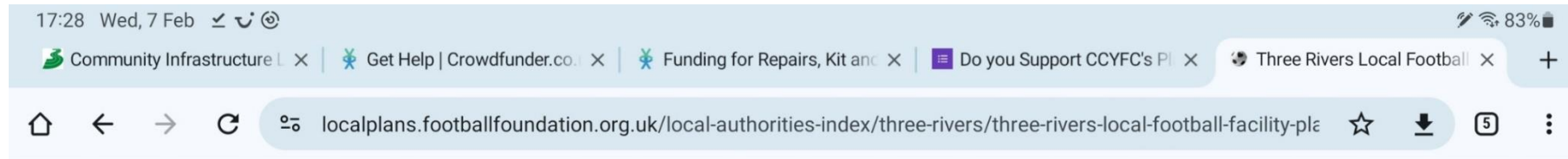
Total Cost of Project				
Preferred Bidder gpf Lewis		£365,754.18	£73,150.84	£438,905.02
Boiler/heating	£15,000.00	£15,000.00	£3,000.00	£18,000.00
Kitchen	£12,000.00	£12,000.00	£2,400.00	£14,400.00
Furniture	£10,000.00	£10,000.00	£2,000.00	£12,000.00
AV/Security	£10,000.00	£10,000.00	£2,000.00	£12,000.00
Landscape/planting	£5,000.00	£5,000.00	£1,000.00	£6,000.00
TOTAL		£417,754.18	£83,550.84	£501,305.02



Page 137

Appendix D – Three Rivers Local Facility Football Plan (Selected Pages)

Below are the key pages from Three Rivers’ Local Football Facility Plan. The full document may be found here: see <https://localplans.footballfoundation.org.uk/local-authorities-index/three-rivers/three-rivers-local-football-facility-plan/#tab-section-introduction>



PREV

Changing room pavilions / clubhouses - 6 OF 9 PAGES

NEXT

LOCATION

CHORLEYWOOD FOOTBALL CLUB
Chenies Road, Chorleywood,
Rickmansworth, Hertfordshire, WD3 5LY

FACILITIES

Natural grass pitch improvements (3)
Refurbish Changing Pavilion (1)

OWNER

Football club

DELIVERABILITY SCORE

Medium (2/4)

NFFS OUTCOME SCORE

2.3/4

OVERALL SCORE

55% (6.6/12)

NOTES

A dedicated football site for Chorleywood Common FC. The site has 3 x full size pitch equivalents and is extensively utilised throughout the affiliated football season. The 2019 PPS identifies that the site is overplayed and has a poor quality ancillary offering .

Site user: Chorleywood Common - 32 x teams

Rationale:

- The site can deliver against a range of football outcomes
- Opportunity to reduce PPS football shortfalls



Appendix A: Priority project list

This list sets out all priority projects for potential investment. Each has been scored against two principal factors: deliverability and outcomes (quality, inclusivity, sustainability, engagement and usage).

The list will be used flexibly; project 'rating' does not determine the exact order in which it will progress to a funding application to the Football Foundation as many factors influence this. The process for moving a project from this list and into the 'pre-application stage' will be managed by the Football Foundation.

Expand all | Collapse all

1 ST CLEMENT DANES SCHOOL



4 CHORLEYWOOD COMMON FC





Overall, our club generates £1.6m in social value every year



837 youth players

Engagement with Chorleywood Common Youth F.C. provides a range of benefits to different individuals



272 volunteers, 14 paid staff

72k Hours of social interaction

£42k Player wellbeing value

£244k Value generated from club volunteering hours



75 adult players

£5k Value of facilities accessible to the local area



This translates to value generated for society



£607k Total economic value



£126k Total health value



£26k Total social value



£845k Total wellbeing value

Page 140

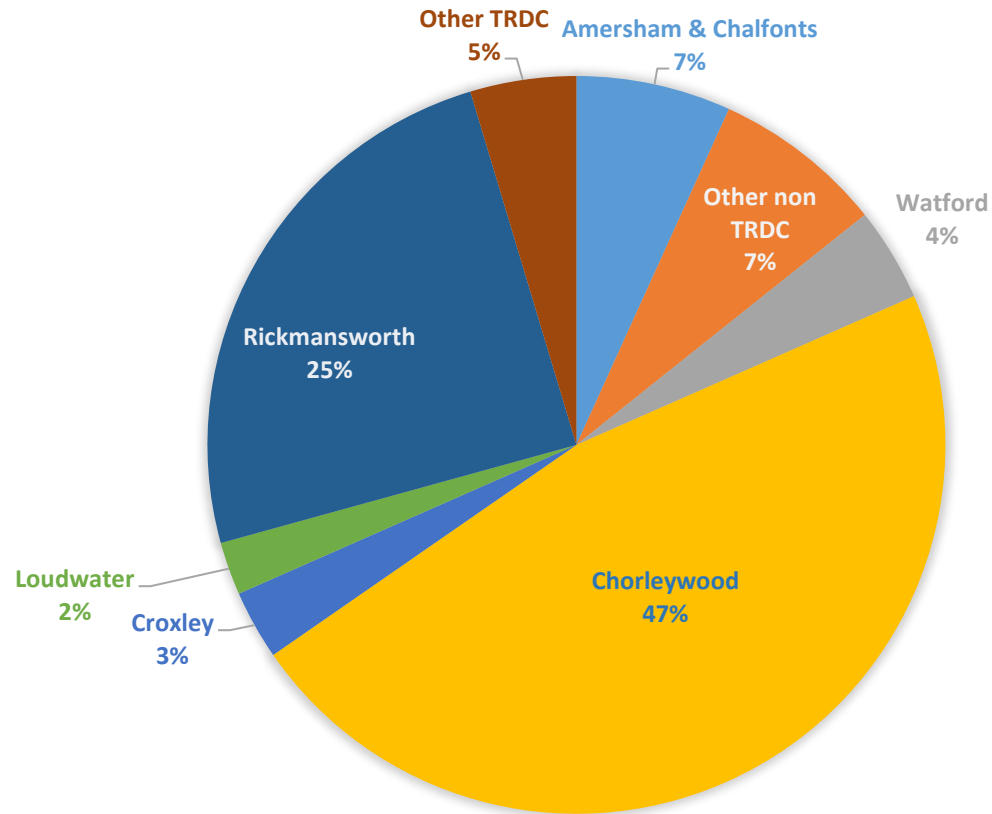


Appendix F – Results of Online Petition

Despite running for less than a week, 575 people completed our online petition in support of our Pavilion Refurbishment.

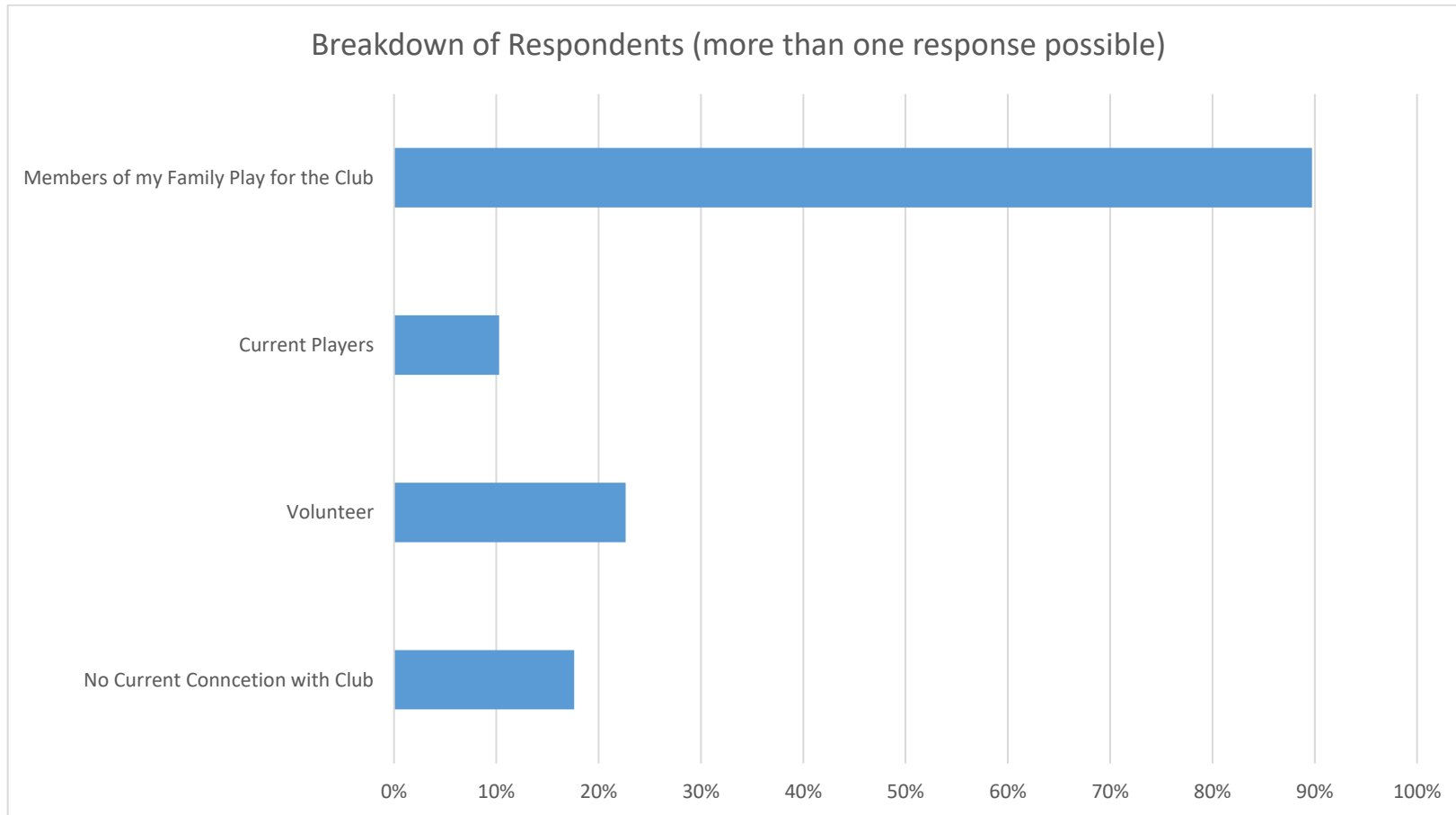
The majority of respondents were from towns and villages outside of Chorleywood:

LOCATIONS OF PETITION RESPONDENTS



Appendix F – Results of Online Petition (Continued)

Whilst the petition was only circulated amongst our members, a significant proportion have no current connection to the club, demonstrating wide public support for the project.





Guy Allen <264guy@gmail.com>

RE: Howden's Game Changer Application

1 message

Howdens <howdens@footballfoundation.org.uk>
To: Guy Allen <guy@allen5.com>

30 January 2024 at 20:16

Hi Guy

Thank you for the email. I can see on our system that your form has been submitted with all the documents, so this will now go forward for assessment with a decision in April. Nothing further to do at the moment but please note that during the assessment period (Feb-Mar) the Grant Manager assigned to your application may contact you directly with any additional questions they may have as part of the assessment.

If you have any further queries, please contact me via this Howdens email address.

Regards

Murray

Murray Fishlock

Head of Grant Assessment

M: 07710 855137

E: murray.fishlock@footballfoundation.org.uk W: www.footballfoundation.org.uk

The Football Foundation

Wembley Stadium | Wembley | London | HA9 0WS



The Football Foundation values our relationship with you and takes your rights to privacy seriously. Please check our [Privacy Statement](#) for more details.





Guy Allen <264guy@gmail.com>

RE: Catch Up

1 message

Christopher Glover <Christopher.Glover@threeivers.gov.uk>
To: Guy Allen <guy@allen5.com>

30 January 2024 at 18:23

Strictly Without Prejudice and Subject to Contract

Hi Guy,

Three Rivers District Council is happy to agree to the principle of this request.

This is subject to agreement and grant of the necessary Licence to Alter required as per the lease agreement, together with any such formal permissions as may be required.

Kind regards,

Christopher Glover

Estate Surveyor

Three Rivers District Council

www.threerivers.gov.uk

From: Guy Allen <guy@allen5.com>
Sent: Tuesday, January 30, 2024 10:59 AM
To: Christopher Glover <Christopher.Glover@ThreeRivers.gov.uk>
Cc: Ryan Watson <ryan.watson@threeivers.gov.uk>
Subject: Re: Catch Up

Thanks Christopher



Guy Allen <264guy@gmail.com>

CCYFC - refurbishment of clubhouse at Chorleywood House

1 message

Neil Rowley <NRowley@savills.com>

12 February 2024 at 13:42

To: Guy Allen <guy@allen5.com>

Cc: "paul@quattroukltd.co.uk" <paul@quattroukltd.co.uk>

Dear Guy,

Thank you for taking the time to explain CCYFC's plans for refurbishing the clubhouse at Chorleywood House.

Tommy and CCYFC have long been in discussion about creating new football pitches for CCYFC on Tommy's land west of Green Street. This was mostly contingent on Tommy gaining planning permission for residential development on his land east of Green Street. For various reasons, Tommy was advised to withdraw his recent planning applications which he understands has delayed the potential delivery of football pitches at Green Street. Accordingly, CCYFC now needs to refurbish the existing pavilion at Chorleywood House. In the light of these delays and as a gesture of goodwill, Tommy would like to make a personal donation of £20,000 towards the refurbishment of the clubhouse. I understand that you will need the payment by the end of March and perhaps we could discuss how we arrange this.

We plan to submit new planning applications for residential development in March 2024. These are likely to be determined by a public inquiry in early 2025.

It is hoped that planning permission for the revised golf course and football pitches west of Green Street will be granted in Spring/early Summer 2024.

For the avoidance of doubt there are no other liabilities between Tommy and CCYFC (either way) other than the existing agreement to provide football pitches west of Green Street if planning permission is granted for the housing.

As always, Tommy sends the best of wishes to all at CCYFC. We hope that this contribution will enable the prompt refurbishment of the clubhouse. We also hope to work together on Green Street as the proposals take shape. I suggest we meet again once planning permission is granted for the sports pitches (hopefully in the next few months).

Kind Regards

Neil.

Neil Rowley BA Hons, MRTPI

Director

Planning

Savills, 33 Margaret Street, London, W1G 0JD

Equality Impact and Outcome Assessment (EIA) Template

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

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

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

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

Equality Impact and Outcomes Assessment (EIA) Template

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

Title ⁵	Chorleywood Common Youth Football Club (CCYFC) Pavilion Refurbishment	ID No ⁶	
Team/Service ⁷	CCYFC Executive Committee		
Focus of EIA ⁸	<p>The club aim to provide football for all, regardless of age, race, gender, location* or ability. This is reflected in its current membership with players, coaches, referees and volunteers aged from 4-60+.</p> <p>However the current pavilion is borderline fit for purpose for some of these groups, including spectators. Current issues are as follows:</p> <ul style="list-style-type: none"> - Access to all parts of the pavilion is via stepped doorways - The communal area is not suitable for those that need to shelter - The current communal area is too small for use with those in wheelchairs (even if they can get over the steps) - To access the toilet area, it is necessary to leave the communal area via steps, travel over uneven ground to the toilet block, which is often locked, and once again use steps to gain access - The quality of the toilet facilities, especially for females and those with a disability, are not fit for purpose. Indeed we have lost whole girls teams to other clubs where the facilities are more suitable. <p>* Other comparable local football clubs limits membership to certain postcodes</p>		

Assessment of overall impacts and any further recommendations ⁹

The new design substantially addresses these issues:

- New design provides step free access to all parts of the pavilion
- Toilet and washroom facilities will be provided that are suitable for those with disabilities
- Access to toilet facilities will be available through the communal area, easing access
- Within the footprint of the project, the land will be levelled and paved to ease access and provide as safe an environment as possible

We did consider including gender neutral facilities but given the size, scope and nature of the project it was deemed not possible to include them. The changing areas will be effectively gender neutral.

Overall it should be re stated that the access to the building will be considerably improved, with removal of steps and barriers to access, as well as disability specific toilet facilities.

Whilst we will improve access for disabled spectators, it should be borne I mind that the club and pavilion is effectively in a field. Depending on disability, this may limit practical access in certain weather conditions. An answer to this would be to tarmac the small parking area and have a tarmacked path running to the pavilion. Previous planning applications that contained similar elements have been rejected in the past. However we would be willing to revisit this in the future if requested.

Potential Issues	Mitigating Actions
Suitability of terrain in poor weather	Tarmacking access from car park to pavilion, to be considered as a separate project.
Actions Planned ¹⁰	

Investigation of possibility of tarmacking car park

Six months after formal opening of new pavilion

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

Equality Impact Assessment officer:

Date: Equalities

Lead Officer:

Date:

Guidance end-notes

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

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.

- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- **Review:** the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- **Proper Record Keeping:** to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

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

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

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

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

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

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

³ EIAs are always proportionate to:

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

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

⁴ When to complete an EIA:

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

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

Do you need to complete an EIA? Consider:

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

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

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

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

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

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

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
- What outcomes do you want to achieve, why and for whom? e.g.: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
- What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

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

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

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

This page is intentionally left blank

TRDC Climate and Sustainability Impact Assessment

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

Guidance for Use:

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

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

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

Name of project/policy/procurement and date:	Chorleywood Common Youth Football Club - Refurbishment of Current Pavilion
Brief description (1-2 sentences):	Refurbishment of pavilion within current walls and footprint. Replacment of roof, cladding and reconfiguration of interior, addition of new kitchen. All provide opportunity to improve climate impact.

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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The roof and walls have modern insulation. The cladding will also provide some insulation benefit. Additionally we will look at installing Solar Thermal panels to provide hot water	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The site only uses electricity	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	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	currently, primarily as storage for football club. This project will widen its community use significantly. It will also be available for	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
4 Will any new building constructed or refurbished be highly energy efficient in use? E.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent"	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Yes, as above, we will add significant insulation	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	We plan to recyle as much as possible. The project is a rebuild	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	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	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	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	We plan to add Solar Thermal panels	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	All of the electrical equipment will be newly installed and will have high energy efficiency ratings	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		3.43			3.43

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

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

Travel

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9 Reducing travel: what effect will this project have on overall vehicle use?	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?	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 project support people to use active or low-carbon transport? E.g. cycling, walking, switching to electric transport	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	We will install bike racks, and charging points for ebike, to encourage cycling	sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
12 Will this project be easily accessible for all by foot, bike, or public transport, including for disabled people?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Acesability will be good. We wil improve disability access to the pavilion building as part of the project	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13 Has the project taken steps to reduce traffic? E.g. Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	See above comments, reference ebikes	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score		3.33			3.33

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

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

Goods and Consumption

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14 Has this project considered ways to re-use existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	As the project is a refurb, there will be significant use of the current structure, including walls and most roof joists	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

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

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item

15	Does the project reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people, leasing or product-as-a-service rather than ownership</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The works are focused around an adaptive reuse proposal for the existing club house. This will reuse the existing structure so avoiding carbon and the use of lots of new materials	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
16	Does the project use products and resources that are re-used, recycled, or renewable?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	In the build we will focus on using as much of the current structure as possible	Some possible negative impacts for sustainability. Recommendation to review these aspects and find	2
17	Does the project enable others to make sustainable choices within their lifestyles, or engage people about this?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Inherently the more attractive we make the site, the more attractive playing football becomes, as well as possibly other recreational activities	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18	Does the project have a plan to reduce waste sent to landfill in manufacture?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Given the reuse of as much material as possible mentioned above, this will reduce material going to landfill	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
19	Will the material(s) used on the project be 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	0
20	Has the project taken steps to ensure any food offered or consumed is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy, minimise food waste, seasonal and locally sourced produce.</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	We will incorporate this into our food offerings and focus on reusability, eg encourage a scheme in the cafe for reusable cups	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Average Score			3.33			3.33

- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.

- Ensure meat and dairy is high-quality, high-welfare, if procured or consumed.
- Choose seasonal and locally sourced produce, and plant-rich meals.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

Ecology						
	Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	It makes no change to the quantity of green space, but does make it more attractive and accessible	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
22	Does the project create more habitat for nature? <i>E.g. planting native plants, trees, and flowers, creation of ponds or wetlands, provision of bird or bat boxes, installation of log piles or insect hotels</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
23	Does the project make changes to existing habitats or have a negative impact on biodiversity? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species, light pollution, noise pollution, water pollution, disturbance to habitat, soil erosion, fragmentation of habitat</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0	None	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0
24	Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0	Not applicable	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0
Average Score			4			4

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

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

Adaptation						
	Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
25	Does any planned project, construction or building include measures to conserve water? <i>E.g. low-flow taps and showerheads, water-efficient devices</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Internally the washrooms, and kitchens will all use also low flow sanitaryware. This will reduce water consumption in the building.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
26	Does the project consider how to protect people from the effects of extreme weather? <i>E.g. including shading to prevent overheating</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Rainwater will be collected for irrigation and a soakaway and sustainable water system will be used for foul drainage.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
27	Has any planned building work or infrastructure on the project considered how to mitigate flood risk? <i>E.g. implementing Sustainable Drainage Systems (SuDS), de-paving areas, installing green roofs</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
28	Does any planned building work or infrastructure on the project increase the total surface area covered by hard surfacing (as opposed to green or permeable surfacing)?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	There is no increase in the amount of hardstanding	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
29	Has the project considered its own resilience to extreme heat, flooding, or drought resulting from climate change?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed	0	The project will nto be impacted by this	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score			4.0			4.00

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 to mitigate and adapt to these?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	understanding of the climate and ecological emergency as it will be a live example of how a building can be retro fitted and reused. The users of the building range from children	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score			3			3
Total Overall Average Score			3.52			3.5

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

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

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

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.43
Travel	3.33
Goods and Consumption	3.33
Ecology	3.33

Adaptation	4.00
Engagement and Influence	3
Total Overall Average Score	3.5

This page is intentionally left blank

COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Email: cil@threerivers.gov.uk

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

As part of your application, we require the following or your submission may not be considered: Please refer to the CIL Funding Request Checklist for more details.

1. Community Infrastructure Levy Funding Request to be completed with reference to CIL Bid Scoring criteria and guidance
2. Equality Impact and Outcome Assessment
3. Climate and Sustainability Impact Assessment

APPLICATIONS RECEIVED AFTER THE DEADLINE WILL NOT BE CONSIDERED.

Please Note

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

Bid Reference (Internal Reference):	
Section A: Applicant Contact Information	
Name and address of your organisation	Croxley Guild of Sports and Social Club The Green, Croxley Green, Rickmansworth. WD3 3HT
Name and position of main contact	Linda Martin, Croxley Guild Bowls Club, Croxley Guild of Sport, Member of Club and the Guild The Green, Croxley Green, Rickmansworth. WD3 3HT Email -Cherrywoodmail1@btinternet.com Tel 07715323070
Applicant contact details (phone number, email and address)	<i>Bob Dingley Chair of Croxley Guild of Sports and Social club</i> <i>Gordon Allan, Chair of Croxley Guild Bowls</i>
Type of organisation (If a charity, please provide registration number)	Croxley Guild of Sports and Social club is a charitable not for profit unincorporated association not a registered charity or company . Guild is CSC registered and the leaseholder of the whole complex of sports facilities which include the tennis club cricket ground rugby pitches and the bowls club. Croxley Guild Bowls Club is a charitable, not-for-profit unincorporated association, not a registered charity or company. It operates as a self-sufficient section of the Croxley Sports Guild, managed by volunteers and an elected committee.
Describe your organisation's main purpose and regular activities	<p>The Guild was originally the Sports Club for major employer John Dickinson and when they merged with the Robinson Paper Group they moved the company to Bristol and left the grounds in perpetuity for recreational use. In 1987 TRDC granted a lease to The Trustees of Croxley Guild and Social Club. The site is now a thriving sports complex with tennis club Rugby pitches and cricket ground and bowls club. The sports pavilion is well used .</p> <p>Founded in 1926, Croxley Guild Bowls Club offers year-round bowling for all ages and abilities, with outdoor lawn bowls in summer and short mat bowls in winter. Open seven days a week, the club provides both competitive and social opportunities. are affiliated to district, county, and national governing bodies, enabling members to play at every level, from friendly matches with local clubs to county and national competitions. The club runs Ladies, Mens, Veterans, and Junior sections, supported by a qualified coach offering training sessions. Regular "roll-up" games focus on practice, social play, and welcoming newcomers, while our annual April Open Weekend gives anyone the chance to try bowls for free.</p> <p>Bowls is an inclusive sport, and we are proud that members with mobility issues continue to play and compete. Beyond bowling, the club runs a lively social programme including card groups, fundraising events, and charity activities. We also host community groups such as the Croxley Community Choir and the Bee-Keeping Society.</p>

	<p>The purpose of the Club is to provide a friendly, accessible space for sport, socialising, and community connection at the heart of Croxley Green.</p>
<p>Is the organisation able to reclaim VAT?</p>	<p>The Bowls Club is not able to reclaim VAT directly. However, VAT can be recovered through the Croxley Sports Guild, of which the Club is a self-sufficient section. This arrangement ensures that the project costs are effectively managed and any VAT incurred does not increase the financial burden on the Club or impact the delivery of the proposed works.</p>

Section B: Project Overview	
Project Title	Croxley Guild Bowls Club: Accessibility, Sustainability and Community Wellbeing Improvements to Clubhouse and access Bowling Green and provision of a shelter
Summary of the project proposal	<p>Croxley Guild Bowls Club seeks CIL funding to improve accessibility, sustainability, and community use of its facilities.</p> <p>The project aim is to refurbish the clubhouse to improve energy efficiency (new improved better fitting double doors and to include a new double emergency door).Renewal of carpet and improved wash hand basins and faucets in Male and female WC to provide more maneuverable space.</p> <p>The project includes a timber pergola to provide shaded seating and shelter for players and visitors, particularly those with reduced mobility, and a space for social and community events. Broken paving will be replaced to ensure safer, more accessible movement around the green, clubhouse, and changing rooms. Three new double/triple glazed doors will improve thermal efficiency, while bicycle hoops will encourage sustainable travel.</p> <p>These improvements will enhance the health, social, and wellbeing benefits of bowls, broaden community engagement, and strengthen the club's role as a welcoming, sustainable hub for Croxley Green.</p>
Estimated project cost including breakdown of the overall cost and what the CIL funding requested will cover)	<p>The total estimated cost of the project is £62298 (ex VAT) , with competitive quotes obtained for all key elements. Costs are broken down as follows: paving around the green £37328, Oak timber pergola supply and erection £12500, three double/triple-glazed doors including a fire door £5850, and bicycle hoops for eight bikes £230.Internal works include carpet sink units and cupboards £6620</p> <p>The total project estimate of £62298 will cover paving, pergola, doors, and bicycle hoops Internal works to include carpet sink units in wc areas and cupboards. We have received funding from Croxley Green Parish Council's CIL allocation of £15000 We are therefor looking for funding of £47298</p> <p>This ensures essential accessibility, safety, and sustainability improvements are delivered efficiently while leveraging club and parish resources, providing maximum long-term value to Croxley Green residents and the wider community</p>
Full address of project location	Croxley Guild Bowls Club, The Guild, The Green, Croxley Green, Rickmansworth. WD3 3HT
Project partner (if applicable)	<p>The Croxley Guild Bowls Club is a self-sufficient section of the Croxley Guild of Sport and Social Club.</p> <p>The Guild of Sport provides the location and facilities for various sports clubs, and the Bowls Club is one of those sections, offering lawn bowling for all ages and abilities alongside the Guild's other sports and social amenities.</p>

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</p>	<p>CIL funding is sought to enable Croxley Guild Bowls Club to improve accessibility, inclusivity, and sustainability, ensuring local residents—including those from recent and planned housing developments—can fully benefit from its facilities. The club currently relies on membership fees and fundraising for essential maintenance, which over the past four years has totalled £21k for repairs, youth and vulnerable-user facilities, and specialist equipment, with the green itself costing £8k annually. Major improvements, 3 sets double doors to club house carpet and upgrade of wash hand basins and faucets in male and female wcs also includes a timber pergola, safer paving,, and bicycle storage, which cannot be funded from existing resources.</p> <p>The project will directly benefit Croxley Green residents by providing accessible facilities for older adults, people with disabilities, and users of specialist equipment; inclusive social spaces for training, roll-up sessions, and community events; sustainable transport options; and enhanced green infrastructure, including rainwater-fed planted areas that offer a quiet, contemplative space which can be used all year round.</p> <p>Croxley Green has a population of 13,534 (2021 Census), with 16% aged 60+, and the club is seeing growing participation from younger residents and those with disabilities. Improvements will serve both existing members and new residents from developments such as Millside Grange (140 homes) and a proposed 600-home scheme, providing clear public benefit across the community. Our current age profile is attached in the supporting evidence.</p>
<p>How does the project help address the demands of development in the area. What evidence is there to support this?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Environment</p>	<p>Croxley Green’s recent housing growth, including Millside Grange (140 homes) and proposed new developments, alongside the opening of Croxley Danes Senior School, has increased demand for accessible community and leisure facilities. Croxley Guild Bowls Club has seen rising membership from both older residents and younger players, including those with disabilities, highlighting the need for safe, inclusive, and modern facilities.</p> <p>The project will provide improved club house with energy-efficient doors improved wcs and safer flooring outside improvements will include, accessible paving, a timber pergola, and bicycle storage. This all will support growing participation, social engagement, and sustainable transport. Open days and competitive matches demonstrate growing local interest, while enhanced facilities will allow the club to continue hosting district and county competitions. These improvements ensure the club can meet the needs of a growing, diverse population, promoting health, wellbeing, and lifelong participation in sport.</p> <p>There is a table showing the current age of the club and is attached to this submission</p>
<p>Do you have planning permission in place to carryout the works? If so, please provide the application number</p> <p>Please refer to CIL Scoring Criteria Guidance under: Deliverability</p>	<p>Planning consent has now been received (25/2102/Ful)for the Pergola . Planning consent is not required for the rest of work .</p> <p>The Club will secure all necessary approvals before starting any work and will fully comply with any conditions attached to planning consent, ensuring the project is delivered smoothly and in line with regulations</p>

<p>Please provide details of any supporting policy from the Local Plan</p> <p>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</p>	<p>The Croxley Guild Bowls Club project aligns with the Three Rivers Local Plan (adopted 2020) policies supporting sustainable growth, community infrastructure, and green spaces.</p> <ul style="list-style-type: none"> • Policy CP2 – Protecting and Enhancing the Built Environment: The project improves accessibility, safety, and energy efficiency of existing sports facilities, ensuring high-quality infrastructure in line with local development. • Policy CP6 – Sustainable Transport: Installation of bicycle hoops and encouragement of walking or cycling supports reduced car dependency and sustainable travel for both members and visitors. • Policy CSD12 – Community Facilities: The plan promotes the protection and enhancement of indoor and outdoor community facilities. Improvements to the bowling green, clubhouse, and social spaces support wider community access, inclusive participation, and wellbeing. • Policy CP13 – Green Infrastructure: The project, landscaping, and planting enhance biodiversity, create amenity space, and provide a tranquil, publicly accessible environment within the Sports Guild. <p>By improving the club’s facilities, the project directly supports TRDC’s objectives for sustainable, inclusive, and well-managed growth, ensuring new and existing residents benefit from high-quality community and leisure infrastructure.</p>
<p>Would the community support the project?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>There is strong community support for Croxley Guild Bowls Club’s proposed improvements. The club provides inclusive access to sport and social activities for all ages and abilities, including older adults, people with disabilities, and families. Upgrades—accessible paving, a timber pergola, energy-efficient doors, rainwater harvesting, and bicycle storage—will enhance safety, wellbeing, and participation.</p> <p>Local engagement through open days, newsletters, and events has demonstrated widespread enthusiasm. Community groups, such as Croxley Community Choir and the Bee-Keeping Society, regularly use the facilities, further evidencing cross-community support. The Parish Council supports the project, and TRDC officers have been consulted to ensure alignment with local strategies. Residents across Croxley Green, including those from new developments like Millside Grange, will benefit, making this a project with clear, tangible public value.</p>
<p>Please outline how the project will demonstrate value for money</p> <p>Please refer to CIL Scoring Criteria Guidance under Project cost</p>	<p>The project represents excellent value for money, combining essential maintenance, accessibility upgrades, and sustainability improvements. Competitive quotes have been obtained for all key elements, including paving (£37328 for long-lasting Indian sandstone), a timber pergola, double-glazed doors, rainwater harvesting, bicycle hoops, and safety upgrades, ensuring costs are benchmarked and reasonable.</p> <p>Each improvement delivers clear public benefit: safer, accessible surfaces, shelter for players and spectators, energy and water efficiency, and promotion of sustainable travel. The project will be partly funded by Croxley Green Parish Council from their CIL allocation, unlocking additional funding and ensuring timely delivery. With the club’s own limited resources primarily from membership fees, CIL support ensures these essential works can proceed, providing long-term, inclusive benefits to residents of Croxley Green and the wider community.</p>

Would the project lead to any income generation?

Please refer to CIL Scoring Criteria Guidance under: Project Cost

Yes, the project will help generate modest income by attracting new members, including younger players and those with disabilities, increasing membership subscriptions. Improved facilities—accessible paving, a pergola, upgraded doors, indoor wcs and outdoor spaces—will also enable the club to host more district and county-level competitions, social events, and community activities, generating venue hire income. While the focus remains on community benefit and inclusion, these enhancements will support the club’s long-term financial sustainability and continued provision of accessible sport and social opportunities for Croxley Green residents.

Section D: Financial information

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

PLEASE ENSURE THE AMOUNT BEING SOUGHT FROM TRDC CIL EXCLUDES VAT

Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount	Detail
Please indicate total cost of project		
Please provide a detailed breakdown of the costs for the project	£62298	<p>The total project cost is £62298, with funding requested from CIL to deliver key improvements at Croxley Guild Bowls Club.</p> <ul style="list-style-type: none"> • Paving (£37328): Safe, level surfaces around the green for accessibility and circulation. • Timber Pergola (12500): Sheltered area for players, spectators, and social events. • Clubhouse Doors (£5850): Three double/triple-glazed doors including a fire door for energy efficiency and safety. • Bicycle Hoops (£230) Encourages sustainable travel and secure storage. • Carpet (£1950) • Sink units to male and female wcs (£1090 plus fitting of £3350) • Cupboards <p>Additional clubhouse improvements (cooker, dishwasher, carpet) are funded by the Club. The £15,000 already secured from CGPC and club funds complements the CIL request, ensuring full delivery of all planned works.</p>
Please provide a detailed summary of the total CIL funding required, including phasing	£47298	<p>The total CIL funding requested is £47298 covering key improvements to enhance accessibility, sustainability, and community use at Croxley Guild Bowls Club.</p> <p>Phase 1 – Winter 2026: paving around the green (£37328) for safe, level surfaces, and the timber pergola (£12500) providing shelter for players and social events..replacement of three double-triple-glazed doors (£5850), works to wc areas (£6626)</p> <p>Phase 2 Spring 2026: eight bicycle hoops (£230) to encourage sustainable travel.</p>

		The remaining project costs will be met by the Club and partial Parish CIL support. This phased plan ensures priority works are completed first, delivering maximum community benefit efficiently and within budget
How much funding does the project currently have?	£15000	The project currently has £15000 secured from Croxley Green Parish Council grant funding and internal club funds. The additional £47298 requested from CIL will cover the remaining costs, enabling delivery of all planned improvements, including paving, pergola, doors, and bicycle hoop sink units and cupboards and carpet. Installing rain water harvesting will be met by the club.
Are there any revenue costs (i.e. day-today running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?		<p>The project's costs are one off capital expenses. Ongoing revenue costs, including day-to-day maintenance of the green, clubhouse, and surrounding areas, are funded through membership fees, user fees, fundraising, and volunteer support.</p> <p>The planned improvements are designed to reduce future running costs: durable paving lowers repair needs, energy-efficient doors cut heating bills, and rainwater harvesting reduces water usage. Funding for ongoing upkeep is secured within the Club's budget, supplemented by Parish Council support, ensuring long-term sustainability without placing additional financial pressure on members or the community.</p>

Please indicate in the table below the source of additional funding that has been secured/ is being sought.				
Source	Amount	Conditions Attached	Use by Date	Funding Confirmed
Croxley Green Parish Council	£15000	none		yes

	Yes	
--	-----	--

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

Section E: Delivery and on Going Maintenance

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

The project is fully deliverable within Winter 2025 – Spring 2026. Croxley Guild Bowls Club sits within the tenancy of the Sports Guild. Three Rivers Council owns the site. The Bowls Club have full consent of the Croxley Sports Guild for all works. Planning permission is being sought for the pergola. A detailed project plan covers phased delivery of key elements: paving, pergola, doors, water harvesting, bicycle hoops, and clubhouse upgrades. Competitive quotes and cost controls ensure the project stays within budget.

The Club’s management committee will oversee delivery, supported by volunteers and contractors, with CIL-funded elements monitored by Croxley Green Parish Council. Routine inspections and ongoing maintenance will be funded through membership fees, fundraising, and operational income. The improvements integrate seamlessly with existing Sports Guild activities, enhancing accessibility, safety, sustainability, and community use while ensuring long-term benefit for Croxley Green residents.

Section F: Additional Information

Are there any additional information that may support the application?

Croxley Guild Bowls Club, celebrating its Centenary in 2026, provides inclusive sport and social opportunities for all ages and abilities, including older adults and people with disabilities. The proposed improvements—accessible paving, timber pergola, energy-efficient doors, rainwater harvesting, and bicycle hoops—enhance safety, sustainability, and community wellbeing.

The Club regularly hosts district and county competitions, open days, and community events, demonstrating strong local demand and support. Partial funding from Croxley Green Parish Council’s CIL allocation ensures deliverability, with the Club’s resources and volunteers providing ongoing maintenance. This project secures a safe, welcoming, and thriving hub for Croxley Green residents for years to come

There is supporting evidence attached that this work is needed to enable continued use by the less able. Recent refurbishment of the clubhouse has been funded by the clubs member but further essential is required. Outdoor shelter is vital for players and visitors and will extend the use of the site during the autumn and Winter for the members for social meetings and quiet contemplation.

2026 is the centenary year of the club and there will be events to showcase the club and the Guild. Among the events there will be a game with the Chelsea Pensioners who will march onto the site.

Page 67

Section G: Declaration

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

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

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

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

Signed: _____ Please see signed copy in documents 1.1

Organisation: _____

Date: _____

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

Signed: _____

Organisation: _____

Date: _____

Equality Impact Assessment

EIAs enable us to consider all the information about a project from an equalities perspective and then action plan to get the best outcomes for staff and service-users. They analyse how you might impact differently on different groups.

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

For further support or advice please contact the Strategy and Partnerships Team at Three Rivers District Council.

Project Information

Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Croxley Guild of Sport and Social Club Croxley Guild Bowls Club ;Accessibility Sustainability and Community Wellbeing Improvements
Organisation	<i>Croxley Guild of Sport and Social Club WD3 3HT</i>
EIA Author <i>Name and Job Title</i>	Linda Martin Member of club (volunteer)and member of the Guild
Date EIA drafted	5 November 2025

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>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> 	<p><i>This EIA assesses the proposed Croxley Guild of Sport and Social Clubs use the Croxley Bowls Clubs improvements funded through CIL, including new paving, a timber pergola, upgraded doors, bicycle hoops, Replacement Floor covering in club house and replacement Wash hand Basins in WCs. New cupboards for safe storage of cleaning products. The project enhances accessibility, safety, and inclusivity, ensuring facilities can be enjoyed by all.</i></p> <p><i>Key groups considered include:</i></p> <ul style="list-style-type: none"> • Older adults: <i>Level paving, seating, and sheltered areas support the growing number of 65+ members.</i> • People with disabilities: <i>Improved access, entrances, and covered spaces accommodate wheelchair and motorised chair users.</i> • Gender equality: <i>Facilities are fully accessible to all genders.</i>
--	---

	<ul style="list-style-type: none"> • Local residents: The project encourages participation from diverse socio-economic backgrounds. <p>These upgrades create a safe, welcoming, and inclusive environment, promoting wellbeing, community engagement, and lifelong participation in sport for all Croxley Green residents</p>
--	--

Mitigations

Protected Characteristic	Potential Issue	Mitigating Actions
	<i>Against each protected characteristics, make a frank and realistic assessment of what issues may or do occur</i>	<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	Older adults may find uneven paving, long distances, or lack of seating challenging. Young participants may feel less engaged if activities are focused on adults.	New level paving, pergola seating, accessible entrances, and social events for all ages. Engage in more youth engagement initiatives, trial sessions for younger participants, and monitor usage.
Disability	Mobility impairments may limit access to green or clubhouse. Visual or hearing impairments may restrict participation.	Fully accessible paving, ramps, door replacements, pergola shelter, signage in clear print, and staff/volunteer awareness. Engage with disabled members to ensure needs are met.
Gender reassignment (or affirmation)	Trans participants may feel excluded if facilities are gender-specific or locker rooms are not inclusive.	Ensure inclusive access to changing rooms and toilets. Clear policies promoting inclusivity. Staff/volunteer training on gender sensitivity.
Pregnancy or maternity	Pregnant users may have limited mobility or need seating/rest breaks.	Pergola seating, shaded areas, and flexible participation options. Ensure clear pathways and accessible toilets.

Race	Minority ethnic groups may feel less welcome or unaware of opportunities.	Outreach through local networks, promotional materials in community languages, and welcoming policies. Monitor membership diversity.
Religion or belief	Religious users may require space for prayer or modesty considerations.	Flexible use of club spaces for privacy when needed, inclusive scheduling of events, and consultation with interested members.
Sex	Male/female imbalance may exist in participation or club committees.	Mixed games, inclusive promotion, and encouragement for all genders to join competitions or social events. Monitor participation trends.
Sexual Orientation	LGBTQ+ members may feel excluded or experience harassment.	Inclusive club policies, clear anti-harassment statements, and supportive culture. Encourage reporting and dialogue.
Marriage and Civil Partnership	Couples may prefer to participate together; scheduling may conflict with family commitments.	Flexible sessions and social events accommodating couples and families. Monitor attendance and gather feedback.
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.	Vulnerable groups may feel unsafe, unwelcome, or isolated, and may face barriers to participation due to access, transport, equipment, confidence, or health challenges.	Provide safe, welcoming, and accessible facilities with clear codes of conduct. Offer inclusive programs, free trials, mentorship, and peer support. Train staff/volunteers in safeguarding, collaborate with local charities and services, and monitor participation to ensure all vulnerable groups can engage safely.

Actions Planned

In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken

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

Beyond the core mitigating actions, the Club will proactively promote equity, engagement, and inclusion by offering flexible session times, free trial sessions, and mentoring for new or vulnerable participants. We will maintain regular consultation with members and local community groups to ensure the facilities meet diverse needs and continue to identify barriers to access. Outreach to schools, youth groups, care leavers, carers, and other vulnerable populations will encourage participation across all ages and backgrounds. Policies on safeguarding, behaviour, and accessibility will be regularly reviewed, ensuring compliance with the Equality Duty and adapting to feedback. Further equality assessments will be undertaken as new initiatives or changes to facilities are proposed, ensuring ongoing due regard to inclusion and fairness.

Additional Information

Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.

Croxley Guild Bowls Club is committed to fostering a truly inclusive environment for all members of the community. Facilities and activities are designed to accommodate a wide range of ages, abilities, and backgrounds, including people with disabilities, older adults, carers, and other vulnerable groups. We actively encourage participation from underrepresented groups, including women, ethnic minorities, LGBTQ+ members, and those experiencing social or economic disadvantage.

Proactive measures include accessible entrances and paths, inclusive changing facilities, sheltered seating, flexible sessions, and outreach initiatives to schools, youth groups, and community organisations. Policies and procedures, including safeguarding, equality, and accessibility, are reviewed regularly. Engagement with members and local stakeholders ensures that feedback informs ongoing improvements, promoting fairness, equity, and safe participation for everyone.

Sign off:

Equalities Lead Officer	Date

TRDC Climate and Sustainability Impact Ass

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

Guidance for Use:

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

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

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

Homes, buildings, infrastructure, equipment and energy	
Question	
1	What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?
2	What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?
3	Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>
4	Will any new building constructed or refurbished be highly energy efficient in use? <i>E.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent"</i>
5	Does this make use of sustainable materials / inputs in your project? <i>E.g. re-used or recycled construction materials, timber in place of concrete</i>

6	Does this use more sustainable processes in the creation of the project? <i>E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel</i>
7	Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>
8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?
Average Score	

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

Goods and Consumption	
Question	

14	Has this project considered ways to re-use existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?
15	Does the project reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people, leasing or product-as-a-service rather than ownership</i>
16	Does the project use products and resources that are re-used, recycled, or renewable?
17	Does the project enable others to make sustainable choices within their lifestyles, or engage people about this?
18	Does the project have a plan to reduce waste sent to landfill in manufacture?
19	Will the material(s) used on the project be able to be re-used, re-purposed, or recycled at end of its life?
20	Has the project taken steps to ensure any food offered or consumed is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy, minimise food waste, seasonal and locally sourced produce.</i>
	Average Score

Ecology

Question

21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.)
22	Does the project create more habitat for nature? <i>E.g. planting native plants, trees, and flowers, creation of ponds or wetlands, provision of bird or bat boxes, installation of log piles or insect hotels</i>
23	Does the project make changes to existing habitats or have a negative impact on biodiversity? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species, light pollution, noise pollution, water pollution, disturbance to habitat, soil erosion, fragmentation of habitat</i>
24	Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?
	Average Score

Adaptation

Question

25 Does any planned project, construction or building include measures to conserve water? *E.g. low-flow taps and showerheads, water-efficient devices*

26 Does the project consider how to protect people from the effects of extreme weather? *E.g. including shading to prevent overheating*

27 Has any planned building work or infrastructure on the project considered how to mitigate flood risk? *E.g. implementing Sustainable Drainage Systems (SuDS), de-paving areas, installing green roofs*

28 Does any planned building work or infrastructure on the project increase the total surface area covered by hard surfacing (as opposed to green or permeable surfacing)?

29 Has the project considered its own resilience to extreme heat, flooding, or drought resulting from climate change?

Average Score

Engagement and Influence

Question

30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take to mitigate and adapt to these?

Average Score

Total Overall Average Score

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

Climate and Sustainability Impact Assessment Summary

Homes, buildings, infrastructure, equipment and energy

Travel

Goods and Consumption

Ecology
Adaptation
Engagement and Influence
Total Overall Average Score

Assessment

Impact and Recommendation

Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.

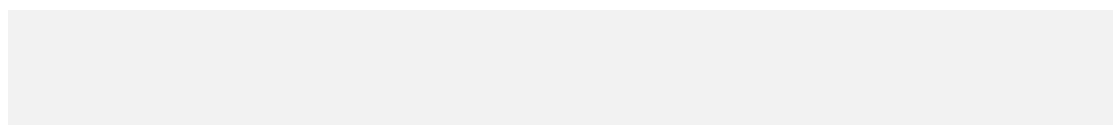
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.

Some possible negative impacts for sustainability. Recommendation to review this aspect.

Considerable inconsistency with the council's sustainability objectives. Stop the project.

Neutral or not applicable. Recommendation to consider how benefits could be maximised.

Name of project/policy/procurement and date: Croxley Guild of Sports and Social club with specific reference to Croxley Guild Bowls Club environmental Improvements date 10th December 2025	
Sustainability and Community Wellbeing Improvements	



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

Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	3.20

Impact	Score (0-4)
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
	3.00

Impact	Score (0-4)
---------------	--------------------

Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
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
	3.50

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

Impact	Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4.0

Impact	Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4
	3.54

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

3.80
3.25
3.50

3.50
4.00
4
3.7

th this aspect.

is aspect where possible and proceed.

these aspects and find mitigations where possible.

Strong recommendation to review these aspects and find mitigations.

achieved in this area, but otherwise proceed.

--

Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1. New triple glazed doors will better insulate club house Pergala will provide better shelter reducing need for moving indoors	Some positive impact for sustainability. Recommendation to further enhance this aspect where	4
LED lights have been put in the clubhouse in september to reduce electricity use over our winter use of the club house . We had to do this ahead of the funding as we wanted to get	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
The pergola will bring into use paved area currently open to elements. This can accommodate more people for the after match teas and for social events.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	3
N/A The pergola has a use to provide shade and shelter from the elements and is only used in summer . The improvements to the clubhouse will reduce energy demand but will not take the epc to an A or equivalent	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
1.Pergola will be constructed of wood rather than concrete or steel and plastic	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
N/A	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
		3.80

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
Provides local amenity to growing population of Three Rivers area . club is sited in a central walkable location Club encourages car sharing for matches. The Guild is on quiet roads suitable for cycling . Club in negotiation with The Guild to put cycling hoops on small car park.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
The club to provide more lockers to enable more people to leave heavy bowls at club. The club will actively encourage car sharing for away games. Hoops for securing bikes to encourage use	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Improving the surface around the rink and social areas will improve the site for the less mobile and those needing aids walking crutches and mobility scooters and wheel chairs. site itself is central within Croxley Green	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
We are intending to put more bike hoops to encourage the use of bikes	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
		3.25

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
------------------------------------	----------------------------------	----------------------------

1. Pergola will be constructed of sustainable timber. Where possible will be made of reclaimed timber. Using durable material and old paving will be recycled	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Limited circular economy measures beyond site level	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
1. Paving - It is important that the paving is a level surface and extremely durable. Half of the current paving has proved to be robust and will be chosed for the project	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
		3.50

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
we are not making any change to the green space or planted area .	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Maintains and enhances existing green infrastructure	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
	Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
		#DIV/0!

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
installation of water collection butts around the site to provide drought resilience.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
The Pergola will protect players and visitors in the summer and spring and a place for quiet time watching the visiting birds in the autumn and winter	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
water collection from roof stops water flowing onto the paving and green	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
The is no change to the different spaces	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
The installation will help reduce heat gain in the Club House and the pergola will provide suitable shaded area .	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
		4.00

Justification or mitigation	Impact (select from list)	Revised Score (0-4)
members and visitors. Several clubs have chosen Pergolas with metal frames but Croxley club has decided that a timber frame sustainably grown is more environmentally	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
		4
		3.7



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

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improved energy efficiency.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heating.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as re-used materials.
- Use construction methods that reduce overall energy use, such as modular, factory-built construction.
- 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.
- Use energy-efficient appliances.
- Install low-energy (LED) lighting.
- Install measures to help manage building energy demand, such as smart meters, time-of-day tariffs, and energy management systems.

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

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

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

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

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

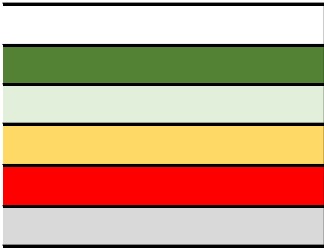
- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to enc
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space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

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

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

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

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



vement in EPC ratings.
Heat Networks where appropriate.

recycled material and timber frames.
Built components, or use of electrical

Energy storage.
PPAs (PPA)

Focus on lighting, or building

ounds.

olving transport.
training, incentives.

vice or deliveries

ownership.
Is.
end-of-life.
and disposal of an item.

(posting) food waste; replacing
enable them to adopt low-waste, low-

encourage biodiversity.
, ponds, hedgehog hides and
water pollution; water consumption;

watering garden, toilets
future overheating risk, with

Sustainable Drainage systems

oration.

community groups to promote



COMMUNITY INFRASTRUCTURE LEVY FUNDING REQUEST

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

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

Applications **must** be submitted in **full** on the correct forms, by the set deadline, and by the close of business (5pm)

deadline day; Any application received after the closing date and time will not be accepted.

As part of your application, we require the following or your submission may not be considered: Please refer to the CIL Funding Request Checklist for more details.

1. Community Infrastructure Levy Funding Request to be completed with reference to CIL Bid Scoring criteria and guidance
2. Equality Impact and Outcome Assessment
3. Climate and Sustainability Impact Assessment

Email: cil@threerivers.gov.uk

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

DO NOT AMEND THIS FORM

Please Note

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

Bid Reference (Internal Reference):

Section A: Applicant Contact Information

Name and address of your organisation	One YMCA Charter House, Charter Place, Watford, Hertfordshire WD17 2RT
Name and position of main contact	Donna Lawrie Head of Fundraising, Corporate Partnerships & Marketing
Applicant contact details (phone number, email and address)	Phone; 07717 348 915 Email: donna.lawrie@oneymca.org One YMCA Hostel and Central Hub, Comet Way, Hatfield AL10 9NG
Type of organisation (If a charity, please provide registration number)	Registered Charity Number 1102301
Describe your organisation's main purpose and regular activities	<p>One YMCA serves the communities in Hertfordshire, Bedfordshire and Buckinghamshire. Each year, we help individuals and families to belong, contribute and thrive through a broad range of integrated services. We provide far more than accommodation.</p> <p>Our portfolio of services reflects the breadth of local needs and includes accommodation, housing and practical/emotional support including for unaccompanied asylum-seeking children, community HUBs, early years provision; specialist domestic abuse support and a comprehensive youth service for 11–19-year-olds. We work closely with neighbouring YMCA's across East and Central England and collaborate with the wider YMCA network on a national scale.</p> <p>We deliver programmes and services that respond to the issues facing local people and create meaningful opportunities for young people across all our work - from apprenticeships and work experience to childcare and youth services. We support people of all ages, faiths and backgrounds. Our strategy is to ensure we offer homes of the right type, in the right place and at the right cost. We achieve this by effectively identifying need across existing and emerging groups, housing types and specialist areas.</p>

Is the organisation able to reclaim VAT?	Yes
---	-----

Section B: Project Overview

Project Title	One YMCA Woodlands Community Hub – MUGA and 3G Pitch Refurbishment
Summary of the project proposal	<p>One YMCA is seeking funding to resurface and install new drainage at two vital community sports facilities at our Woodlands Community Hub in Leavesden Country Park: a fenced multi-use games area (MUGA) marked for tennis, netball, and basketball and a 3G football pitch.</p> <p>Both facilities have been heavily used but are now unsafe due to age, poor drainage, and surface erosion. With few alternative options in the area, this project will provide safe, inclusive, and accessible facilities for thousands of local residents, community groups, and sports teams, including people with disabilities.</p> <p>This project will:</p> <ul style="list-style-type: none"> • Provide safe and accessible facilities for thousands of community users • Give local teams of all ages a secure home, boosting participation from all ages in sport to help improve health and mental wellbeing. • Support youth engagement and physical activity, tackling isolation and inactivity. • Enable disability-inclusive sport and play opportunities for the first time at this site. • Provide a platform for community events, festivals, and inclusive play. • Reinforce Woodlands Café as a community training and social enterprise hub, linking hospitality and sport opportunities for local people.
Estimated project cost (including breakdown of the overall cost and what the CIL funding requested will cover)	<p>The total project cost is £85,284 (see below breakdown – including project delivery/staffing costs, contingency and VAT). These costs are based on quotes received from an independent tender process. 3 quotes were submitted and the cheapest option selected.</p> <p>We would like to apply to the Three Rivers District Council CIL for £47,050 to fund the resurfacing of the MUGA, including accessibility enhancements and wheelchair-friendly surfacing.</p>

	Resurfacing of MUGA, accessibility enhancements and wheelchair-friendly surfacing	£32,875
	Line markings for Netball and Basketball	£2,100
	Championship quality Tennis net	£1,000
	Adjustable height Netball posts	£1,650
	Basketball backboards posts, rings and nets	£2,150
	Floodlights	£7,275
	Project Resilience	£5,000
	Project management & administration	£7,250
	PR & Comms to relaunch new facility	£2,500
	subtotal	£61,800
	Contingency @ 15%	£9,270
	VAT	£14,214
	Total	£85,284
Full address of project location	Leavesden Country Park, YMCA Community Hub, College Rd, Abbots Langley WD5 0GU	
Project partner (if applicable)	n/a	

Section C: Strategic Case	
<p>Why is CIL funding being sought and who are the likely beneficiaries of the project? Please provide usage details where appropriate</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth & Community Support</small></p>	<p>CIL funding is being sought to deliver essential capital improvements to existing community sports infrastructure at the Woodlands Community Hub, which is experiencing increased demand linked to population growth and intensified use of Leavesden Country Park and surrounding residential areas.</p> <p>The MUGA and 3G pitch are heavily used but are no longer fit for purpose due to surface failure, inadequate drainage and poor floodlighting, resulting in safety risks, reduced availability, and underuse for much of the year (see attached photographs).</p> <p><i>....in wet conditions the water runs off the tennis courts onto the astro and leads to it being muddy/flooded and clumping the infill together. Also, in the colder months this then freezes meaning it's quite slippery by the gate comes in and being unable to use the first meter by the fence as too frozen.</i></p>

Without intervention, the facilities will continue to deteriorate, leading to:

- Reduced availability of outdoor sports provision
- Increased safety risks for users
- Loss of day and evening time, affordable community sports space
- Inability to meet growing demand generated by local development

CIL funding is essential because the project:

- Delivers long-term, capital infrastructure improvements, not short-term programming
- Protects a strategic, multi-use community asset used by residents across the Three Rivers area
- Enables inclusive access and disability sport, addressing a clear infrastructure gap
- Supports sustainable community provision rather than replacing statutory funding

The project aligns directly with the purpose of CIL by mitigating the impact of development on community infrastructure and ensuring residents have access to safe, high-quality outdoor sport and recreation facilities.

The improved facilities will operate 7 days per week, 9am–9pm, supported by improved floodlighting, and will be used for:

- Scheduled sports training and matches (football, netball, tennis, basketball)
- Daytime community hire and informal use
- Youth engagement programmes and holiday activities
- Disability-inclusive sport and family activities
- Health and wellbeing initiatives, including Project Resilience
- Community events and seasonal activities

The facilities are expected to support:

- Thousands of individual visits annually
- Regular weekly bookings from established clubs
- Increased daytime use, currently limited due to unsafe conditions

How does the project help address the demands of development in the area. What evidence is there to support this?

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

The project directly supports Delivering Growth & Community Support by safeguarding and enhancing a strategic, multi-use community facility that serves residents across Abbots Langley, Leavesden and Watford.

It meets the Delivering Growth & Community Support criteria by:

- Responding directly to increased demand linked to local housing growth
- Enhancing existing infrastructure rather than duplicating provision

	<ul style="list-style-type: none"> • Providing inclusive, accessible facilities that benefit the wider community • Supporting health, wellbeing, and social cohesion • Ensuring long-term sustainability of a valued community asset <p>By investing CIL funding into this project, Three Rivers District Council will ensure that community infrastructure keeps pace with development, delivering tangible benefits for both existing and new residents.</p>
<p>Do you have planning permission in place to carry out the works? If so, please provide the application number</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Deliverability</small></p>	<p>Planning permission is not required for these works.</p>
<p>Please provide details of any supporting policy from the Local Plan</p> <p><small>Please refer to CIL Scoring Criteria Guidance under: Delivering Growth</small></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">DRAFT 2022</p>	<p>The project helps address the demands of development by mitigating pressure on local outdoor sports provision arising from new and expanding housing developments in the area. Increased footfall and year-round use have accelerated surface deterioration. Evidence of demand includes regular enquiries and bookings from football and netball clubs, day/evening time community hire, youth programmes, and feedback from users confirming flooding, freezing and unsafe conditions that restrict access. The MUGA currently provides the only outdoor netball court in the local area.</p> <p>In line with Delivering Growth & Environment, the project improves the resilience and sustainability of existing infrastructure through modern drainage systems, reducing surface water runoff, mud, and erosion, and enabling safe, all-weather use. This represents a sustainable upgrade rather than new build, maximising use of an established community asset within an accessible park setting with adequate car parking, toilets and changing facilities for able and disabled users already in place.</p> <p>The project is fully deliverable. Planning permission is not required, designs are straightforward, and delivery is scheduled for completion by May 2026 subject to funding. One YMCA has extensive experience delivering successful capital projects and managing community facilities.</p> <p>The project is supported by relevant Local Plan objectives, specifically:</p> <ul style="list-style-type: none"> • promoting healthy, active communities • improving access to open space and sport • supporting inclusive facilities • and ensuring infrastructure keeps pace with development.

<p>Would the community support the project?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Community Support</p>	<p>There is strong community support, evidenced by ongoing high usage, formal backing from sports' governing bodies (including Herts Sports Partnership, Hertfordshire County Netball Association, Herts FA and the LTA), and testimonials from local clubs, carers, families and users.</p> <p><i>The outdoor courts at YMCA are such an asset to the local community. People use them for tennis, netball and basketball etc. Little children are often seen learning to ride their bikes there. It's such a shame they can only be utilised for such a limited time during the year. Investing in resurfacing them will mean they can become an all-weather facility and serve our local community better.</i></p> <p>The project responds directly to identified community need, including unmet demand for wheelchair-accessible outdoor sports provision.</p>
<p>Please outline how the project will demonstrate value for money</p> <p>Please refer to CIL Scoring Criteria Guidance under Project cost</p>	<p>The project demonstrates value for money by refurbishing and future-proofing existing facilities rather than replacing them, extending lifespan, reducing maintenance costs, and enabling year-round use.</p> <p>As set out in the lease agreement, income through community hire will be modest, as pricing will be set in accordance with Three Rivers District Council's adopted pricing policy, providing residents of Three Rivers an affordable local resource.</p>
<p>Would the project lead to any income generation?</p> <p>Please refer to CIL Scoring Criteria Guidance under: Project Cost</p>	<p>The project will generate a modest income through increased community hire and regular bookings, contributing to ongoing maintenance. A proportion of this income will also be set aside into a sinking fund to ensure long-term sustainability while remaining affordable and accessible for local residents.</p>

Section D: Financial information

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

Please refer to CIL Scoring Criteria Guidance under: Project Cost

	Amount		Detail
Please indicate total cost of project (Excluding VAT)	£54,550.00		
Please provide a detailed breakdown of the costs for the project (Excluding VAT)	Preliminaries	£1,450	This is the total cost of the project excluding VAT, Consultancy, Project management and contingency. <u>Submit these quotes NOT</u> the total cost of project.
	Preparation	£2,665	
	Retaining Edges	£500	
	Macadam Surface Course	£22,310	
	Colour coating	£4,500	
	Line Markings	£500	
	Fixed Equipment	£700	
	Site clearance	£250	
	Line markings for Netball and Basketball	£2,100	
	Championship quality Tennis net	£1,000	
	Adjustable height Netball posts	£1,650	
	Basketball backboards posts, rings and nets	£2,150	
	Floodlights	£7,275	
	subtotal	£47,050	
	Project Resilience	£5,000	
	Project management & administration	£0	
	PR & Comms to relaunch new facility	£2,500	
	subtotal	£7,500	
Contingency @ 15%	£0		
VAT	£0		
Total	£54,550		
Please provide a detailed summary of the total CIL funding required, including phasing (Excluding VAT)	Preliminaries	£1,450	
	Preparation	£2,665	
	Retaining Edges	£500	
	Macadam Surface Course	£22,310	
	Colour coating	£4,500	
	Line Markings	£500	

	Fixed Equipment					£700	
	Site clearance					£250	
	Line markings for Netball and Basketball					£2,100	
	Championship quality Tennis net					£1,000	
	Adjustable height Netball posts					£1,650	
	Basketball backboard posts, rings and nets					£2,150	
	Floodlights					£7,275	
	subtotal					£47,050	
How much funding in total does the project currently have? E.g. Reserves Match funding Donations	£0.00						Fundraising for the project has only recently started and is based on a robust strategy approaching Charitable Trusts & Foundations, HNWI, Corporates and the local community in addition to the application to Three Rivers District Council. Securing funding for the capital works is the priority and One YMCA will commit £15,000 of its own reserves to fund the project management & administration, PR & Comms and project resilience work if we are unable to secure the full target amount.
Are there any revenue costs (i.e. day-to-day running costs, maintenance cost) associated with the project and if so how will they be funded and has that funding been secured?	MUGA revenue costs						This project is a refurbishment of an existing facility and does not create any new or additional revenue costs. The new LED lighting will actually reduce costs by approx. £3,200 p/a. All day-to-day running, maintenance, and management costs are already covered within One YMCA's existing operational budgets, which are secure and well established. In addition, One YMCA has recently invested in an upgraded online booking system, supported by a PR and communications campaign, which will improve accessibility, increase usage, and help sustain income to support ongoing maintenance. All ongoing revenue funding is secured.
	Description	Cost £	P/A	Total £	Notes		
	3G - maintenance	350	6	2100			
	3G - deep clean	500	2	1000			
	MUGA - maintenance	400	3	1200			
	MUGA - cleaning	750	2	1500			
	Lighting - lamp replacement	800	0	0	This cost will not be required with new LED lighting		
	1-off repair of lighting equipment	2400	0	0	This cost will not be required with new LED lighting		
	Staff costs	35000	20%	12250			
	Total			18050	excluding VAT		

Please indicate in the table below the source of additional funding that has been secured/ is being sought.						
Source	Amount requested	Conditions Attached	Use by Date	Funding Confirmed Yes or No	FULL Amount given.	Amount secured/ is being sought.
Sport England	£15,000	tbc	n/a	No		
Abbots Langley Parish Council	£15,000	tbc	n/a	No		
Football Foundation	£7,500	tbc	n/a	No		
Herts Sports & Physical Activity Partnership	tbc	tbc	n/a	No		
HS2	£20,000	tbc	n/a	No		
The Priory Foundation	£5,000	tbc	n/a	No		
The Mohn Westlake Foundation	£5,000	tbc	n/a	No		

Does the CIL funding help secure the release of additional funding?	Yes	It will help leverage other funding applications by demonstrating a clear need for the facilities locally.
---	-----	--

Section E: Delivery and on Going Maintenance
<p>What is the delivery timescale for the project? Please refer to CIL Scoring Criteria Guidance under: Deliverability</p> <p>The need is urgent as the current surfaces are unsafe and deteriorating further each season, but funding needs to be secured before work can commence.</p> <p>Our aim is to secure funding by April 2026, so work can be completed by May 2026 in advance of the main summer season.</p> <p>In parallel, a new online booking system is being installed. On completion of the capital works, a PR and communications campaign will be launched to improve awareness of the facilities to a far wider audience which will increase usage and help sustain income to support ongoing maintenance.</p>

Section F: Additional Information

Is there any additional information that may support the application?

The following quotes have been received from community users of the facilities:

I've been using the astro at Leavesden with Evergreen FC for 6 years and think it's a great space for our young footballers. We currently have 2 slots on a Saturday morning and 1 on a Tuesday night. From past experience the only down sides are in wet conditions the water runs off the tennis courts onto the astro and leads to it being muddy/flooded and clumping the infill together. Also, in the colder months this then freezes meaning it's quite slippery by the gate coming in and being unable to use the first meter by the fence as too frozen.

Sean, Football Manager

These outdoor courts are in desperate need of repair and resurfacing and are not fit for purpose. The gravel is loose; the surface is uneven and when they are wet they are slippery and therefore dangerous. These are the only outdoor courts in Watford and the surrounding area that can be hired during the day but are only suitable in the summer months when it is dry. They are so worn and uneven that any sign of damp or if they are wet, they become very slippery and unsafe to play on. The outdoor courts at YMCA are such an asset to the local community. People use them for tennis, netball and basketball etc. Little children are often seen learning to ride their bikes there. It's such a shame they can only be utilised for such a limited time during the year. Investing in resurfacing them will mean they can become an all-weather facility and serve our local community better.

Whippets Netball Club

Danielle Elkerton, Club President, Whippets Netball Club

I'm a single mum to my 15-year-old autistic son Fraser. I am his full-time carer meaning I needed to give up my career to care for his special needs. My one and only passion and saviour is my netball club! This is the only time I get for me. I started Whippets Netball Club about 9 years ago when I asked some other mums at Frasers special needs school if they fancied a little game of netball for some fun, fitness and a run around. Over the years the club has grown to around 50 women (and one man!) who love the game as much as me. We vary in standard, fitness, and age - ranging from teenagers to over 70-year-olds! We play for fitness and fun in the mornings several times a week. For those of us a little more serious, we have five teams of around 12 players each who play in evening and weekend leagues competitively. However, collectively one thing is for sure, netball has really helped our mental health and well-being, especially after covid. For us it is more than just about playing a sport we all love. We're a support network in the local community. Welcoming new members all the time.

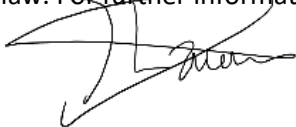
Section G: Declaration

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

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

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

Signed:



Organisation: **One YMCA**

Date: 10th February 2026

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

Signed: n/a _____

Organisation: n/a _____

Date: n/a _____

Equality Impact Assessment

EIAs enable us to consider all the information about a project from an equalities perspective and then action plan to get the best outcomes for staff and service-users. They analyse how you might impact differently on different groups.

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

For further support or advice please contact the Strategy and Partnerships Team at Three Rivers District Council.

Project Information

Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	One YMCA Woodlands Community Hub – MUGA and 3G Pitch Refurbishment
Organisation	<i>One YMCA</i>
EIA Author <i>Name and Job Title</i>	Donna Lawrie Head of Fundraising, Corporate Partnerships & Marketing
Date EIA drafted	22 nd January 2026

Executive Summary

<p>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></p> <p><i>This section should explain what you are assessing:</i></p> <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> 	<p>The project assessed is the refurbishment of the Multi-Use Games Area (MUGA) and 3G football pitch at One YMCA’s Woodlands Community Hub in Leavesden Country Park.</p> <p>Both facilities have deteriorated significantly due to age, heavy usage and poor drainage, resulting in flooding, slippery surfaces, freezing conditions and uneven areas that make the courts unsafe and inaccessible for large parts of the year.</p> <p>This project will deliver resurfacing, modern drainage, accessibility upgrades including wheelchair friendly surfacing, new sports equipment, and improved floodlighting. These changes aim to ensure safe, year-round access for the local community, including sports clubs, families, young people, disabled residents, and vulnerable groups using One YMCA programmes.</p> <p>We expect this project to have significant positive equality impacts, especially for:</p> <ul style="list-style-type: none"> • Children and young people • Disabled residents • Carers • Women and girls (high netball demand) • People experiencing homelessness (Project Resilience) • Local low-income families who rely on free/low-cost community facilities. <p>No negative equality impacts have been identified. Where potential barriers exist, mitigation measures are included below.</p>
--	--

Mitigations

Protected Characteristic	Potential Issue	Mitigating Actions
Age	Older people and young children may be at increased risk of injury on unsafe, uneven or slippery surfaces. Lack of lighting restricts use during darker months.	Full resurfacing and improved drainage to remove slipping hazards. New floodlighting to support safe early evening use. Continued scheduling of youth and family sessions. Inclusive design suitable for all ages.
Disability	The current surface restricts access for wheelchair users and people with mobility impairments. Flooding, mud and uneven surfaces create specific barriers for disabled players.	Wheelchair friendly surfacing and level access included in the redesign. Improved drainage prevents mud and pooling. Engagement with disability-sport partners. Ensuring accessible routes from the car park to the pitch remain maintained.
Gender reassignment (or affirmation)	No direct negative impacts identified. However, trans and non-binary users can face barriers to participation if facilities feel unsafe or unwelcoming.	Clear anti-discrimination messaging in booking and welcome materials. Inclusive programming and safeguarding policies. Well-lit facilities to improve safety and comfort.
Pregnancy or maternity	Pregnant women may avoid uneven or slippery surfaces due to the risk of falls. Carers with prams may struggle with poor access.	New even surfacing greatly reduces fall risks. Level access supports prams and young children. Flexible community booking allowing parent/carers groups to use the facilities.
Race	No direct negative impacts identified. People from ethnically diverse backgrounds participate heavily in informal sport. There could be barriers to access.	Maintain open community access, not club-only use. Remain conscious and inclusive when considering promotion and being accessible to all.
Religion or belief	Some faith groups prefer separate male/female sessions or modest dress environments.	Ability to schedule women only sessions. Continue to engage with local community and faith groups.
Sex	Women and girls are disproportionately affected when facilities deteriorate, particularly for netball, while relies on the MUGA as the only local outdoor court.	Resurfacing ensures safe participation for netball clubs. Flexible scheduling to accommodate women's daytime sessions. Lighting to support safe evening use.
Sexual Orientation	No direct issues. However, LGBTQ+ residents may avoid spaces that feel unsafe or poorly lit.	Improved lighting. Inclusive code of conduct and safeguarding standards. Staff oversight from the Woodlands Hub team.
Marriage and Civil	No barriers identified.	Ensure fair and open access to all.

Partnership		
The council recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.	These groups rely on affordable, local community spaces to support wellbeing, structure and mental health. Unsafe facilities reduce access and participation.	Improved facilities will support One YMCA's Project Resilience, benefitting our residents and people in recovery. Daytime accessible sport for carers and parents, including low pressure activity spaces. Community friendly pricing protects access for low-income and vulnerable users.

Actions Planned

In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken

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

- Install wheelchair friendly surfacing and level access to enable inclusive sport.
- Improve drainage to prevent mud, freezing and flooding, increasing safety for all.
- Upgrade floodlighting to allow safe evening and winter use.
- Promote the improved facilities across diverse communities, including clubs, youth groups, disability networks and informal sports users.
- Continue offering women only sessions on request.
- Monitor usage to track accessibility and identify and groups under-represented.
- Strengthen links with local partners to expand inclusive opportunities.

Additional Information

Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.

The refurbished MUGA will become the only wheelchair accessible outdoor sports court in the immediate area, removing a longstanding barrier to participation. The project also supports mental health and social inclusion through One YMCA programmes such as Project Resilience, youth activities and family sessions.

The improvements will significantly expand access to affordable sport and physical activity during a time when local communities are experiencing increased pressures on wellbeing, cost of living challenges, and in parts of the region, environmental disruption linked to wider infrastructure works.

The project directly aligns with Three Rivers priorities around:

- Healthy, active communities
- Inclusive neighbourhoods
- Accessible public spaces
- Supporting young people and vulnerable adults.

Sign off:

Equalities Lead Officer	Date
Michael Howe	22 nd January 2026

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@threerivers.gov.uk.

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

Name of project/policy/procurement and date	Woodlands MUGA and 3G Refurbishment
Brief description (1-2 sentences):	Improvement works on the MUGA at Woodlands Community Hub in Leavesden Country Park: a fenced multi-use games area (MUGA) marked for tennis, netball, and basketball and a 3G football pitch. Both facilities have been heavily used but are now unsafe due to age, poor drainage, and surface erosion. With few alternative options in the area, this project will provide safe, inclusive, and accessible facilities for thousands of local residents, community groups, and sports teams, including people with disabilities. The proposed works include: Resurfacing the MUGA, including accessibility enhancements and wheelchair friendly surfacing, renewing the floodlights with LED lighting, applying new line markings for netball and basketball, Installing drainage around the MUGA, fixed tennis net posts and providing netball and basketball posts, sockets, and backboards.

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	The project will replace older floodlights with modern LED units, significantly reducing energy consumption for lighting while maintaining safe illumination levels.	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	The works do not involve any ongoing use of fossil-fuel-powered systems. Contractors may use standard equipment temporarily, but this has no long-term impact.	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	The project improves and renews an existing outdoor recreation space, but does not affect building use.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	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").	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	No buildings are involved; however, the installation of LED floodlights improves overall energy efficiency of site infrastructure.	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	Where feasible, recycled rubber and material infill will be specified, and durable materials will reduce future replacement frequency.	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	Contractors will be encouraged to use electric tools/plant where possible, and waste will be minimised through efficient project phasing.	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	No renewable energy generation is planned.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	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	Aside from LED floodlights, no additional equipment with energy ratings is used.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Minor construction traffic only; no ongoing travel demand created.	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	Contractors may use mixed fleets for short-term works; no operational vehicle use afterward.	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? E.g. cycling, walking, switching to electric transport	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The upgraded facility encourages active recreation locally, reducing the need for residents to travel farther to find suitable sports facilities.	Some positive impact for 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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The MUGA is already located within a community setting and accessible by foot and local public transport.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13 Has the project taken steps to reduce traffic? Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	No impact on vehicle traffic once construction is completed	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		3.50			3.50

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	Existing sub-base is retained where possible. Old turf will be recycled.	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? E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Some new materials are required, but specification will favour durable items with long life expectancy.	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Recycled rubber, materials and sustainably sourced posts will be used where available.	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	Indirect benefits only through encouraging local, low-carbon leisure activity.	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?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Contractor will minimise waste through accurate ordering and recycling of removed surfacing.	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	Modern MUGA surfacing systems are recyclable and designed for future reuse	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? E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Not applicable to this project.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		3.00			3.00

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	Works occur entirely within an existing hard-surfaced recreation area.	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	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Opportunity to incorporate small enhancements such as native planting around the perimeter or wildflower margins.	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	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	No natural habitats affected.	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	Indirect benefits only; signage could be added in future if required.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score		3			3

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

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

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	Not applicable but drainage improvements will reduce pooling and run-off.	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?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	New drainage reduces surface flooding risk, making the area safer during heavy rain.	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	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Improved drainage significantly increases resilience, reducing flood-related surface water issues.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
28 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Existing hard surface is retained; however drainage improvements offset any increase in runoff.	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Drainage upgrades help futureproof the facility against heavier rainfall events.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score		3.0			3.33

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?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	activity locally, reducing travel and highlighting sustainable community investment. Optional signage could promote responsible environmental behaviour.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score		3			3
Total Overall Average Score		3.08			3.1

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.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	3.50
Goods and Consumption	3.00
Ecology	3.00
Adaptation	3.33
Engagement and Influence	3
Total Overall Average Score	3.1

TRDC Climate and Sustainability Impact Assessment

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

**Conservation
Area Appraisal
Programme
29/06/2026**

POLICY AND RESOURCES COMMITTEE

PART I

CONSERVATION AREA APPRAISAL PROGRAMME (DoF)

1 Summary

- 1.1 This report seeks Members' agreement of the updated Conservation Area Appraisal Programme. The programme prioritises the oldest appraisals first, however, Members are provided with the option of prioritising the Heronsgate Conservation Area Appraisal update due to lack of evidence of formal adoption in 2012.

2 Recommendation

- 2.1 That Members agree one of the following options:

2.2 Option 1:

Agree the draft Conservation Area Appraisal Programme based on chronological order in Appendix 1.

2.3 Option 2:

Agree the Conservation Area Appraisal Programme in Appendix 1 with the Heronsgate Conservation Area Appraisal update being prioritised to follow after the ongoing Rickmansworth Conservation Area Appraisal update.

2.4 Option 3:

Agree the Conservation Area Appraisal Programme in Appendix 1 with the Heronsgate Conservation Area Appraisal update prioritised to follow after the two Sarratt Conservation Area Appraisal updates.

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

3 Details

- 3.1 Three Rivers District Council has a duty under the Planning (Listed Building and Conservation Areas) Act 1990 (The Act) to designate as conservation areas any "areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance." The Act also requires the council to keep conservation areas under review and to formulate and publish from time-to-time proposals for their preservation and enhancement.
- 3.2 There are 22 conservation areas in Three Rivers, which were designated due to having been deemed to have a special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.
- 3.3 Best practice guidance from Historic England suggests that the council reassesses the boundaries of conservation areas every five years, resources permitting. The actual frequency should depend on development pressures and

local circumstances. Members of the Policy and Resources Committee have previously agreed to update the Conservation Area Appraisals every ten years.

- 3.4 The aims of a Conservation Area Appraisal are to:
- set out the special architectural and historic interest of the conservation area and to describe the special character and appearance that it is desirable to preserve or enhance;
 - examine the existing boundaries of the conservation area and consider the potential for other areas to be included and, if appropriate, where existing areas should be excluded; and
 - identify areas subject to pressure for change that would be adverse to the character and appearance of the conservation area as a result of permitted development and identify any areas where the removal of permitted development rights would safeguard the essential character and appearance of the area.
- 3.5 It should be noted that the Conservation Area Appraisal process may result in the conservation area being recommended to be reduced in size or removed altogether.
- 3.6 All of the conservation areas in Three Rivers have been appraised, with the last appraisal, Coppermill Lock, being completed in 2016. Although some of these appraisals date back to the 1990s, there are many conservation areas across the country that have never been appraised and are merely protected through Local Plan policies.
- 3.7 Conservation Area Appraisals are evidence and guidance documents. They support the implementation of Local Plan policies relating to heritage assets and conservation areas but are not development plan policies in themselves. Their purpose is to identify and describe the character, appearance, significance and key features of conservation areas and assist in the consistent application of adopted planning policy.
- 3.8 The process for undertaking a Conservation Area Appraisal involves several stages. Initially the existing document needs to be reviewed, followed by a survey of the conservation area involving looking at recent planning applications, what has changed in terms of development, what are the pressures for change, whether the boundaries of the conservation area need to be renewed, and whether an Article 4 Direction is required. There would then be a consultation period for the appraisal document. The final document then needs to be approved by Members.
- 3.9 Although a number of Conservation Area Appraisals are now dated, officers are not aware of any planning appeal decisions being overturned due to the age of an appraisal. Consequently, officers consider the risk arising from older appraisals to be low, although there remains a benefit in updating them to reflect current conditions and best practice.
- 3.10 Work on the Rickmansworth Town Centre Conservation Area Appraisal is nearing completion and is expected to be published for public consultation shortly. Progress has been slower than originally anticipated due to competing Local Plan priorities and statutory deadlines.

- 3.11 In 2024, Members agreed to the council completing two Conservation Area Appraisals per year. Following the recent increase in budget approved by Members, there is potential to complete up to three appraisals during 2026/27, and a further three appraisals in 2027/28. Officers consider that this would realistically comprise Rickmansworth Town Centre, Sarratt (The Green) and Sarratt (Church End). Delivering more than three appraisals is not considered achievable due to officer time required to complete the Local Plan, which remains the council's priority project, together with limitations on consultant availability.
- 3.12 Members have requested that Heronsgate Conservation Area be prioritised due to a lack of evidence that the 2012 appraisal was formally adopted by the council. Place Services have suggested that the detail on the architectural interest (including contribution made by buildings etc.) and on setting needs to be updated to reflect changes. There have also been changes in guidance since 2012 including *Conservation Area Designation, Appraisal and Management (Historic England 2019)* and *The Setting of Heritage Assets (Historic England 2017)*. Place Services have advised that whilst the existing appraisal does not necessarily contradict this guidance, it would benefit from being updated.
- 3.13 Officers are therefore happy to bring Heronsgate forward in the programme, either immediately following Rickmansworth Town Centre or following completion of the two Sarratt appraisals.
- 3.14 The draft Conservation Area Appraisal Programme can be viewed in Appendix 1 to this report. It is currently set out in chronological order with the oldest appraisals being prioritised. Should Members agree to prioritise the Heronsgate Conservation Area Appraisal update then the programme will be updated accordingly.
- 3.15 The conservation function in terms of comments on planning applications is currently outsourced to external consultants Place Services. The work is funded through the vacant Senior Conservation Officer (part time) post salary. The scope of work is defined through an SLA and covers conservation comments on planning applications that impact heritage assets.
- 3.16 As the conservation service is outsourced to Place Services, it would be Place Services that prepare any new Conservation Area Appraisals. This work would be in addition to the conservation comments provided on planning applications and would therefore come at an extra cost. The costs are set out in the financial implications section of this report.
- 3.17 All Conservation Area Appraisals need a period of formal public consultation including an event/exhibition. Depending on the level of engagement this can add up to £2,000 per appraisal. The consultation is administered by the council, but any events/exhibitions will be hosted by Place Services.

4 Options and Reasons for Recommendations

- 4.1 The options provide Members with an opportunity to decide whether they wish to prioritise the Heronsgate Conservation Area Appraisal update rather than follow a purely chronological approach to the programme.

5 Policy/Budget Reference and Implications

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

5.2 The recommendations in this report relate to the achievement of the following performance indicators:

5.2.1 PPC10 – Produce 2 Conservation Area Appraisals a year

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

5.3.1 That it will help the council achieve these performance indicators.

6 Financial Implications

6.1 Conservation Area Appraisals cost in the region of:

- Small-scale CAA: £6500 - £8500 (such as Sarratt (Church End))
- Medium -scale CAA (such as Sarratt Green (The Green) and Croxley Green): £8500 - £10500
- Large-scale CAA: £10500+ (such as Rickmansworth Town Centre)

6.2 Consultation events / exhibitions will cost circa an additional £2,000 per event.

6.3 £50,000 has been set aside in reserves to help progress the Conservation Area Appraisal Programme.

7 Legal Implications

7.1 Conservation areas were introduced by the Civic Amenities Act 1967. The power to designate is now included in the Planning (Listed Buildings and Conservation Areas) Act 1990. It is the duty of the Local Planning Authority to decide which parts of the area they administer are areas of special architectural or historic interest, the character and appearance of which is desirable to enhance through formal designation. The Act also requires the council to keep conservation areas under review and to formulate and publish from time-to-time proposals for their preservation and enhancement.

8 Staffing Implications

8.1 The Conservation Area Appraisals will be produced by external consultants whose work will be managed by the Head of Planning Policy & Conservation.

9 Environmental Implications

9.1 None specific.

10 Community Safety Implications

10.1 None specific.

11 Public Health implications

11.1 None specific.

12 Customer Services Centre Implications

12.1 The CSC will be briefed to advise on whom to contact regarding policy applying to heritage assets.

13 Communications and Website Implications

13.1 Information about policies affecting conservation areas will be available on the council's web site.

14 Risk and Health & Safety Implications

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

14.2 The subject of this report is covered by the (Planning Policy & 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
The area of special architectural and historic interest would be under threat from unsympathetic development proposals	Deterioration and loss of the district's historic environment	Keep conservation area appraisals as up-to-date as possible	Tolerate	3

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.

Background Papers

- National Planning Policy Framework (2024)
- Historic England Advice Note 1 (second edition) (2019)
- Planning Practice Guidance, Historic Environment (2019)

APPENDICES / ATTACHMENTS

- Appendix 1 – Draft Conservation Area Appraisal Programme
- Appendix 2 – Heronsgate Conservation Area Appraisal (dated April 2012)

APPENDIX 1
CONSERVATION AREA APPRAISAL PROGRAMME
2026/2027 – 2030/2031

APPRAISAL PRIORITIES (oldest appraisals)			
Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Rickmansworth Town Centre	1996	1993	2026/2027
Sarratt (The Green)	Pre 1974	1994	2026/2027
Sarratt (Church End)	1980	1994	2026/2027
Croxley Green	1980	1996	2027/2028
Chorleywood Station Estate	1990	2005	2027/2028
Moor Park	1995	2006	2027/2028
Cedars Ave/Nightingale Rd/Upper Nightingale Rd	2006	2007	2028/2029
Outer Loudwater Estate	2006	2007	2028/2029
Oxhey Hall	2006	2007	2029/2030
Hunton Bridge	1984	2008	2029/2030
Frith Wood	2007	2008	2030/2031
Chorleywood Common	1976	2010	2030/2031
Grove Mill Lane	1973	2012	2031/2032
Heronsgate	1993	2012	2031/2032
Batchworth Heath	1994	2013	2032/2033
Loudwater Estate	1998	2013	2032/2033
Stockers Lock and Farm	1993	2013	2033/2034
Abbots Langley	1969	2014	2034/2035
Dickinson Square	1994	2014	2034/2035
Coppermill Lock	1980	2017	2034/2035

APPRAISAL REVIEWS 2026/2027

Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Rickmansworth Town Centre	1996	1993	2026/2027
Sarratt (The Green)	Pre 1974	1994	2026/2027
Sarratt (Church End)	1980	1994	2026/2027

APPRAISAL REVIEWS 2027/2028

Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Croxley Green	1980	1996	2027/2028
Chorleywood Station Estate	1990	2005	2027/2028
Moor Park	1995	2006	2027/2028

APPRAISAL REVIEWS 2028/2029

Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Cedars Ave/Nightingale Rd/Upper Nightingale Rd	2006	2007	2028/2029
Outer Loudwater Estate	2006	2007	2028/2029

APPRAISAL REVIEWS 2029/2030

Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Oxhey Hall	2006	2007	2029/2030
Hunton Bridge	1984	2008	2029/2030

APPRAISAL REVIEWS 2030/2031

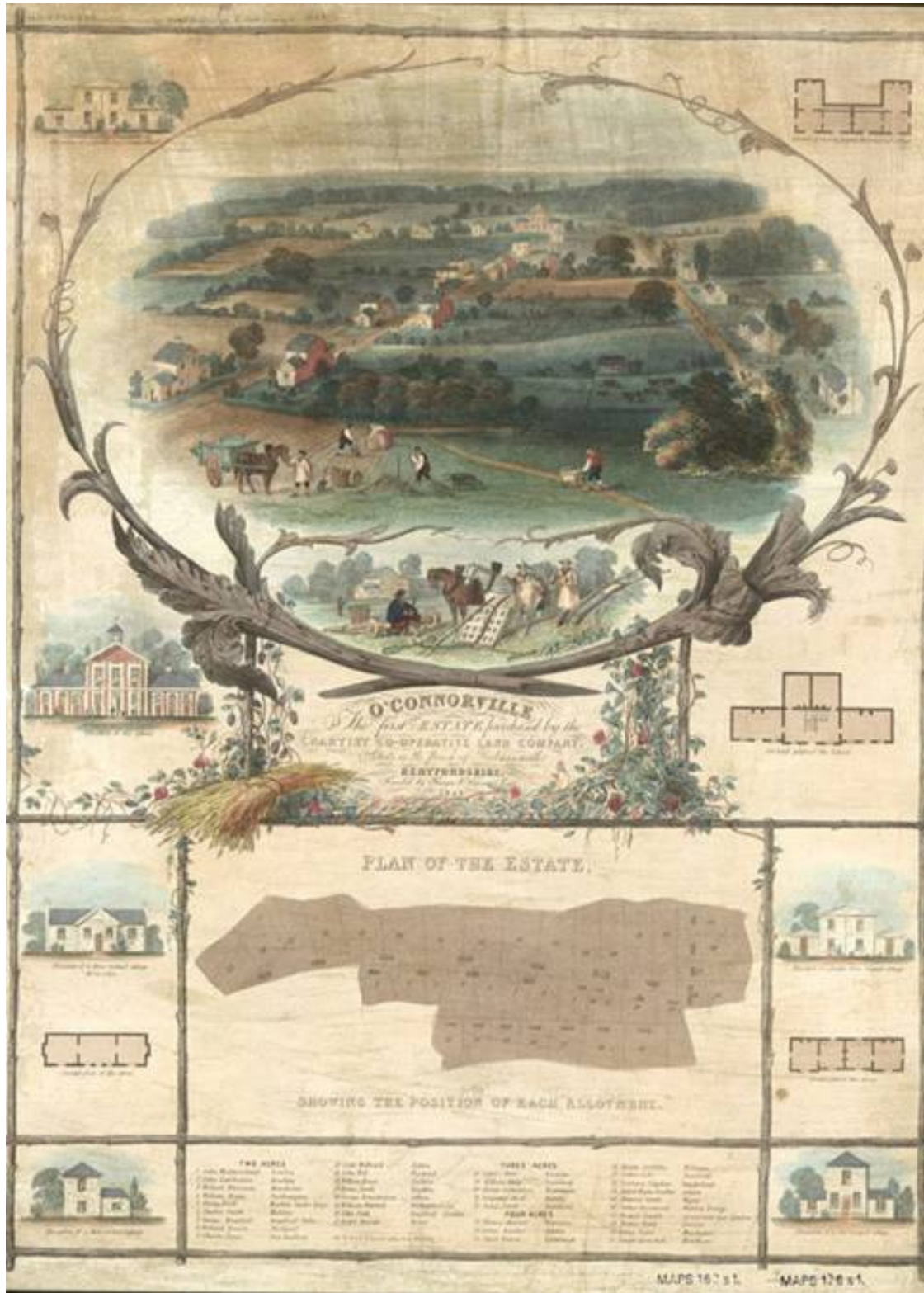
Conservation Area	Designated	Conservation Area Appraisal	New Appraisal Planned
Frith Wood	2007	2008	2030/2031
Chorleywood Common	1976	2010	2030/2031

This page is intentionally left blank

HERONSGATE

Conservation Area Appraisal

April 2012



HERONSGATE CONSERVATION AREA APPRAISAL

CONTENTS

	Page
1.0 Introduction and Executive Summary	3
2.0 History and Development	4
2.1 Location	4
2.5 Chartists	4
2.10 Heronsgate	5
2.22 A New Era	6
3.0 Character and Appearance	7
3.4 Stockport Road	7
3.7 Nottingham Road	8
3.21 Bradford Road	11
3.24 Halifax Road	11
3.29 Long Lane	12
4.0 Buildings	13
4.1 Grade II Listed Buildings	13
4.2 Buildings added to the Council's List of Locally Important Buildings	14
4.3 Other Buildings Making a Positive Contribution	15
4.5 Negative Features	15
5.0 Considerations for Development	15
5.2 Green Belt	15
5.4 Conservation Areas and Permitted Development	15
5.9 Historic Buildings	16
5.14 Trees	16
5.17 Plot Boundaries and Hedgerows	17
5.19 Landscape & Archaeology	17
6.0 Review of Conservation Area Boundary	17
7.0 Management Strategy	17
8.0 Bibliography	18
Appendices	
Appendix 1 Heronsgate Conservation Area	
Appendix 2 Historic Map 1872-1891	
Appendix 3 Original Hedgerow Boundaries	
Appendix 4 Buildings added to the Council's List of Locally Important Buildings	
Appendix 5 Tree Preservation Orders	
Appendix 6 Change to Conservation Area Boundary	

HERONSGATE CONSERVATION AREA APPRAISAL

1.0 Introduction and Executive Summary

- 1.1 Three Rivers District Council has a duty under the Planning (Listed Building and Conservation Areas) Act 1990 (The Act) to designate as Conservation Areas any “areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance”. The designation of a Conservation Area brings additional protection of trees, control over demolition and development as well as a requirement for a decision maker, in exercising planning powers, to pay “special attention to the desirability of preserving and enhancing the character and appearance of the Conservation Area”.
- 1.2 The Council is additionally required by the 1990 Act to keep Conservation Areas under review and to formulate and publish, from time to time, proposals for their preservation and enhancement. Government Guidance, provided in Planning Policy Statement 5: Planning and the Historic Environment (PPS 5; 2010) expresses the need for local authorities to assess the special interest, character and appearance of Conservation Areas to assist in setting out planning policy and to inform Development Management.
- 1.3 Three Rivers District Council (the Council) designated Heronsgate as a Conservation Area on 11 February 1993. It covers 59 hectares and contains some 70 detached houses and 16 semi-detached houses. Most of the houses have large gardens within which there may be garages, gazebos, summerhouses, garden sheds and occasionally an outdoor swimming pool or tennis court.
- 1.4 There are also a small Anglican Church, a public house, a community hall, a riding establishment, many fine trees and several small meadows. The overall density of development is less than two dwellings per hectare, a very low density for a housing area. [Appendix 1](#) details the boundary of the Conservation Area. Until 1973 there was a preparatory school called Beaumont House at the south-western end of Nottingham Road South.
- 1.5 The aims of this appraisal are to:
 - (a) Set out the special architectural or historic interest of the Conservation Area and to describe the special character and appearance that it is desirable to preserve or enhance
 - (b) Examine the existing boundaries of the Conservation Area and consider the potential for other areas to be included and, if appropriate, where existing areas should be excluded and
 - (c) Identify areas subject to pressure for change that would be adverse to the character or appearance of the Conservation Area as a result of permitted development and identify any areas where the removal of permitted development rights would safeguard the essential character and appearance of the area.

Please note: *The Conservation Area Appraisal does not represent an exhaustive record of every building, feature or space within the Conservation Area and an omission should not be taken to imply that an element is of no interest.*

2.0 History and Development

2.1 Location

2.2 The Conservation Area is located to the south-west of Long Lane, an ancient road that leads up to the group of buildings at The Swillett. This is a rural area, within the Green Belt, to the south of Chorleywood and its Common. To the south-east is the intrusive M25, and Junction 17 (which links with Long Lane).

2.3 The boundaries of the Conservation Area are, essentially, those of Heronsgate Farm, first mentioned as Herringsgate Farm in the 16th century, Heryngarste in the 17th century and Herring Gate in the 18th/19th century.

2.4 The farm was a traditional mix of arable and pasture with good clay soil on chalk strata; the ground sloping gently from the north down to the south, and across the area from Long Lane down towards the valley to the south-west. The farm was bought in 1846 by the Chartist, Feargus O'Conner.

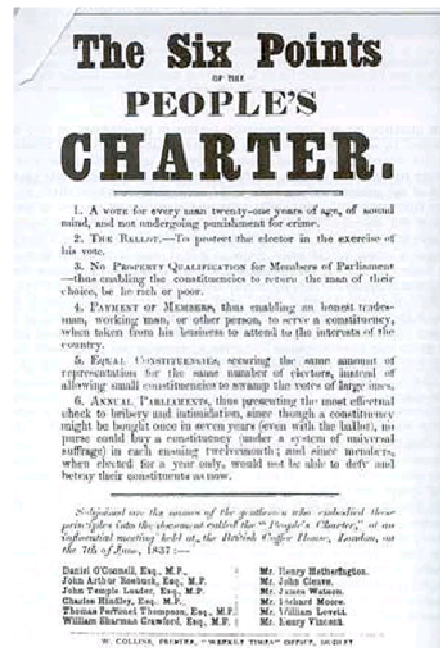
2.5 Chartists

2.6 The Chartists were a working class organisation that arose after the 1832 Reform Bill. The Chartists' aims were to tackle the inequalities and corruption that remained in 19th century England. The reforms that they proposed were published in the Charter of 1838 (pictured) and contained the following six reforms:

- (a) one man, one vote
- (b) secret ballots
- (c) MPs need not be landed gentry
- (d) payments to MPs allowing poorer people to stand
- (e) equal size constituencies, and
- (f) annual parliaments

2.7 Many felt that the reforms were not radical enough but it was received with wide popularity and a petition was presented to Parliament in 1839 but was rejected. There followed a period of turmoil, arrests, riots and strikes.

2.8 In 1842 Feargus O'Connor, a leader of the Chartist movement, submitted a further petition of over 3 million signatures, but this was again rejected by Parliament. Later that year public meetings were banned by Parliament and whilst Chartism remained a popular cause, the organisation waned and the Chartist convention of 1858 was its last.



Charter of 1838

2.9 While Chartism as a radical political movement of the mid 19th century failed, it is interesting to note that all of its aims are now accepted as part of our normal life, save only for the proposal for annual parliament.

2.10 Heronsgate

- 2.11 The story of the original Heronsgate settlement concerns one Chartist particularly, Feargus O'Connor. O'Connor was a man of contradictions. A brilliant man, Irish MP and Barrister, an intellectual who genuinely empathised with the plight of working class people; a thinker who was also a man of action. He became one of the leading and most famous members of the Chartist movement and, controversially, set up the Chartist Co-operative Land Society (or Company).
- 2.12 The Company had two main aims, the first was to liberate the working man and transport him and his family from the grim conditions of the mill, mine and factory to a life of self-sufficiency, subservient to no master and a healthy life in the country-side away from the polluted industrial cities. The second aim was to realise one of the main Chartist principles, that of universal suffrage – one man, one vote. By providing families with their own plot of land and their own house they would become landowners with the right to vote.
- 2.13 The way in which O'Connor set about this was to create a lottery; working men from all over the north and the midlands bought tickets (or shares) and there were great draws to see who had won the chance of a new life. The draws were very dramatic and highly charged events with the prize offering not wealth but health and freedom from the factory floor.
- 2.14 The glimpse of such an idyll was irresistible and thousands of working people saved 3d a week to purchase a £2.10s.0d share. One share gave you a chance of a 2 acre plot, 1½ shares a 3 acre plot, with 2 shares for the larger 4 acre plots. The financial plan was that £5,000 would be raised from 2,000 shares allowing the purchase of 120 acres (at £18.15s.0d/acre) with £2,250 to build cottage and buy stock.
- 2.15 Heronsgate Farm (103 acres) was bought by O'Connor for £1,860 (at a time when the Land Company had £8,081), and he personally supervised the laying out of the plots, the construction of the roads and of the houses. This was a major achievement as nothing in his life or upbringing gave him the practical skills needed to plan and construct the infrastructure and to design houses and employ builders to construct them. [Appendix 2](#) Historic Map 1872-1891 depicts Heronsgate otherwise referred to as O'Connorville.
- 2.16 The roads were to be nine feet wide, wide enough for a horse and cart. All the roads were named after industrial towns to give the new residents a sense of familiarity in these strange surroundings. A short access road (Stockport Road) left Long Lane following the line of the former farm access track. At right angles to this, a long road (Nottingham Road) bisected the site allowing space for the larger 4-5 acre plots to the south-west.
- 2.17 The area to the north-east was itself bisected by another long road (Halifax Road) which had the smaller 2 and 3 acre plots along it. It was not the most efficient layout as Nottingham Road had houses on both sides of it but Halifax Road had cottages only on the north-east side. The determining factor though was the variety of plot sizes with access to each plot. At the north-west end of Nottingham Road it turns sharp left and becomes Bradford Road.
- 2.18 The houses were built so that each related directly to its plot. O'Connor could have saved money by grouping the dwellings together but the relationship with the land was of over-arching importance. He did however save some money by building 18 of the houses as semi-detached pairs. The remainder were single storey dwellings and a variety of some individual houses making up the total of 35, the remaining plot being occupied by the school.
- 2.19 The plans were relatively simple. The semi-detached pairs had an entrance into a parlour in the side wing with the living room in the main part and a staircase up to the bedrooms. The cottages had a central entrance into the living room with the kitchen off to one side and a bedroom on the other.
- 2.20 Externally all were simply rendered and had slate roofs. The semi-detached houses and cottages had a central pedimented gable with a stylised version of the Charter – a tablet with two tabs. Some properties were provided with outbuildings for animals and crops, others were left for the first settlers to build what they required.

2.21 Following the development of Heronsgate, O'Connor proceeded quickly with the development of four other Chartist settlements at Dodford (Worcestershire), at Minster Lovell (Oxfordshire), at Snig's End (Gloucestershire) and at Lowbands (Gloucestershire). The design of each of these settlements was different but the architectural styles (although not the materials used) were common to each settlement, as were the narrow lanes. There are close bonds between these five settlements although they are located many miles from each other.

2.22 A New Era

2.23 Things started to go wrong quickly. Many of the new settlers found coping with subsistence farming very difficult. Many abandoned the struggle. In 1847 when there was a very hard winter, rents were not being paid and contributions to the Company were falling. The main problem was that Feargus remained the owner of the land. He failed to get the Company registered either as Friendly Society with Charitable status or as a Land Bank company.

2.24 In both cases the problem was the same. The scheme was a Lottery and most contributors did not benefit at all, either by way of charitable relief or as a return on investment. In fairness to O'Connor, a Parliamentary Commission made it clear that, while the enterprise was illegal, it was not operating for the benefit of Feargus; quite the opposite, the Company in fact owed him money.

2.25 The Company had though to be wound up, despite the fact that Feargus, in receipt of no rents, went on building, went on juggling finances – while slowly going mad. He died in 1855 and had a hero's funeral with tens of thousands following the funeral procession to Kensall Green Cemetery. It was said to be the last great Chartist demonstration. A statue was later erected in Nottingham, paid for by public subscription.



Picture 1: Feargus O'Connor

2.26 Meanwhile, the Estates were administered by the Court of Chancery and tenants made agreements to pay rent to seek entitlement to ownership, or properties were sold on at auction; a gradual process not fully complete until the 20th century as evidenced by the continuing payment of "Farm Rents".

2.27 During this time, the concept of subsistence farming was superseded but Heronsgate did not decline. Those settlers who remained were people who had skills to offer the local communities, for instance cobblers, blacksmiths and carpenters. Small work-shops developed at each of the Chartist settlements.

2.28 But, there was a change of character as some people came to realise that it was possible to live in a pleasant environment at Heronsgate and, as transport improved, travel to work in local towns and London. As part of this process most of the original buildings were altered, many of the plots were sub-divided and new dwellings were erected. This growth was largely unplanned and mainly took place in the first half of the twentieth century.

2.29 The only alteration in the road layout has been the introduction of the cul-de-sac known as Cherry Tree Road, this and the houses were built in the inter-war years. Otherwise the layout of roads remains as set out by Feargus O'Connor in 1846.

2.30 Not only does the pattern of roads survive, but they are of the same (horse and cart) width, and now have well established hedgerows giving an even narrower feel to the road. They are very much country lanes despite their straightness. The hedgerows and the lanes are of importance to the character of the area. [Appendix 3](#) details the original hedgerow boundaries.

3.0 Character and Appearance

- 3.1 The original roads and many homes may survive but the nature of the settlement has changed completely. Residents no longer toil to feed their families from the produce of their own smallholdings. Self-sufficiency, always somewhat problematic on the small plots, is now a distant memory. Nor do present day residents celebrate their escape from the misery and drudgery of northern mills and factories. By contrast the proximity of Heronsgate to London has made it a very pleasant and desirable place to live and, while the plots may have been small for self-sufficiency, they are large in terms of garden and paddock areas, giving low densities and much valued privacy.
- 3.2 Heronsgate is still one of the most recognisable of all the Chartist settlements. It has been said that it is the only one of O'Connor's estates that an original resident would still be able to find his way around, though he might be a little surprised by some of the changes. The similarities are, however, startling and arise partly because the unchanged road layout, partly because the original houses were built fronting directly on to the roads and are therefore still prominent and partly because the hedgerows have now grown tall emphasising the narrow rural character of the roads and leaving the original houses more prominent than later additions, extensions and alterations.
- 3.3 The Conservation Area is relatively small and compact and therefore has not been split into character areas. The individual roads do, for historic reasons, have different characters and are described below.
- 3.4 Stockport Road
- 3.5 St John's Church is a simple red brick building with a slate roof. It has gothic style windows with stone dressings and there is a stone war memorial cross by the road side. The interior is lit from the plain glass south windows and stained glass east window. The walls are white with vivid Victorian floor tiles



St John's Church



Interior of St John's Church

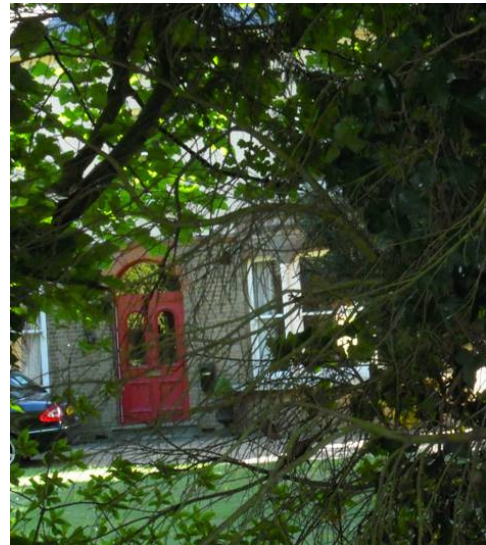
- 3.6 It is an important building in terms of the present community although, in historic terms, O'Connor wanted no church on the site considering organised religion a divisive distraction. The Church dates from 1864 and, while a positive contributor to the character of the area, it is not associated with the historic Chartist settlement.

3.7 Nottingham Road

3.8 This road retains the character of the old O'Connorville settlement best because the original house are on both sides standing like sentinel milestones marking the original plot boundaries. At the south-west end, nearest the M25, is Bircham Cottage one of the original Chartist semi-detached houses, now one house. From there, on the left, are Chartist Cottage/Woodway. Further down are Long Meadow/Woodene and Craven Cottage/Rosemary, all of which are original Chartist houses standing at the corners of the large plots and are now Listed, (See Listed Buildings in Section 4).

3.9 Between Bircham Cottage and Chartist Cottage are a number of later buildings. These subdivide the original plot more than is found elsewhere. The newer buildings, Four Acres, Woodside Lodge and Midfield House, are set back and do not intrude on the character. In addition, two of the buildings, Beaumont House and School House dating from c1905, have an architectural quality that makes them positive contributors.

3.10 They were formerly the Preparatory School, now divided into two separate houses. The building is brick to the Ground floor with rendered 1st floor and slate roof. The left hand side (School House) is lower, and more altered particularly the Ground floor door and windows which now stop oddly short of the red brick arch lintels. The right hand side (Beaumont House) has original canted bay windows to the Ground floor and a central arched door with arched fanlight and arched glazed panels. On the other side of the lane are open fields.



School House and Beaumont House
(The former Preparatory School)

3.11 Between Woodway and Woodene (Grade II) are two newer properties, Wood Way (Grade II) and Fairfield, both again unobtrusive. Opposite Fairfield is a stable block, single storey and of open courtyard plan. In the grounds of Long Meadow (Grade II) is Stanmore Lodge a more substantial property and opposite is Sunnyside one of the original Chartist cottages and, again, a Listed Building. This stretch of the road retains much of the rural character of the original settlement.



Plaque by drive of Wood Way



Stable Block opposite Fairfield

- 3.12 Next to Stanmore Lodge is the open paddock and opposite is Ladywalk Cottage. A mid 20thC property which has been extended to west and east and up to the 19thC barn adjoining it. The present property is situated on the site of a previous property built in 1882, the likely date of the Barn. Ladywalk Cottage has an uninterrupted outlook over paddocks to the East, South and West which, apart from providing a superb setting and amenity to the cottage, provide important open spaces that make significant contribution to the Conservation Area.



Paddock adjacent to Stanmore Lodge



Ladywalk Cottage

- 3.13 The next two Chartist houses on the left are Craven Cottage and Rosemary. The latter has three later houses on its plot; Homeland, a pleasant Edwardian style house with 1st floor balcony, Silver Birches set well back down a drive and the modern Cypress Lodge.
- 3.14 Craven Cottage's plot is the most sub-divided having the cul-de-sac Cherry Tree Lane with six properties, mainly on the north-east side of the road. As noted, this lane is the only alteration to the original road layout although the houses, all of which date from the inter-war period, are of a restrained style, mainly rendered with tiled roofs.
- 3.15 Directly opposite the lane are Laurel Cottage and Crowthorne another original Chartist house and a Listed Building. Alongside Crowthorne is an attractive meadow with a path leading through to Halifax Road. This meadow is known locally as Birdwood Field and was licensed to the Herongate Residents Association for the use of the community. This space is used for recreation, dog walking and for many community events such as fetes and balls. The field is also used as an overflow parking area for events at St John's and as an alternative route for vehicles for when the lanes are closed for repairs. The views in and out of the field from Halifax Road and Nottingham Road are important as they add to the character and appearance of the area. Facing on to this open space is Field Cottage, a low modern building screened by high hedges (see Appendix 1). Adjoining, and opposite Homeland, is Whitegates with two storey bay windows framing the central door.



Whitegates



Pixie House

- 3.16 The next Chartist houses face each other across the narrow lane, Daphnes on the left and Pinhaye and Rosecot are on the right. They are much altered although still recognisably O'Connorville properties. Various newer houses have been built on the plots. Daphnes has the Pixie House to the south and Woodcroft and Rowan adjoining the Cherry Tree Lane development. Opposite is Rowandene with blue rendered walls between Laurel Cottage and Rosecot. There are three other properties behind Pinhaye and Rosecot but these front on to Halifax Road (see below).

- 3.17 The next group of Chartist buildings are at the junction with Stockport Road. Here, on the left is The Hop Garden and Laburnums. Again there are newer houses, Rusper and The Orchard on the plots but these are set back discretely. Opposite the Chartist houses, on the corner of Stockport Road are two original cottages, Heron Cottage and Cherry Tree Corner. The latter has been extended but still retains the scale of the original but Heron Cottage has become a large two storey house, the original single storey cottage just glimpsed at the corner. The new house while of a different scale is an attractive addition to the Conservation Area.



Heron Cottage

- 3.18 The road, from the junction, dips down slightly before rising steadily towards the north-east end. On the left is Heronsgate Hall, a former chapel. It dates from the late 19th century, being later than the O'Connorville settlement. However, it is important to the community and is a positive contributor despite being a very simple brick building with slate roof with the white painted gable end and projecting porch facing onto the road. There are simple windows and buttresses and a slate roof with crested roof tiles.



Heronsgate Hall



Plaque on Heronsgate Hall

- 3.19 As the road rises between the tall hedges, there is a glimpse of Myrtle Cottage on the right, an original single storey Chartist cottage now much enlarged. Further up on the left, are Croft house and Glenthorne another Chartist pair of semi-detached houses though much altered. Behind them are new houses; La Castilla, a Spanish style villa and Glenthorne a modern house more visible from round the side road.
- 3.20 At the top of the slope is the Grange the former Chartist school, now a private house. It is difficult to imagine now that this building dominated the view down Nottingham Road and closed the vista from the south-east. The driveway to the Grange now leads off Long Lane and, apart from a small pedestrian gate, there is little of the former relationship between the only original community building and the rest of O'Connorville. Views of the building are now blocked by landscaping but it is of brick and a larger, grander version of the standard pair of houses.

3.21 Bradford Road

3.22 At the pedestrian gate, Nottingham Road turns through 90° and becomes Bradford Road. Apart from the view of the modern Glenthorne on the left, there are just three houses on the higher ground to the right. The Limes is a brick building with an arched entrance and 1st floor balcony while Hope Cottage (known locally as Hope Lodge) is a much altered Chartist house. The last house, Endlands, was rebuilt about 30 years ago and is a two storey brick house with a tiled 1st floor and roof.



Hope Cottage (known locally as Hope Lodge)

3.23 This short stretch of road retains the rural character that epitomises O'Connorville's layout of individual houses on large plots, connected by narrow lanes and surrounded by open countryside.

3.24 Halifax Road

3.25 Running parallel to, and between Nottingham Road and Long Lane, O'Connor laid out Halifax Road. This had the smaller plots where cottages rather than houses were built and these were on one side of the road only. Everything on the south-east side is therefore modern with houses built mainly at the rear of the Nottingham Road properties. The new houses include Linden, Pinecroft, St Joseph, The Birches, Penny Firs and High Holly. At the bottom south-west end of the road are the grounds of Ladywalk, a large house separate from and later than the Chartist settlement. It has been since extended and now has the appearance of a mansion in extensive grounds.

3.26 From here, Halifax Road rises gently to the north-west with original Chartist houses and cottages on the right. First there is the group around Herons Lodge opposite which is the meadow and footpath back to Nottingham Road. The main house and outbuildings form a distinctive group and, along with the adjoining Sherwood, are described later in this appraisal. There is another plaque at the entrance to Sherwood.



Group of buildings around Herons Lodge



Plaque at entrance to Sherwood

3.27 Choheron, to the north, is a single storey house with large dormers to the roof. It has been so rebuilt that it no longer resembles the original Chartist cottage on the site. The Grey Cottage on the other hand has been extended but retains its character. Home Close, to the rear, is a substantial neo-Georgian style building facing onto Long Lane. Wiverton, which is currently being rebuilt, has Heron's Court behind with access from Long Lane.

3.28 At the junction with Stockport Road is St John's Church and then, on the right Little Aymers, an original though extended Chartist cottage hidden behind the high hedges lining the road. To the rear is Oaklands with its stable block facing onto Long Lane. At the end of Halifax Road is The Bower House another extended Chartist Cottage with a driveway leading to Long Lane

3.29 Long Lane

3.30 The group of houses on Long Lane to the north of the original Chartist settlement, include Long Lane House. The building is set well back from the road and appears to be a 20th century brick building although there may be older work inside possibly associated with an early forge or ancillary farm buildings. This historic connection makes the building a positive contributor.



Long Lane House



Oak Hill

3.31 To the east, White Lodge fronts onto Long Lane, with Oak Hill the next door property, again being a positive contributor because of its architectural merit. Finally, Grange Cottage is a small lodge building at the entrance to the driveway leading back to The Grange.

3.32 On the other side is the Land of Liberty Peace and Plenty Public House which existed before O'Connorville so that, while Feargus would not allow a tavern on the estate for fear of corrupting or distracting those who should be labouring on the land, there was still refreshment nearby. The Pub is c1820, a pleasant Georgian style property with bays to the Ground floor and sash windows above. To the north is Flint Cottage a Locally Listed, 19th century building with sash windows, the front painted white, the sides showing flint with brick banding. It is built right onto the road and gives this small stretch of rural lane a more built up feel and is just outside the Conservation Area Boundary. Both buildings make a positive contribution to the Conservation Area.



Flint Cottage



Land of Liberty Peace & Plenty

4.0 BUILDINGS

4.1 Grade II Listed Buildings

Several of the original Chartist houses are relatively unchanged and nine are Grade II Listed Buildings. All of these are noted as being of 1846-47 for Chartist Co-operative Land Company, having rectangular panels with sides extended downwards, a sign that was used throughout O'Connorville. They are amongst the best surviving examples of the houses founded by the Chartist Leader, Feargus O'Connor.



Wood Way and Chartist Cottage, Nottingham Road.



Sunnyside, Nottingham Road.



Long Meadow and Woodene, Nottingham Road.



Laurel Cottage and Crowthorne, Nottingham Road.



Bircham and Little Whaddon, Nottingham Road. (Now one house)



Craven Cottage and Rosemary, Nottingham Road

4.2 Buildings added to the Council's List of Locally Important Buildings

During the audit of the Conservation Area properties were identified for inclusion on the List of Locally Important Buildings because of their historic interest. These are detailed in [Appendix 4](#) and pictured below. (The map in [Appendix 1](#) shows Listed and Locally Listed Buildings).



Daphnes



The Hop Garden and Laburnums,



Croft House



Hope Cottage (known locally as Hope Lodge)



The Grange



Myrtle Cottage



Heron Cottage



Cherry Tree Corner



Pinhaye and Rosecot



Heron's Lodge and Cherry Cottage



Sherwood



The Grey Cottage



Little Aymers



The Bower House

4.3 Other Buildings Making a Positive Contribution

4.4 None of the buildings are considered detrimental to the overall character of the Conservation Area. There are also buildings which, whilst not historically part of the O'Connorville development, are important to the character of the area and are also identified as buildings which make a positive contribution to the designated area. These include:

- Heronsgate Hall
- Ladywalk Cottage
- Beaumont House/School House
- Long Lane House
- Oak Hill
- Flint Cottage and garage
- Land of Liberty Peace and Plenty Public House

4.5 Negative Features

4.6 The main negative feature in terms of impact on the character of the Conservation Area is of course the M25 which cuts through the southern edge of the land O'Connor bought and severs the Chartist settlement from the paths and open space of Ladywalk Wood.

4.7 The impact of the motorway is felt in terms of noise, light pollution and visual impact although this is limited to close-up views as the motorway is in a cutting; a factor that also reduces noise. The M25 is however intrusive and detrimental, especially in the lower south-east part of the designated area.

4.8 Other negative features are much smaller scale and include the electricity sub-stations dotted about, though some of these are now carefully disguised by landscaping. The desire for wider driveways is also eroding the character and removing important hedgerows.

5.0 Considerations for Development

5.1 Development within the Heronsgate Conservation Area is controlled by National and Local Planning Policy covering the Green Belt, Conservation Areas and the Historic Environment. The Three Rivers Local Plan and Core Strategy currently set out the planning policies for the District and it is recommended that anyone wishing to carry out any alterations should refer to these documents which are available on the Council's web site at: <http://www.threerivers.gov.uk/Default.aspx/Web/PlanningPolicy>

5.2 Green Belt

5.3 The whole of the Conservation Area lies within the Green Belt and there are therefore strict controls over new dwellings, new buildings and extensions to existing structures. It is likely that Green Belt policies rather than Conservation Area policies will limit the size of extensions or new structures.

5.4 Conservation Areas and Permitted Development

5.5 'Permitted Development' rights normally mean that some domestic alterations may be carried out without requiring planning permission. However, these rights are more restricted in Conservation Areas. For example, permission is required for satellite dishes, dormer windows and other alterations to a roof as well as external cladding and works to trees.

5.6 No work is automatically ruled out by Conservation Area designation. However, it does impose an additional requirement on residents to apply to the Council for consent and permission for certain works, and in some cases a specific Conservation Area Consent is needed.

5.7 All applications for planning permission in a Conservation Area are considered from the conservation point of view and can be refused on conservation grounds alone. This also applies to development proposals in the vicinity of a Conservation Area. As with a planning application, an applicant has a right to appeal against a refusal or against any conditions attached to a permission or consent.

5.8 Where new development is proposed it is important that it is guided by sound principles of historic conservation and urban design, as well as sympathetic detailing in relation to its historic context. All forms of new development in the Conservation Area should:

- Preserve and reinforce the distinctive pattern of historical development including road patterns, open spaces, plot sizes and boundaries and boundary treatments
- Maintain key views and vistas within, into and out of the Conservation Area
- Reinforce the distinctive architectural character of the Conservation Area through an informed understanding of distinctive building forms and types, features and materials. The superficial echoing of historic features in new buildings should be avoided
- Reinforce the scale and massing of surrounding buildings. It is essential that new development is not out of scale with existing building typical of the Conservation Area by way of its height, floor levels, size of windows and doors and overall massing
- Reinforce existing building lines and orientation of existing development

5.9 Historic Buildings

5.10 There are nine Nationally Listed Buildings within the Conservation Area (see Section 4) and any alterations to these buildings (external or internal) requires Consent from the Council.

5.11 In addition to these buildings there are three Locally Listed Buildings (see Section 4) and the Council has identified a further twenty properties for inclusion on the List of Locally Important Buildings as they represent the original 1846 houses built by the Chartist Land Company (see Section 4 and [Appendix 4](#)). Although many have been much altered and extended, the original houses are of importance to the character of the area. Although not protected in the same way as Nationally Listed Buildings the Council will resist the demolition of such buildings in the Conservation Area.

5.12 Other significant buildings, though not associated with the Chartist buildings erected under the direction of Feargus O'Connor, make a positive contribution to the character of the area and these have been identified throughout this appraisal. Demolition of these building will not normally be allowed.

5.13 Applicants proposing development are advised to discuss their proposals with Council Officers before submitting a formal application particularly where the proposed development:

- affects the character or appearance of the area
- affects the original plot boundaries established in 1846-1847
- proposes alterations to the identified historic buildings

5.14 Trees

5.15 The Conservation Area has many mature and notable trees which contribute greatly to the character of the area. Many of these trees are protected by Tree Preservation Orders (TPOs) as shown in [Appendix 5](#).

5.16 In addition to these TPOs permission is also needed to lop, top or fell any of the remaining substantial trees (defined as having a trunk diameter of 75mm or more at 1.5m above ground level) in the Conservation Area. The Council must be informed, in writing, of any proposals to lop, top or fell trees. No such work can be undertaken until at least six weeks notice has been given to the Council which provides an opportunity for the making of a TPO should it be considered appropriate. If a tree is dead, dying or dangerous emergency works may be carried out but as the onus is on the landowner to prove that the work was necessary, the owner is advised to consult the Council in advance in such cases.

5.17 Plot Boundaries and Hedgerows

5.18 As noted previously the original boundaries and the hedgerows demarking the plot boundaries are of historic importance and contribute to the character and appearance of the Conservation Area as do the hedges along the road frontages. Because the layout of the roads and plots is of such importance to the character – along with the surviving Chartist buildings – original plot boundaries should be retained. Ancient hedgerows can be protected (see Hedgerow Regulations 1997) but so can other hedgerows of local amenity or nature conservation value. The original Chartist boundaries are of local amenity value and development will not be permitted if it involves their removal.

5.19 Landscape & Archaeology

5.20 There is some evidence of pre-historic activity in the area. Specifically there have been spot finds in the fields and woods to the south-west of the Conservation Area including a paleolithic flint hand axe and Mesolithic flint axe and blade core. To the north a post mediaeval gravel pit is noted alongside the footpath/track leading to the Swillett

5.21 The Historic Environment register (HER) for the designated area itself is somewhat confusing. There are three entries but it is thought that all three are meant to refer to the Listed Buildings. As much of the land within the Conservation Area is undisturbed, there is the however potential for further finds and any Planning Permissions granted for development may be subject to a Condition requiring an Archaeological Written Scheme of Investigation (WSI).

6.0 Review of the Conservation Area Boundary

6.1 As part of this appraisal the existing boundaries of the Conservation Area have been examined to consider the potential for other areas to be included and, if appropriate, excluded. The boundaries of the Conservation Area were considered carefully prior to its designation and included the original Chartist settlement and the following land outside the settlement:

- A strip of lane one kilometre long and ten metres wide on the north-eastern side of Long Lane to protect the character and nature of the historic sunken lane
- Long Lane House
- Ladywalk House and garden
- The Land of Liberty Peace and Plenty Public House

6.2 The appraisal has identified Flint Cottage, Long Lane (see Sections 3 & 4) on the north-east boundary as making a positive contribution to the Conservation area and as such it is recommended that the conservation area boundary is changed to incorporate the Locally Listed Building. In addition it is also considered that the inclusion of Hillside, Athelstan and Fern Hill will result in a more defined boundary. [Appendix 6](#) details the suggested boundary change. No other changes to the boundary have been identified.

7.0 Management Strategy

7.1 The Council is required to draw up and publish proposals for addressing and implementing recommendations for action contained in the Appraisal. In line with the guidance on the Management of Conservation Areas published by English Heritage in conjunction with the Planning Advisory Service, it is considered that the development of the Management Strategy should be based on the character appraisal that is provided by this document. As such it is not proposed that any detailed work should be undertaken on this Strategy until there has been a full consultation undertaken on the Conservation Area Appraisal and a finalised document has been approved by the Executive Committee.

8.0 BIBIOGRAPHY

Front Cover map of Heronsgate: British Library. Available at: http://www.bl.uk/learning/images/Campaign_MAI/chartism/large92904.html

Picture 1. Feargus O'Connor Statue, Nottingham Arboretum by Ian Foster. Available at: <http://www.geograph.org.uk/photo/1375323>

A Chartist Chronology <http://www.historyhome.co.uk/peel/chartism/charchro.htm>

“The Chartist Land Company”; by Alice Mary Hadfield. David & Charles: 1970

“Chorleywood, Chenies, Loudwater and Herongate a social history”; by Ian Foster. Manticore Books Limited: 2007

“Heronsgate; Freedom, Happiness & Contentment the first 150 years of the Estate”; by Ian Foster. Manticore Europe Limited: 1999

**PRIMATE
LICENSING
29/06/2026**

Policy and Resources
29 June 2026

PART I

**PRIMATE LICENSING
(ADE)**

1 Summary

- 1.1 To inform Members of the introduction of the Animal Welfare (Primate Licences) (England) Regulations 2024 and the enforcement provisions which commenced on 1st April 2026.
- 1.2 To seek approval for the implementation of a licensing regime for the keeping of primates within Three Rivers.
- 1.3 To approve a schedule of fees to enable the Council to recover the reasonable costs associated with administering the regime.

2 Recommendation

- 2.1 That Members:
- 2.2 Note the introduction of the Regulations and the Council's duties as the licensing authority.
- 2.3 Approve the adoption of a primate licensing scheme in accordance with the Regulations
- 2.4 Approve the proposed fee structure set out in 3.7 of this report, which will then form part of the annual fees and charges process.

Report prepared by: (Jennie Probert, Environmental Services Manager)

3 Details

- 3.1 The Regulations introduce a mandatory licensing regime for the keeping of primates in England. The most common kept species are believed to be marmosets, tamarins and squirrel monkeys and the Council's Animal Welfare Licensing Inspector (AWLI) has had two enquiries in relation to marmosets.
- 3.2 This new regime covers all primates not specified in the Dangerous Wild Animals license, although some larger primates may require both.
- 3.3 On 5 March 2024, The Animal Welfare (Primate Licences) (England) Regulations 2024 ('the Regulations') became law and introduced a licensing regime to protect the welfare of primates kept in England. The Regulations apply to the keeping of any non-human primate in England on or after 6 April 2026 unless the primate is kept under a Zoo Licensing Act 1981 licence ('zoo licence') or an Animals (Scientific Procedures) Act 1986 licence ('ASPA licence'). The Regulations requires any person who keeps any such primate to hold a primate licence.
- 3.4 From 6 April 2026, it is an offence to keep a primate without a licence, unless exempt.

- 3.5 The Regulations and associated guidance aim to ensure that primates are kept to zoo-level welfare standards, reflecting their complex needs. They set out an application, renewal and compliance process, including that inspections must be conducted by a 'suitable person' which is defined by the Regulations as being a veterinarian or any other person, in the view of the local authority, is suitably qualified and competent to carry out the inspection. At the current time the Council's AWLI is completing the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 (LAIA) qualification and City of London are providing licensing cover in the mean time. The AWLI has already completed a primate training course.
- 3.6 Fees must be set on a cost recovery basis, must not generate a surplus and must be reviewed annually.
- 3.7 Any veterinary fees incurred will be charged, at cost, on top of the fee set by the Council.
- 3.8 It is proposed to set the following fees

New licence application – 1 species	£580*
New licence application – 2 or more species	£675*
As this is a new fee structure fees for renewals and variations will be considered during the annual fees and charges process.	TBC

*Noting that any vet fees will be charged, at cost, as well as the fee set by the Council.

4 Options and Reasons for Recommendations

- 4.1 It is recommended to implement a licensing regime, as per the Regulations and associated guidelines to ensure the Council is meeting its animal welfare obligations in relation to primates.
- 4.2 It is recommended to approve the fees, which are designed to meet cost recovering, but not make a surplus, as outlined.
- 4.3 No further alternative options have been considered as this is legal requirement.

5 Policy/Budget/Financial Implications

- 5.1 The number of applications is likely to be minimal and, as the fee should be set for cost recovery, there should be no impact on the overall budget for the service, however this will be monitored during the budget monitoring cycle.

6 Legal Implications

- 6.1 The Council has a statutory duty to enforce the Regulations.
- 6.2 Failure to implement a licensing regime may expose the authority to legal and reputational risk.

6.3 Fee setting must comply with the principle that charges do not exceed the cost of providing the service.

7 Equal Opportunities Implications

7.1 As outlined in the Equality Impact Assessment there may be an impact in relation to age, disability and race, however there are mitigating actions in place to address potential issues. Mitigating actions include having clear information on the Council website, use of the Recite Me tool and that the AWLI can answer specific queries.

8 Staffing Implications

8.1 This function falls under the remit of Council's Animal Welfare Licensing Inspector and, as it's likely there will be minimal applications, can be met within existing resources.

9 Environmental Implications/Community Safety/Public Health/Customer Service Implications

9.1 None specific

10 Communications and Website Implications

10.1 The website will be updated, which can be met within existing resources.

11 Risk and Health & Safety Implications

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

11.2 The subject of this report is covered by the Waste and Environment 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)
Legal Implication	Legal implication to the Council for not having a regime in place to license correctly, as this is a statutory function.	Implement a licensing process, with fee	Treat	1
Animal welfare	Animal welfare	Implement a	Treat	1

	at risk if there is no process in place	licensing process, with fee		
--	---	-----------------------------	--	--

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

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

Impact Score

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

Likelihood Score

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

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

Data Quality

Data sources:

<https://www.gov.uk/guidance/licensing-process-for-keeping-primates>

<https://www.gov.uk/licence-wild-animal>

Data checked by:

Emma Sheridan, Associate Director for Environment

Data rating:

1	Poor	
2	Sufficient	X
3	High	

This page is intentionally left blank

Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Primate Licensing
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Waste & Environment
EIA Author <i>Name and Job Title</i>	Jennie Probert, Environmental Services Manager
Date EIA drafted	13/05/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	EP005

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>It is proposed to implement a process for people to apply for a license to keep primates and set a fee accordingly.</p> <p>This is statutory.</p> <p>This Equality Impact Assessment (EIA) provides assurance that protected characteristics have been taken into account.</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	Understanding the licensing requirements and following online application systems	Provide clear information on the website and the Animal Welfare and Licensing Inspector can answer specific queries – contact details are available on the website and from the Customer Service Centre via telephone.
Disability	Following online application systems	Provide clear information on the website and the Animal Welfare and Licensing Inspector can answer specific queries – contact details are available on the website and from the Customer Service Centre via telephone. Promote use of recite me to translate information on our website.
Gender reassignment (or affirmation)	Not applicable	
Pregnancy or maternity	Not applicable	
Race	Applicants whose first language is not English may experience difficulty understanding legal requirements.	Provide clear information on the website and the Animal Welfare and Licensing Inspector can answer specific queries – contact details are available on the website and from the Customer Service Centre and via telephone. Promote use of recite me to translate information on our website.
Religion or belief	Not applicable	
Sex	Not applicable	
Sexual Orientation	Not applicable	
Marriage and Civil Partnership	Not applicable	
The council	Not applicable	

<p>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.</p>		
--	--	--

Actions Planned
<p><i>In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken.</i></p> <p><i>The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.</i></p> <p>Ensuring the website is kept up to date with clear information. Promotion of recite me tool Communication and promotion that the Animal Welfare and Licensing Inspector can answer specific queries – and that contact details are available on the website and via the Customer Service Centre via telephone.</p>

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

Sign off:

Equalities Lead Officer	Date
Shivani Dave	02/06/2026



This page is intentionally left blank

Health and Safety Policy Statement 2026

29 June 2026

**Policy and Resources Committee
29 June 2026**

**HEALTH AND SAFETY POLICY STATEMENT 2026
(ADCCC)**

1 Summary

- 1.1 The Council is required to publish a formal statement of its responsibilities regarding Health and Safety in the workplace.

2 Recommendation

- 2.1 That: the Health and Safety Policy Statement 2026 is approved.

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

3 Details

- 3.1 The objective of the Health and Safety Policy Statement 2026, attached at appendix A, is to:

- Set the general direction for health, safety and welfare throughout the Council;
- Demonstrate senior management commitment to health and safety;
- Meet the requirement of Section 2(3) of the Health and Safety at Work Act 1974 for a written statement of General Policy on Health and Safety;
- Reflect the approach outlined in the Health and Safety Executive publication "Successful Health and Safety Management" - HS(G)65.

4 Options and Reasons for Recommendations

- 4.1 It is recommended that the Council approves the Health and Safety Policy Statement 2026 to demonstrate commitment to compliance with Health and Safety legislation.

5 Policy/Budget Reference and Implications

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

6 Financial Implications

- 6.1 None specific

7 Legal Implications

- 7.1 It is a requirement of the Health and Safety at work Act 1974 that this Policy Statement be reported and published.

8 Equal Opportunities Implications

- 8.1 Relevance Test

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

9 Communications and Website Implications

9.1 Once approved, the Health and Safety Policy Statement 2026 will be published on the website.

10 Environmental, Community Safety, Public Health, Customer Services Centre Implications

10.1 None specific

11 Risk and Health & Safety Implications

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

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

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The Council does not fulfil the requirements of the Health and Safety at Work Act 1974 by having an approved Health and Safety Policy Statement	The Health and Safety at Work Act 1974 is not complied with	The Health and Safety Policy Statement is approved and published	Treat	2

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

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

Impact Score

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

Likelihood Score

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

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

Description of the risk	Service Plan
Health and Safety Policy Statement is not approved	Strategy and Partnerships

APPENDICES / ATTACHMENTS

Appendix A – Health and Safety Policy Statement.



This page is intentionally left blank

Health & Safety Policy Statement

June 2026

1. Introduction

Three Rivers District Council recognises its duty under the Health and Safety at Work etc. Act 1974, and all other relevant legislation, to provide a safe and healthy working environment for its employees, contractors, elected members, service users, and members of the public affected by its operations.

This Policy Statement sets out our commitment to managing health and safety proactively and to embedding health and safety into all aspects of our work. It aligns with best practice standards including the Health and Safety Executive's HSG65 framework ("Plan, Do, Check, Act") and is informed by ISO 45001:2018 Occupational Health and Safety Management Systems.

2. Statement of Commitment

The Council is committed to:

- Providing and maintaining a working environment that is safe, healthy, and free from harm.
- Meeting or exceeding all relevant health and safety legal obligations.
- Fostering a positive safety culture where all staff feel empowered and accountable for health and safety.
- Preventing work-related injury and ill health.
- Continually improving our health and safety management systems and performance.

3. Scope

This policy applies to:

- All employees of Three Rivers District Council (including those working under shared services agreements),
- Contractors and consultants working on behalf of the Council,
- Volunteers, apprentices, and temporary staff,
- Elected Members undertaking Council-related duties.

4. Legal and Policy Framework

The Council operates under the following key legislative and regulatory frameworks:

- Health and Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999
- Workplace (Health, Safety and Welfare) Regulations 1992
- Control of Substances Hazardous to Health Regulations 2002
- Manual Handling Operations Regulations 1992
- Display Screen Equipment Regulations 1992
- ISO 45001:2018 – Occupational Health and Safety Management Systems

All health and safety procedures, risk assessments, and training requirements will be developed and implemented in accordance with these laws and standards.

5. Responsibilities

Chief Executive: The Chief Executive has overall accountability for the Council's health and safety performance and will ensure appropriate systems, leadership, and governance are in place to meet statutory obligations.

Elected Members: Are collectively responsible for ensuring that adequate

resources and strategic direction are provided to enable effective health and safety management across the Council.

Corporate Management Team (CMT): Led by the Head of Strategy & Partnerships (the CMT Health and Safety Champion), CMT will:

- Demonstrate leadership and accountability for managing key health and safety risks.
- Monitor corporate performance on health and safety.
- Embed health and safety in service planning and delivery.
- Implement corporate health and safety policies within their departments.
- Ensure risk assessments are completed, and controls are implemented.
- Provide adequate resources and support to manage health and safety effectively.
- Monitor compliance and take corrective action where required.

Managers and Supervisors: Line managers are responsible for:

- Ensuring safe working conditions and practices within their teams.
- Delivering suitable induction, training, and supervision.
- Promoting a culture of continuous improvement and incident reporting.
- Consulting staff on matters affecting their health, safety, and wellbeing.

Employees: Have a duty to:

- Take reasonable care of their own health and safety and that of others.
- Cooperate with the Council to meet its legal obligations.
- Report hazards, incidents, or concerns immediately.
- Attend training and follow safe systems of work.

Corporate Services Team: The Corporate Services Team within the Strategy and Partnerships department is responsible for:

- Providing competent advice and guidance across all departments.
- Supporting policy development and implementation.
- Monitoring and auditing compliance with legal and corporate standards.
- Investigating incidents and recommending improvements.
- Managing the contract with Hertfordshire County Council, who provide health and safety services for the Council.

6. Consultation and Communication

The Council is committed to effective consultation with employees and trade union safety representatives. This will occur through:

- The Risk Management Group, meet on six occasions a year and is chaired by the Data Protection and Resilience Manager. Health and Safety matters are a standing agenda item.
- Departmental updates through team meetings.
- Regular meetings of the nominated Health & Safety Co-ordinators for each service.

All employees will have access to up-to-date health and safety information via the intranet and internal briefings.

7. Training and Competence

The Council will ensure that employees receive appropriate health and safety training to carry out their duties safely. This includes:

- Induction training for all new starters.
- Role-specific training for identified risks.
- Ongoing refresher and development programmes.
- Access to occupational health and wellbeing support.

8. Risk Management

The Council will identify and manage health and safety risks by:

- Conducting thorough and up-to-date risk assessments.
- Implementing appropriate control measures.
- Regularly reviewing and updating risk documentation.
- Monitoring through inspections, audits, and feedback.

9. Mental Health and Wellbeing

The Council recognises the importance of mental health as part of overall health and safety. We are committed to:

- Reducing work-related stress and supporting good mental health.
- Providing access to counselling and employee support services.
- Promoting awareness through training and campaigns.

10. Contractor and Partner Responsibilities

All contractors and service providers working on behalf of the Council are expected to:

- Comply with relevant health and safety legislation and Council standards.
- Provide their own risk assessments and method statements.
- Cooperate with the Council's health and safety team and officers.

11. Monitoring and Review

This Policy Statement will be reviewed annually, or sooner if there is a significant change in legislation, operations, or organisational structure.

Performance will be monitored through:

- Audits and inspections.
- Analysis of incidents and near misses.
- Staff feedback and surveys.
- Reports to Corporate Management Team.

12. Authorisation

This statement is authorised by:

Joanne Wagstaffe

Chief Executive

Three Rivers District Council

Date:

This page is intentionally left blank

PUBLIC HEALTH FUNERAL
POLICY

29/06/2026

Policy and Resources Committee

PART I

PUBLIC HEALTH FUNERALS (ADE)

1 Summary

- 1.1 This report recommends the adoption of a Public Health Funeral (PHF) policy.

2 Recommendation

- 2.1 That the proposed PHF Policy is adopted and that this is added to the Policy Register for, review every three years.
- 2.2 The professional genealogists are not used at this time.
- 2.3 That authority to make any minor amendments required to this policy be delegated to the Associate Director for Environment.in consultation with the Lead Member.

Report prepared by: Jennie Probert, Environmental Services Manager

3 Details

- 3.1 Public Health Funerals (PHFs) are a statutory duty of local authorities, primarily under the Public Health (Control of Disease) Act 1984, and are intended to ensure that everyone is treated with dignity in death, even if they have no surviving family or the family cannot afford or is unwilling to arrange the funeral.
- 3.2 Responsibility of PHFs transferred from Environmental Health to the Waste and Environment Service in 2019 following a service redesign.
- 3.3 The Waste & Environment Service is well placed to deliver this statutory service having officers trained and experienced in dealing with bereavement (cemeteries) and evidence gathering and legal investigation (Environmental Enforcement Officers)
- 3.4 At the handover of the service in 2019 the use of funeral directors was procured on a case-by-case basis. In August 2020 TRDC joined a Framework Agreement, led by Watford Borough Council (WBC), to use the services of Nevilles Funeral Directors. The Framework was reprocured in July 2025 with Nevilles Funeral Director remaining the contract provider. The Framework does not preclude the Council from using other funeral directors should the need arise.
- 3.5 Officers of the waste and environment service have worked with colleagues in both legal and internal audit to develop a formal policy and an update in procedures for PHFs.
- 3.6 The draft policy presented aims to cover all eventualities, however, due to the varying nature of these situations it should be noted that officers, in conjunction with the council's legal team, may have occasion to make some operational decisions, not specifically covered by the policy. These decisions will be made sensitively, documented and considered as part of future policy review.

- 3.7 The draft policy (Appendix A) provides the relevant legal information relating to PHFs, as well as explaining expectations for sensitively dealing with the deceased, as well as their friends and family. Officers follow a set of procedures.
- 3.8 The number of PHFs cannot be predicted. The table (table 1) below outlines the number of PHFs in recent years. Contained within this table is the number of actual PHFs that the council paid for, as well as those that have been initially referred to the council but that family members have subsequently arranged and those which have been arranged by the council, but paid for out of the deceased's estate. Officers seek where possible to minimise the number of funerals the council is required to fund.

Table 1

Year	PHFs (paid for by the council)	Deceased's Estate funded	Family organised/paid
2022-23	2	2	3
2023-24	3	7	0
2024-25	2	1	0
2025-26 (up to Dec 25)	1	1	0

4 Options and Reasons for Recommendations

- 4.1 It is recommended to introduce a policy for PHFs to ensure compliance with the law, define expectations and manage risk.
- 4.2 As part of the development of the policy, officers have considered the need to make use of professional genealogists. Whilst this may assist in tracking down next of kin, to date council officers have been able to manage this element of work inhouse, ensuring relatives can take control of estates without the need to involve a third-party, who would take a percentage of the estate. Based on the number of PHFs and the outcomes as noted in table 1 officers do not propose, at this time, to use a professional genealogist at this time.

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 The current cost for carrying out a single PHF is £2410 which includes for all legal administration costs, conveyance to funeral home (within 15 miles) and to crematorium or cemetery for funeral, care of deceased person, coffin, hearse, Funeral Director and staff, and crematorium costs
- 6.2 Carrying out PHFs is a statutory function and therefore the Council has to accept costs relating to arranging any PHFs, which are unknown each year. Officers try to ensure value for money, whilst balancing the sensitive nature of providing a respectful funeral.

6.3 Any other costs, such as Environmental Health associated cleaning or pest control costs will be added to the appropriate form before it is sent to the Government Legal Department, however, reimbursement for this type of cost is not guaranteed and with no time limit.

6.4 The council's Legal department takes on the responsibility for anything in relation to the estate after the Waste & Environment service has completed the form to the Government Legal Department. This may include taking possession of keys to a property and ensuring any of the follow up in relation to the property or subsequent sale of the property. To date, whilst the Waste & Environment Service have been carrying out PHFs, there have been no properties to administer.

7 Legal Implications

7.1 PHFs are a statutory duty of local authorities, primarily under the Public Health (Control of Disease) Act 1984.

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

A short impact assessment is attached (Appendix B) noting that residents with disabilities, and different cultures, religions or beliefs have been considered when implementing this policy.

9 Staffing Implications

9.1 PHFs are arranged by the Council's Bereavement Officer, who liaises with the Environmental Enforcement Officers (EEOs) to arrange house searches, if necessary.

9.2 Once the Government Legal Department form is sent any further queries relating to the estate are dealt with by the council's Legal department.

10 Environmental Implications

10.1 A Sustainable Impact Assessment has been considered but deemed not relevant to this report.

11 Community Safety Implications

11.1 None specific

12 Public Health implications

12.1 PHFs are a statutory duty of local authorities, primarily under the Public Health (Control of Disease) Act 1984.

13 Customer Services Centre Implications

13.1 None specific

14 Communications and Website Implications

14.1 Once the policy is agreed it will be added to the council website.

15 Risk and Health & Safety Implications

15.1 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.

15.2 The subject of this report is covered by the Waste & Environment 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 number of PHFs could increase due to cost of living or future pandemics.	The financial burden on the council would increase	Provide clear information about support offered to families to arrange funerals for their loved ones and work with legal to ensure costs are where possible recoverable from estates	Tolerate	4
Deceased persons may not have a suitable funeral arranged	Deceased person not treated with dignity. Reputational damage to the council	Trained Staff follow clear policy and procedures to ensure that appropriate PHF arrangements are	Treat	1

		available and made		
--	--	--------------------	--	--

15.3 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 -----> Unacceptable		

Impact Score

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

Likelihood Score

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

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

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

Data Quality

Data sources:

<https://www.gov.uk/government/publications/public-health-funerals-good-practice-guidance/public-health-funerals-good-practice-guidance>

Data checked by:

Craig Thorpe, Head of Waste & Environment

1	Poor	
2	Sufficient	X
3	High	

APPENDICES

Appendix A – Draft Public Health Funeral Policy

Appendix B - EIA

**PUBLIC
HEALTH
FUNERAL
POLICY
17/03/2026**

1. Introduction

- 1.1 A Public Health Funeral (PHF) is a funeral arranged under the Public Health (Control of Diseases) Act 1984 section 46. This act places a statutory obligation on local authorities to make funeral arrangements for those who die without anybody willing or able to make the arrangements. Although this is a statutory duty, authorities must ensure that the funeral service is appropriate and indistinguishable from any other, treating such cases with the utmost dignity and respect.
- 1.2 Three Rivers District Council (TRDC) can recover the cost of burial or cremation from the estate of the deceased person using the stated legislation.
- 1.3 Due to the potentially complex nature of some cases, this document should be viewed as an outline as to the standards that can be expected. Flexibility needs to be maintained in order to respond to unforeseen circumstances during a potentially extremely sensitive situation.
- 1.4 This function can involve potentially sensitive issues if dealing with family and friends of the deceased, who may themselves be vulnerable. Every endeavour should be made to take their needs into account and seek advice from other services, where appropriate to support and assist them.
- 1.5 There is a separate document for the PHF procedures.

2. The Law

- 2.1 Public Health (Control of Diseases) Act 1984 section 46;

It shall be the duty of a local authority to cause to be buried or cremated the body of any person who has died or been found dead in their area, in any case where it appears to the authority that no suitable arrangements for the disposal of the body have been or are being made otherwise than by the authority.

- 2.2 This is a purely practical power to ensure that absent any relatives or friends, a deceased is buried or cremated with dignity and respect according to their wishes, as far as they are known. This authority may recover any funeral expenses from the estate of the deceased.

3. Key Roles

- 3.1 Local authorities: Have a duty to cremate or bury the deceased in line with provisions of the Public Health (Control of Diseases) Act 1984.
- 3.2 Funeral directors: In most cases funeral directors will administer the public health funeral on behalf of the local authority. Funeral directors should notify local authorities as soon as possible if they think they have someone in their care who may require a public health funeral, for example if no next of kin have come forward.
- 3.3 NHS Trusts: should develop their own policy for deaths which occur in hospital.
- 3.4 Coroners: Will release the body to the next of kin when it is no longer required for their investigation. Where there is no identified next of kin or other person who will take responsibility for disposal, the coroner will refer the deceased to the local authority.
- 3.5 Care homes and nursing homes: Will refer the deceased to the local authority for a public health funeral where they have no known next of kin. It is helpful to inform local care and nursing homes if a contracted funeral director is in place for public health funerals.
- 3.6 Executors of the deceased's will: Administers the estate and is responsible for organising a funeral if there is a valid will and no next of kin.
- 3.7 The role of friends and family;
 - 3.7.1 If details of family and friends are identified they will be informed of the death and invited to make the funeral arrangements. Information here www.gov.uk/funeral-payments may help with finances.
 - 3.7.2 If a relative or friend has already registered the death the arrangements for the funeral would be the relative's responsibility unless they have been requested to register the death by the authority.
 - 3.7.3 If family or friends wish to pass the responsibility onto the council, TRDC will take **full** control of the arrangements and the family/friends need to understand what this means - the authority will make the funeral arrangements, including time and date and that their involvement will be limited and that the authority has first claim on the deceased estate. It is also good practice to explain fully to what will actually happen, including a search of the property to recover any relevant paperwork, money or goods that can be sold to offset the funeral costs. Ashes can be returned to the family, a declaration form must be signed and all further matters related to ashes will be for the family to deal directly with the crematorium.

- 3.7.4 If, after receiving a full explanation, the family or friend wishes to proceed in requesting TRDC takes control the 'Declaration form for Family' form, which confirms that there are no other family members willing to deal with the funeral, will need to be completed and returned.
- 3.7.5 When a family approaches the appointed officer (Bereavement Officer), it is important that they are treated with sympathy and respect, and given the information and have a clear understanding of the information being given. It is important that any officers appointed to deal with Public Health Funerals be suitably trained in bereavement issues.

4. Referrals

- 4.1 Referrals may come from a variety of sources, including (but not limited too) the Coroner's Office, Police, Hospitals, Nursing, Residential or Care Homes, Family or Friends and Funeral Directors.

4.1.1 Coroner's Office – most of the referrals received by TRDC are from the Coroner's Office, when it is usually already established that no suitable arrangements for a funeral are likely to be made by friends and family.

4.1.2 Nursing, Resident or Care homes - usually come via the home where the deceased had been a resident, no sum of money has been retained for funeral expenses, and there are no relatives or friends willing or able to make the arrangements. It is vital that the informant is told that they must not take any possessions from the deceased room, or use any sums of money being held for the deceased to pay any outstanding debts to the home. The first call on any estate is the funeral costs; therefore, outstanding rent etc. can be claimed from the estate once the funeral costs have been cleared. It is good practice to ensure these homes have the detail for the Funeral Director used by the council (see procedures - annual letter sent)

4.1.3 Families – as per paragraph 3.7

5. Details of the deceased / Property search

- 5.1 If the deceased had an abode, which may be a privately owned house, rented accommodation or housing association property, access may need to be obtained to undertake a property search to attempt to find personal / financial information about the deceased. Further to a risk assessment at least two officers, will go to the last known address to try and locate any next of kin details etc and to ensure that the effects of the deceased are properly dealt with and accounted for. In cases referred by a Residential or Care Home, arrangements should be made

with the Home Owner or Manager to search the deceased's room as soon as possible.

- 5.2 The council will search a property to find any documents such as a Will, insurance policies, Pension book, savings book, bank account details, cash, birth / marriage certificates, utility bills and any indicative preferences or religious beliefs regarding a burial or cremation. This is a very important part of the service the council provides and must be carried out with care and consideration for the dignity of the deceased and their family.
- 5.3 Cash will be removed to assist with funeral payment and/or for paying into the deceased's bank account. Jewellery may be taken for safe keeping.
- 5.4 If family and friends are traced as a result of the search of the property they will be contacted, informed of the death and invited to make the funeral arrangements.
- 5.5 The council will not be able to make funeral arrangements in cases where the deceased left a Will and the executor is traced, unless the executors requests the authority to do so and confirms reimbursement of costs will be made. In most circumstances the executor would be expected to organise the funeral.

6. Registering the death

- 6.1 If there are no relatives willing or able to register the death, this will need to be done by the Bereavement Officer or another employee of the council. The law states that ideally a relative should register the death, but make provision for the person causing the disposal of the body to do so where there are no relatives willing or able to register. If the death has not been referred to the Coroner, it must be registered within 5 days.
- 6.2 It is important to note that no burial or cremation can take place until the death is registered and the 'green form' has been issued, or until a Coroners 'order for burial' or 'certificate for cremation' has been issued thus removing the requirement to register the death prior to the funeral.

7. Funeral costs

- 7.1 Where possible the cost of the funeral will be recovered from the estate of the deceased or executor / solicitor of the estate.
- 7.2 The law gives no firm indication of what can actually be recovered, other than 'expenses incurred'. Local Authorities are under an obligation to provide value for money, and are not permitted to spend public money on private concerns, therefore 'expenses incurred' should be interpreted as

relating to all costs involved in making the arrangements.

8. Funeral arrangements

- 8.1 The council will utilise the services of a local funeral director to organise the burial or cremation. The council will pay for the basic costs of the burial / cremation. If the deceased's wishes are known the council will endeavour to accommodate these.
- 8.2 Cremation is the preferred option; however, if the deceased has left specific instructions regarding burial, the council will honour this and arrange for a burial to take place in a selected grave in one of its cemeteries, unless it has been established that the deceased has a family grave with sufficient space in a local churchyard.
- 8.3 If the deceased has no name, is unknown, then the council will bury the person in a single grave, rather than cremate, so that in future, if their identity is proven then an exhumation can take place
- 8.4 The council will only provide a direct cremation simple committal service, taking place in the crematorium or at the graveside. Known family and friends will be informed of the funeral details. The committal would be in line with the deceased's beliefs (where known).
- 8.5 The Funeral Director will arrange the details of the funeral and will normally act as the councils representative at the funeral. There is no duty on the Local Authority to attend a funeral, however, should there be no friends or family in attendance, it would be respectful for an officer to attend, if time and resource allows.
- 8.6 Where burial is used for disposal of the deceased any grave provided by the council shall be single depth. And, unless there are sufficient funds, no headstone would be provided.
- 8.7 Ashes from cremation will normally be scattered in the garden of remembrance at crematorium used (and documented accordingly so if family is traced they can visit the final resting place), unless there is a relative or friend who wishes to take possession of the ashes, in which case any details of relatives or friends who wish to take control of the ashes should be clearly documented.
- 8.8 The council currently uses Neville's Funeral Directors to facilitate funerals. This is on a call-off contract basis and the council is not tied to using them. The contract was originally procured by Watford Borough Council in July 2025.
- 8.9 hemel@nevillefuneralservice.com
01442 252395

9. The Estate

- 9.1 It is the councils responsibility to make every effort to recover its costs, which include the undertaker's bill and any administration costs incurred in undertaking this statutory duty. The person or organisation responsible for the arranging, and paying for the funeral has first claim on the deceased's estate.
- 9.2 If, after the council has recovered its costs for the funeral, and there is still money left, this shall be sent to the Government Legal Department (previously called the Treasury Solicitor). This is done by completing form BV1A which can be found on the Bona Vacantia Division section of the Government Legal Department website.
- 9.3 When an estate consists only of a net cash residue of £500 or under, the money may be retained by a blood relative or the council (if blood relative cannot be traced). When an estate consists of a cash residue of over £500 the case should be referred to Government Legal Department, but only in the instance where a blood relative has not been found.
- 9.4 The Government Legal Department can only administer the estate of someone when no next of kin has been located.

10. Data retention

- 10.1 The deceased record should be maintained for a minimum of 10 years. However, under the General Data Protection Regulation (GDPR) as implemented under the Data Protection Act 2018, personal data, such as next of kin details, should not be kept for longer than it is needed.

11. Best practice guidance

- 11.1 www.gov.uk/government/publications/public-health-funerals-good-practice-guidance/public-health-funerals-good-practice-guidance
- 11.2 www.iccm-uk.com/iccm/
- 11.3 Council webpage for PHFs
www.threerivers.gov.uk/public-health-funerals

12. Review

- 12.1 This policy shall be reviewed every three years.

13. Version control

Version	Author	Date	Changes
---------	--------	------	---------

1	Jennie Probert	16.1.26	N/A



This page is intentionally left blank

Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Public Health Funeral Policy
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Waste & Environment
EIA Author <i>Name and Job Title</i>	Jennie Probert, Environmental Services Manager
Date EIA drafted	13/01/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	EP004

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>It is proposed to introduce a Public Health Funeral policy.</p> <p>Public Health Funerals (PHFs) are a statutory duty of local authorities, primarily under the Public Health (Control of Disease) Act 1984, and are intended to ensure that everyone is treated with dignity in death, even if they have no surviving family or the family cannot afford or is unwilling to arrange the funeral</p> <p>This Equality Impact Assessment (EIA) provides assurance that protected characteristics have been taken into account when drafting this policy.</p>

Mitigations		
Protected Characteristic	Potential Issue <i>Against each protected characteristics, make a frank and realistic assessment of what issues may or do occur</i>	Mitigating Actions <i>How can the negative impacts be reduced or avoided by the mitigating measures? Is further engagement with specific communities needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?</i>
Age	Not applicable	
Disability	Access to funeral	Officers would work with the funeral director to ensure suitable access arrangements are in place for anyone wishing to attend the funeral
Gender reassignment (or affirmation)	Not applicable	
Pregnancy or maternity	Not applicable	
Race	Individuals from different cultures may require certain funeral arrangements to be made	Officers search for a Will or funeral plan to ensure that if wishes are known then these are taken into account. If no funeral plan is found, and officers are unsure about the most suitable type of funeral, then officers would seek advice from community leaders of that culture/ethnic background.
Religion or belief	Individuals from certain religious or belief groups may require certain funeral arrangements to be made	Officers search for a Will or funeral plan to ensure if wishes are known then these are taken into account. If no funeral plan is found and officers are unsure about the most suitable type of funeral, officers would seek advice from community/religious leaders.
Sex	Not applicable	
Sexual Orientation	Not applicable	
Marriage and Civil Partnership	Not applicable	
The council recognises other communities may be	Individuals are not able to afford to make suitable funeral arrangements	The council can guide people to sources of support in relation to funeral costs and arranging

vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.		funerals. The council can arrange funerals at the request of families if families do not wish, or are not able, to do so.
---	--	--

Actions Planned

In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken.

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

- Policy is reviewed every three years
- Ensuring the website is kept up to date
- Engaging with community leaders through the Equality Forum as required.

Additional Information

Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.

Sign off:

Equalities Lead Officer	Date
Shivani Davé	26 01 2026



This page is intentionally left blank

Watford Rural Neighbourhood Designation Area 29/06/2026

POLICY AND RESOURCES COMMITTEE
29 June 2026

PART I

Watford Rural Neighbourhood Area Designation Application

(DoF)

1 Summary

- 1.1 The purpose of this report is to enable the Policy and Resources Committee to consider whether the council should designate the area submitted by Watford Rural Parish Council as a Neighbourhood Area.

2 Recommendation

- 2.1 That:

The Policy and Resources Committee approves the application submitted by Watford Rural Parish Council for a Neighbourhood Area covering the whole Watford Rural parished area.

Report prepared by: Aaron Roberts, Senior Planning Officer

3 Details

- 3.1 An application to designate the Watford Rural parished area as a Neighbourhood Area was submitted to Three Rivers District Council by Watford Rural Parish Council on 21 May 2026.

- 3.2 To be considered valid, applications for Neighbourhood Areas need to fulfill the requirements set out in Part 1, Regulation 5 of the Neighbourhood Planning (General) Regulations 2012. The requirements are:

- a map which identifies the area to which the area application relates;
- a statement explaining why this area is considered appropriate to be designated as a neighbourhood area; and
- a statement that the organisation or body making the area application is a relevant body for the purposes of Section 61G of the 1990 Act (Town and County Planning Act 1990 as amended by the Localism Act 2011).

- 3.3 Section 61G(2) of the 1990 Town and County Planning Act (amended by Schedule 9, Part 1 of the Localism Act 2011) defines a “relevant body” as:

(a) a parish council, or

(b) an organisation or body which is, or is capable of being, designated as a neighbourhood forum (on the assumption that, for this purpose, the specified area is designated as a neighbourhood area).

- 3.4 The application submitted by Watford Rural Parish Council meets the above requirements and is considered valid. A copy of the application is attached as Appendix 1 and Appendix 2 to this report and provides the following information:

- a map identifying the area to which the area application relates (Appendix 1);
- a statement explaining why Watford Rural parished area is considered appropriate for designation as a Neighbourhood Area (Appendix 2); and
- a statement confirming that Watford Rural Parish Council is a relevant body for the purposes of Section 61G of the 1990 Act (Appendix 2).

3.5 Regulation 5A of the Neighbourhood Planning (General) Regulations 2012 relates to the “designation of the whole area of a parish council” and can be seen below:

(1) This regulation applies where—

(a) a local planning authority receive an area application from a parish council;

(b) the area specified in the application consists of the whole of the parish council’s area; and

(c) if any part of the specified area is part of a neighbourhood area, none of that neighbourhood area extends outside the parish council’s area.

(2) The local planning authority must exercise their powers under section 61G of the 1990 Act to designate the specified area as a neighbourhood area.

(3) Where this regulation applies, regulations 6 and 6A do not apply.

3.6 Regulation 6 relates to publicising a Neighbourhood Area application and Regulation 6A relates to the statutory timescales. Given that in this case the area specified in the application consists of the whole of the Parish Council’s area, a consultation is not required and has not been undertaken.

4 Options and Reasons for Recommendations

4.1 Applications for Neighbourhood Areas must satisfy a number of criteria set out in the Town and County Planning Act 1990 (as amended by the Localism Act 2011) to be approved. These criteria are examined further below.

4.2 The following paragraphs of the 1990 Act set out the area criteria that should be used when considering applications submitted by Parish Councils.

Section 61G(3a)

The specified area - In the case of an application by a parish council, must be one that consists of or includes the whole or any part of the area of the council

Section 61G (4a)

In determining an application the authority must have regard to – the desirability of designating the whole of the area of a parish council as a neighbourhood area.

4.3 The area proposed consists of the whole of Watford Rural Parish Council's area. Officers therefore consider that the application meets the area criteria set out in the 1990 Act as outlined above.

4.4 Regulation 5A of the Neighbourhood Planning (General) Regulations 2012 states that if a local planning authority receive an area application from a parish council, the area specified in the application consists of the whole of the parish council's area and if any part of the specified area is part of a neighbourhood area, none of that neighbourhood area extends outside the parish council's area then the local planning authority must exercise their powers under section 61G of the 1990 Act to designate the specified area as a neighbourhood area.

4.5 Additionally, Planning Practice Guidance (PPG) sets out that:

Where a parish council applies for the whole of the area of the parish to be designated as a neighbourhood area, the local planning authority must designate the whole of the area applied for. This includes where a parish applies to extend its existing neighbourhood area to its parish boundary. Exceptions to this are where the area applied for:

- *has already been designated as a neighbourhood area which extends beyond the parish boundary; or*
- *forms part of another application that has not yet been determined.*

Paragraph: 032 Reference ID: 41-032-20170728

4.6 Given the wording of Regulation 5A of the Neighbourhood Planning (General) Regulations 2012 and the PPG, officers are of the opinion that the authority's discretion to reject the proposed area is effectively removed.

4.7 The officer recommendation is that:

The Policy and Resources Committee approves the application submitted by Watford Rural Parish Council for a Neighbourhood Area covering the whole Watford Rural parished area.

5 Next Steps

5.1 If the proposed Neighbourhood Area is designated, details must be published as soon as possible following the decision on the council's website and in such other manner that is likely to bring the decision to designate to the attention of people living, working and carrying on business in the Area as detailed in Part 1 of Regulation 7 of the Neighbourhood Planning (General) Regulations 2012.

5.2 Should the decision be taken not to designate a Neighbourhood Area, the council is required to publish a document setting out the decision and the reasons for making that decision on the council's website and in such other manner that is likely to bring the decision to the attention of people living, working and carrying on business in the Area. This should be done as soon as possible following the decision, as set out in Part 2 of Regulation 7.

5.3 If the application for a Neighbourhood Area is approved, Watford Rural Parish Council will be able to produce a Neighbourhood Plan that can, following a referendum, be adopted as part of the statutory development plan for the designated Neighbourhood Area (Watford Rural parished area).

- 5.4 To become part of the statutory development plan, a Neighbourhood Plan must receive a majority 'Yes' vote in a local referendum organised by the Local Planning Authority. To reach the referendum stage a Neighbourhood Plan needs to progress through several stages. Completed Neighbourhood Plans will be submitted to the Local Planning Authority who will need to be satisfied that the submitted plan complies with the strategic priorities of the local development plan. Following a period of public consultation, the submitted plan will be examined by an independent inspector who is required to ensure the plan meets a set of basic conditions and legal requirements. Following a successful examination, a submitted Neighbourhood Plan can continue to a local referendum and, if successful, be adopted as part of the development plan.

6 Policy/Budget Reference and Implications

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

7 Financial Implications

- 7.1 The costs associated with publishing details of and consulting on applications for a Neighbourhood Area are included within the Local Plan budget.
- 7.2 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.
- 7.3 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%.

8 Legal Implications

- 8.1 The Town and County Planning Act 1990 (as amended by the Localism Act 2011) and The Neighbourhood Planning (General) Regulations 2012 set out the requirements and procedures for the designation of Neighbourhood Areas. The 1990 Act places a duty on the council to designate Neighbourhood Areas. Additionally, the council has a statutory duty to provide advice and assistance (not financial) as deemed appropriate to Parish Councils in the preparation of Neighbourhood Plans.

9 Staffing Implications

- 9.1 Matters relating to neighbourhood planning are dealt with in house by officers in the Local Plans team.

10 Customer Services Centre Implications

- 10.1 The Customer Service Centre will be briefed about the neighbourhood area designation.

11 Communications and Website Implications

- 11.1 The Digital Team will be briefed on how to update the website.

12 Equal Opportunities, Public Health, Environmental 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 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Reputational damage of failing to agree the Neighbourhood Area	The council has a duty to support the Parish Council in their preparation of the Neighbourhood Plan.	Agree the Neighbourhood Area	Tolerate	3
The recommendation is rejected and the council fails to identify an appropriate area to be designated as a Neighbourhood Area. This would conflict with Government legislation and leave the council open to legal challenge		Agree the Neighbourhood Area	Tolerate	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.

Likelihood Very	Low	High	Very High	Very High
	4	8	12	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%))

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

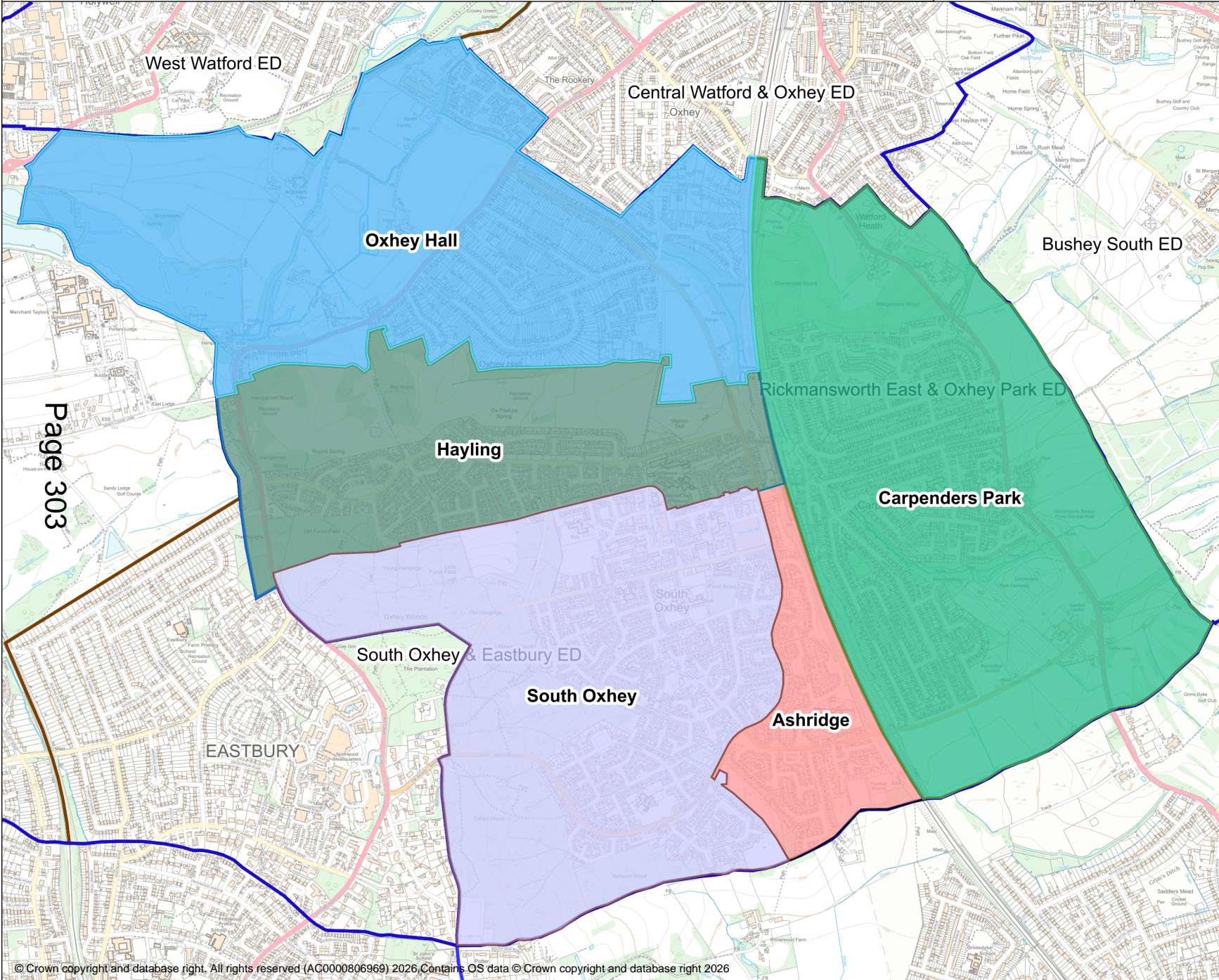
National Planning Policy Framework (December 2024)

Planning Practice Guidance

APPENDICES

Appendix 1 – Watford Rural Neighbourhood Area Map

Appendix 2 – Watford Rural Neighbourhood Area Designation Application



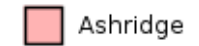
County Electoral Division



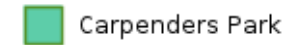
Parish



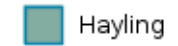
watford_rural_parish_wards



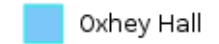
Ashridge



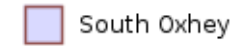
Carpenders Park



Hayling



Oxhey Hall



South Oxhey

This page is intentionally left blank

I am writing on behalf of Watford Rural Parish Council to formally apply for the designation of the whole administrative area of Watford Rural Parish as a Neighbourhood Area for the purposes of preparing a Neighbourhood Plan.

At its meeting on 13th May 2026 Watford Rural Parish Council resolved to proceed with the preparation of a Neighbourhood Plan and to submit an application to Three Rivers District Council, as the Local Planning Authority, for neighbourhood area designation.

This application is made by Watford Rural Parish Council as the relevant body for the purposes of section 61G of the Town and Country Planning Act 1990 and the Neighbourhood Planning (General) Regulations 2012.

The area proposed for designation is the full extent of the Watford Rural Parish Council administrative boundary. A map identifying the proposed Neighbourhood Area is attached. For clarity, the proposed Neighbourhood Area comprises the whole administrative area of Watford Rural Parish.

The Parish Council considers that designation of the whole parish is appropriate because Watford Rural Parish is a clearly defined local governance area with established parish boundaries and a coherent set of local planning, infrastructure, community and environmental issues. The parish includes distinct but closely connected communities, including South Oxhey, Carpenders Park and Oxhey Hall, which share relationships with local services, movement routes, community facilities, green infrastructure and wider development pressures within Three Rivers.

Using the whole parish boundary will provide a clear and practical basis for plan-making, public consultation and future referendum arrangements. It will also allow the Neighbourhood Plan to consider local issues in a joined-up way across the parish, including housing and development pressures, design and character, local centres, transport and accessibility, community facilities, open spaces, green infrastructure and infrastructure priorities.

For clarity, Watford Rural Parish Council is not seeking to designate only part of the parish, nor to include land outside the parish boundary. The application is for the whole parish area to be designated as the Watford Rural Neighbourhood Area.

I would be grateful if Three Rivers District Council could confirm receipt of this application and advise the Parish Council of the next procedural steps, including any publication or consultation requirements.

Please also let me know if any further information is required to validate or progress the application.

Kind regards,

Gareth Williams
Clerk to the Council



This page is intentionally left blank

HMO LICENCING POLICY

29/06/2026

- **POLICY AND RESOURCES COMMITTEE**

PART I

**HMO LICENCING POLICY
(ADCCC)**

1 Summary

- 1.1 The HMO Licencing Policy aims to set out the council will exercise its statutory duties and discretionary powers in relation to the licencing of Houses in Multiple Occupation (HMOs) by Officers within the council's Residential Environmental Health team.
- 1.2 This includes the granting of new licenses following application to the council and applications received by the council for the renewal of an HMO Licence currently held.
- 1.3 The Policy will ensure that any HMO granted a licence within the district continues to be safe and suitable for occupation, properly managed and maintained, provides adequate amenities for occupants and is contributing positively to the housing options within the district.
- 1.4 The Policy will provide transparency to current and prospective HMO licence holders, current and future tenants of HMOs in the district and residents of the district on the considerations made by Officers when deciding whether to grant/renew any HMO Licence.

2 Recommendation

- 2.1 That:

The Policy and Resources Committee adopt the council's HMO Licencing Policy.
Report prepared by: Jason Hagland, Strategic Housing Manager

3 Details

- 3.1 The definition of a House of Multiple Occupation (HMO) is set out within Sections 254–259 of the Housing Act 2004.
- 3.2 In general terms, a property is considered a HMO if it is occupied by three or more people, who are from two or more households and who share basic facilities such as a kitchen, bathroom or toilet.
- 3.3 Under the mandatory licencing scheme that is currently operated by the council, a property must be granted a HMO Licence by the council if it is occupied by five or more people, forming two or more households and who share basic amenities.
- 3.4 The HMO Licencing Policy sets out what information and documentation the council will require from any applicant to effectively consider a HMO Licence application in full and the legislation that the council will rely upon during this consideration.

- 3.5 The Policy sets out the timeframes in which the council will aim to provide a decision following an application and the circumstances when this timeline can be extended.
- 3.6 The Policy confirms what the council will consider a 'Fit and Proper Person' to hold a HMO Licence in the district and, to aid Officers to make this assessment, introduces the requirement for the prospective licence holder to provide the council a DBS Certificate, dated within 6 months of the application to the council.
- 3.7 The Policy refers to the HMO Amenity Standards that have been adopted by the council and confirm that no HMO Licence will be granted by the council unless there is strict adherence to these standards.
- 3.8 These standards have been reviewed by the council's Senior Housing Enforcement Officer and are attached an appendix to the Policy.
- 3.9 The Policy sets out that the council will undertake inspection visits to the HMO during the application process, during the licence period and in response to any complaints received about the HMO. Furthermore, the Policy is clear that these visits are expected to be facilitated by the licence holder, and if they are not, then the licence will be refused, or in the case of a renewal application, revoked.
- 3.10 The Policy confirms that the council reserve the right to consult with Hertfordshire Fire and Rescue on the fire safety provisions that have been provided within a HMO and if the Fire Service are not satisfied with the mitigation, the council will refuse any HMO Licence application on these grounds.
- 3.11 In addition to the above, the Policy sets out the mandatory conditions that will be placed on any HMO Licence granted by the council and confirm that the council may impose additional licence conditions if considered appropriate and proportionate.
- 3.12 These will be considered on a case-by-case basis.
- 3.13 At the Full Council meeting of 21 October 2025, the council's Lead Member for Community Engagement, Public Safety and Housing committed that the council would explore the options for a formal mechanism for resident input on HMO licence conditions and for the council to improve transparency through a publicly accessible online register of all HMO licence applications and decisions, alongside clear communication channels for councillors, parish councils and residents.
- 3.14 The report considering these options was presented to the Policy and Resources committee on 26 January 2026.
- 3.15 Following the consideration of these options, the recommendations by Officers, that were accepted by members of the Committee, was the following -
- 3.15.1 Officers find it appropriate that that the upcoming HMO Licensing Policy will contain a provision that ensure that Officers inform Ward, County and Parish (where applicable) Councillors.
- 3.15.2 Officers find it appropriate that the upcoming HMO Licensing Policy will contain a provision to receive resident input into an HMO licence application.

- 3.15.3 Officers find it appropriate that the upcoming HMO Licensing Policy will contain provision to inform neighbours of a property that is subject to an HMO licence application.
- 3.15.4 The council's Data Protection and Resilience Manager has confirmed that the request to publish any address on the council's Public HMO Register that is subject to an HMO Licence application that is being considered by Officers could be undertaken, however, the council would only be able to publish the address of the property.
- 3.16 To confirm, these four options have been included within the HMO Licencing Policy.
- 3.17 Section 14 of the Policy confirms that the following parties will be formally informed on receipt of any HMO Licence application to the council –
- Ward Councillors for the Ward the property is located within
 - County Councillor/s for the electoral division the property is located within
 - Parish Councillors for the parish the property is located within (if applicable)
 - The council's Antisocial Behaviour Team
- 3.18 Furthermore, Section 14 of the Policy states that the council will formally inform the immediate neighbours of the property identified within any HMO Licence application once received.
- 3.19 This correspondence to Councillors and immediate neighbours of the property subject to the application will contain the contact details required to make formal representations to the Officer considering the HMO Licence application.
- 3.20 However, to confirm, the council is unable to refuse any HMO Licence application on grounds that are not listed within the legislation that governs these matters (Housing Act 2004).
- 3.21 For clarity, the Housing Act 2004 does not provide the council any provision to refuse a HMO Licence based on reasons like community opposition to a HMO in the locality, additional parking pressures or the current/projected tenants to be housed within a HMO.
- 3.22 Therefore, the correspondence to Councillors and neighbours will confirm that representations will be considered by the Officer assessing the application in relation to any additional conditions that may be placed on the HMO license, if granted.
- 3.23 The council has a duty to ensure that any conditions placed on an HMO licence are justified as necessary, relevant, reasonable, proportionate and enforceable. Therefore, whilst these representations will be considered, the final decision on any additional condition to be placed on any HMO License will be at the discretion of the council.
- 3.24 Officers may also consider these representations when assessing whether a person is a 'Fit and Proper Person' or the management arrangements for the HMO are satisfactory.
- 3.25 Section 13 of the Policy confirms that the council is statutorily obligated to maintain a public register of licensed HMOs.

3.26 This section further confirms that once an application is received by the council for a HMO licence application, this address will be added to the public register.

3.27 However, in line with the council's data protection obligations, no personal details of the applicant will be listed until an HMO licence is granted.

4 Options and Reasons for Recommendations

4.1 It is recommended that the Committee adopt this Policy that will continue to ensure that any HMO within the district is safe and suitable for occupation, properly managed and maintained, provides adequate amenities for occupants and is contributing positively to the housing options within the district.

5 Policy/Budget Reference and Implications

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

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

None specific.

6 Equal Opportunities Implications

6.1 Relevance Test

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

6.2 Impact Assessment

Nil negative impact on those with protected characteristics.

7 Communications and Website Implications

7.1 The Policy will be required to be uploaded to the council's website by Communications on adoption.

7.2 Following Councillor Drury's statement at Full Council on 24 October 2025, a press release will be required to be prepared by Communications to confirm the Policy has been adopted by the council to ensure residents are informed that the council's commitment has been fulfilled.

8 Risk and Health & Safety Implications

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

8.2 The subject of this report is covered by the 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 <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The council do not adopt the HMO Licencing Policy	Lack of transparency for landlords/tenants/residents on the HMO Licencing procedure Reputational impact to the council	Committee to approve and adopt the HMO Licencing Policy	Tolerate	4

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

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

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

Data Quality

Data sources:

Nil

Data checked by:

N/A

Data rating:

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

Background Papers

APPENDICES / ATTACHMENTS

- Appendix One – Equalities Impact Assessment**
- Appendix Two – Sustainability Impact Assessment**
- Appendix Three – HMO Licencing Policy**

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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. Then provide Justification (Column E) to explain your score.

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

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

NB: "Not applicable" scores do not count towards the average score.

Name of project/policy/procurement and date		HMO Licencing Policy
Brief description of project/policy/procurement (1-2 sentences):		The HMO Licencing Policy set out the council will exercise its statutory duties and discretionary powers in relation to the licencing of Houses in Multiple Occupation (HMOs) by Officers within the council's Residential Environmental Health team. The Policy will ensure that any HMO granted a licence within the district continues to be safe and suitable for occupation, properly managed and maintained, provides adequate amenities for occupants and is contributing positively to the housing options within the district.

Homes, buildings, infrastructure, equipment and energy			
Question	Impact (select from list)	Score (1 to 4)	Justification or mitigation
1 Will this project increase overall energy use (electricity or other fuels)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
2 Does this project directly use 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	
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	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? <i>e.g. high levels of insulation, low energy demand per m2, no fossil fuel heating, EPC rating "A" or BREAM "excellent".</i>	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? <i>e.g. re-used or recycled construction materials; timber in place of concrete</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
6 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
7 Are any appliances or electrical equipment to be used highly energy efficient? <i>e.g. Energy rating label A-G</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	

- Ways to optimise sustainability and work towards net zero carbon:**
- Insulate buildings to a high standard.
 - Include energy efficiency measures during renovations
 - Replace gas boilers with low-carbon heating, such as heat pumps. Consider enabling connection to future District Heat Networks, where possible.
 - Construct new buildings to Passivhaus standard and seek to reduce the embodied energy of the construction.
 - 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 technologies, and consider including battery storage.
 - Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
 - Use energy-efficient appliances. For more information: <https://energysavingtrust.org.uk/advice/home-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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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
8 Will this project increase overall private vehicle use?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
9 Will this project purchase new zero-emission vehicles, or lower-emission vehicle models (compared to alternatives)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
10 Will this project support people to use active or lower-emission 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	
11 Will the project 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	
12 Will the project provide or enhance infrastructure for bikes, public transport or zero-emission vehicles? <i>e.g. secure bike storage, EV charging points etc.</i>	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>e.g. Hosting event online, car-sharing, 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	
Average Score		#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 vehicles.
- 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
14 Will Environmental Social and Governance (ESG) criteria be included in the procurement evaluation framework? (See TRDC Procurement Policy here: https://www.threerivers.gov.uk/services/your-council/our-policies-and-plans)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
15 Will the project procure goods or services from a certified B Corporation or business with other industry-recognised environmental accreditations? <i>e.g. FSC certified wood products, organic produce, Fairtrade, ISO14001 etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
16 Will this project reuse existing goods and materials to the greatest extent possible, instead of acquiring newly manufactured ones? <i>e.g. re-purpose natural materials found on-site, using refurbished electronic goods etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
17 Does the project include maintenance, repair, or leasing to extend the longevity of the product and 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	
18 Does the project 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	
19 Does the project enable others to make sustainable choices within their lifestyles, or engage people about this? <i>e.g. promote re-use, repair or sharing</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

20	Is the material used able to be re-used, re-purposed, or recycled at end of its life? <i>e.g. recyclable materials, donation of old equipment/objects</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
21	Has the project taken steps to ensure any food and associated packaging is more sustainable? <i>E.g. recyclable/compostable packaging (non single use plastic), 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	
Average Score			#DIV/0!	

Biodiversity & Nature

Question	Impact	Score (0-4)	Justification or mitigation
<p><u>Examples for guidance:</u></p> <p>1. Negative impact: reduced variety of species, reduced number of trees and/or reduced area of habitat. No plans/resources for future management.</p> <p>2. Some negative impact: reduced variety of species</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species</p> <p>5. Positive impact: increase variety of species, increased number of trees and/or area of habitat. Plans and resources available for future positive management.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>22 Does the project include a management plan to ensure the biodiversity benefits are sustained over time?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: there is no plan or resource available for any future management</p> <p>2. Some negative impact: there is a plan for management but no resource</p> <p>3. Overall neutral impact: interventions have minimal management</p> <p>4. Some positive impact: there is a plan for short term management</p> <p>5. Positive management: there is a plan for long term (over 5 years) management</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>24 What effect does this project have on the quality of non-amenity green/blue space i.e. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: pesticides are used as management practice, amenity grass cutting regimes used</p> <p>2. Some negative impact: reduced variety of species planted, management with amenity focus</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species planted with appropriate management</p> <p>5. Positive impact: appropriate planting and management with a local focus (i.e. pollinator friendly planting, improving connectivity corridors)</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>25 Does your project benefit priority species or habitats as identified in the Local Nature Recovery Strategy (LNRS)?</p> <p>Priority Species include: Nightingales, Swifts, Pasqueflower, Water Vole, White Admiral, rare arable plants.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>26 Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score			#DIV/0!
Adaptation			

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

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods
- For more information on priority species and habitats please see: <https://preview-hcc.cloud.contentis.com/about-the-council/how-the-council-works/partnerships/herts-nature-recovery-partnership/local-nature-recovery-strategy.aspx>

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

Question	Impact	Score (0-4)	Justification or mitigation
27 Does any planned project, construction or building include measures to reduce water usage?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
28 Does any planned infrastructure or building work ensure soft, permeable surfacing to reduce flood risk? <i>e.g. landscaped soakaway areas, de-paving areas, green roofs, ponds, swales, or permeable materials</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
29 Has the project or service considered ways to reduce the impact of extreme weather i.e. extreme heat, fire, flooding, and drought? <i>e.g. changing ways of working to reduce risk, reflective materials to reduce heat-gain, drought-tolerant planting, planting for shade and flood mitigation, insulation and ventilation, fans etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Engagement and Influence			
Question	Impact	Score (0-4)	Justification or mitigation
30 Does this project raise awareness and understanding of climate change, biodiversity, and sustainability, and the steps that people can take to live more sustainably?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Total Overall Average Score		#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.

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 the assessment is complete, copy and paste the box below into your business case or committee report (under environmental implications 6). The full assessment document can be attached as an appendix to your report. Procurement bidders must submit completed assessment with their tender.

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

HMO LICENCING POLICY – EQUALITIES IMPACT ASSESSMENT

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	HMO Licencing Policy
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Housing Services
EIA Author <i>Name and Job Title</i>	Jason Hagland
Date EIA drafted	18/03/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	HS007

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>The HMO Licencing Policy aims to set out the council will exercise its statutory duties and discretionary powers in relation to the licencing of Houses in Multiple Occupation (HMOs) by Officers within the council's Residential Environmental Health team.</p> <p>The Policy covers the granting of new licenses following application to the council and applications received by the council for the renewal of an HMO Licence currently held.</p> <p>The Policy will ensure that any HMO granted a licence within the district continues to be safe and suitable for occupation, properly managed and maintained, provides adequate amenities for occupants and is contributing positively to the housing options within the district.</p> <p>Furthermore, the Policy will provide transparency to current and prospective HMO licence holders, current and future tenants of HMOs in the district and residents of the district on the considerations made by Officers when deciding whether to grant/renew any HMO Licence.</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	Nil negative impact	
Disability	Nil negative impact	
Gender reassignment (or affirmation)	Nil negative impact	
Pregnancy or maternity	Nil negative impact	
Race	Nil negative impact	
Religion or belief	Nil negative impact	
Sex	Nil negative impact	
Sexual Orientation	Nil negative impact	

Marriage and Civil Partnership	Nil negative impact	
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.	Nil negative impact	

Actions Planned
<i>Nil</i>

Additional Information
<i>This Policy will have a positive impact on those residents with protected characteristics who live, or will live, in HMOs within the district.</i>

Sign off:

Shivani Dave - Equalities Lead Officer	Date – 20/04/2026
--	-------------------

--	--



HMO Licensing Policy

April 2026

Contents

1.	Introduction	3
1.1	Purpose of the Policy.....	3
1.2	Legal Framework	3
2.	Policy Objectives.....	3
3.	Definition of a House in Multiple Occupation	4
4.	HMOs Requiring a Licence.....	4
5.	Types of Licensing	4
5.1	Mandatory Licensing.....	4
5.2	Additional Licensing.....	4
5.3	Selective Licensing.....	5
6.	Licence Application Process.....	5
6.1	Who Must Apply	5
6.2	Information Required	5
7.	Determining Applications.....	6
7.1	Fit and Proper Person Test.....	6
7.2	HMO Property Standards	7

1. Introduction

1.1 Purpose of the Policy

This policy sets out how Three Rivers District Council (“the council”) will exercise its statutory duties and discretionary powers in relation to the licensing of Houses in Multiple Occupation (HMOs). This includes the granting of new licences and renewal applications.

The aim of the policy is to ensure that HMOs within the district are:

- Safe and suitable for occupation
- Properly managed and maintained
- Providing adequate amenities for occupiers
- Contributing positively to the housing options within the district.

This policy provides transparency for:

- Landlords and managing agents
- Tenants and prospective tenants
- Residents and communities
- Council Officers, Elected Councillors and partners.

1.2 Legal Framework

This policy operates under the provisions of:

- Housing Act 2004
- Housing and Planning Act 2016
- The Management of Houses in Multiple Occupation (England) Regulations 2006
- The Licensing and Management of Houses in Multiple Occupation Regulations 2006
- The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018
- The Regulatory Reform (Fire Safety) Order 2005
- The Provision of Services Regulations 2009
- Renters Rights Act 2025

These regulations require certain HMOs to be licensed and establish standards relating to safety, management and amenities.

2. Policy Objectives

The council’s objectives in implementing HMO licensing are to:

- Protect the health, safety and welfare of residents living in HMOs.
- Ensure HMOs are properly managed.
- Improve housing conditions in the private rented sector.
- Ensure landlords comply with statutory housing standards.
- Prevent overcrowding and poor property management.
- Support the provision of affordable shared accommodation where appropriate and ensure that HMOs remain a valid housing option within the district.
- Reduce negative impacts of poorly managed HMOs on local communities.

3. Definition of a House in Multiple Occupation

The definition of an HMO is set out within Sections 254–259 of the Housing Act 2004. In general terms, a property is considered an HMO if:

- It is occupied by three or more people
- Who form two or more households
- Who share basic facilities such as a kitchen, bathroom or toilet.

Examples include:

- Shared houses
- Bedsits
- Hostels
- Some converted flats.

A “household” typically refers to members of the same family living together.

4. HMOs Requiring a Licence

Under the mandatory licensing scheme currently operated by the council, a property must be licensed by the council if it fulfils the following -

- Is occupied by **five or more people**
- Forms **two or more households**
- Shares basic amenities.

These requirements apply regardless of the number of storeys in the building.

Certain buildings are exempt, including:

- Social housing owned by registered providers
- Buildings controlled by public authorities
- Owner-occupied properties with fewer than two lodgers.

5. Types of Licensing

The Housing Act 2004 provides three licensing schemes.

5.1 Mandatory Licensing

Mandatory licensing applies to larger HMOs meeting the criteria outlined above. The council must take reasonable steps to identify licensable HMOs and ensure applications are submitted.

5.2 Additional Licensing

Local authorities may designate additional licensing schemes for smaller HMOs where there is evidence of:

- Poor management
- Significant housing hazards
- Community impacts.

At the time of adopting this policy, Three Rivers District Council does not operate an Additional Licensing scheme, however reserve the right to adopt Additional Licensing at

any point if required. This position will be reviewed every 12 months. .

5.3 Selective Licensing

Selective licensing may apply to all private rented homes within designated areas where there are issues such as:

- Low housing demand
- Anti-social behaviour
- Poor property conditions.

At the time of adopting this policy, Three Rivers District Council does not operate a Selective Licensing scheme, however reserve the right to adopt Selective Licensing at any point where evidence demonstrates it would address local housing problems.

6. Licence Application Process

6.1 Who Must Apply

The licence must be applied for by the person having control of the property, typically:

- The landlord
- A managing agent acting on behalf of the landlord.

Licences will apply to individual properties and are not transferable in any circumstances. In any circumstances where a change of licence holder is required, a new application will be required.

6.2 Information Required

Applicants for an HMO License application form the council must provide the following -

- Completed application form
- Completed Floor Plans, including:
 - All room sizes in metres squared
 - The position of smoke/fire detectors
 - The position of emergency lighting
 - All rooms numbered
- Current Gas Safety Certificate (if applicable)
- Current Electrical Installation Condition Report
- Fire risk assessment
- Fire detection system commissioning certificate
- Emergency Lighting commissioning certificate
- Disclosure and Barring Service (DBS) Check for the licence holder or manager (if applicable) dated not more than 6 months prior to the application date
- Tenancy agreements
- Identification of the licence holder
- Portable Appliance Test (PAT) Certificates
- Payment of the application fee.

These documents enable the council to determine whether the property is suitable and properly managed.

Any HMO Licence application that has not provided all of the above, will not be considered as complete. Therefore, will not be assessed by the council.

7. Determining Applications

As per the Housing Act 2004, before granting an HMO licence, the council must be satisfied that:

- The property is suitable for occupation as an HMO.
- The proposed licence holder is a fit and proper person.
- The proposed management arrangements are satisfactory.

Where deficiencies are identified, the council may impose licence conditions requiring improvements.

When considering an HMO License application, the council is only able to take into consideration what is set out within the relevant legislation.

The council is unable to refuse an HMO Licence application on grounds that are not listed within this legislation, this may include –

- Community opposition to an HMO located within the locality
- Issues that may be created due to additional pressure on parking capacity
- The current/projected tenants within any HMO

(this list is not exhaustive)

The council will aim to provide a decision on any HMO licence application received within 12 weeks of submission. This timeline can be flexible and will be dependent upon the information supplied to the council at the time of submission or further evidence or documents requested by the council.

Furthermore, should enforcement issues arise during the period the council is considering an application, then this timeline will be extended until these enforcement issues have been rectified.

7.1 Fit and Proper Person Test

The council must ensure that the licence holder and any manager of a HMO are suitable persons.

The assessment may consider:

- Convictions relating to fraud, violence, drugs or sexual offences
- Breaches of housing law
- Previous licence revocations
- Housing enforcement history
- Banning orders
- Inclusion on the rogue landlord database.
- Verifiable information provided to the council from third parties

Where the applicant fails this test, the council may refuse the licence.

As part of an application for a HMO Licence from the council and to ensure Officers can adequately assess if the applicant for the licence is a fit and proper person, the council will require the submission of a Disclosure and Barring Service (DBS) check dated within the last 6 months prior to application.

If no DBS check is submitted to the council as part of the application, then the licence application will be refused.

7.2 HMO Property Standards

No HMO licence will be granted by the council unless there is adherence to the HMO Amenity Standards adopted by the council and attached as an Appendix to this Policy.

Licensed HMOs must meet minimum standards relating to -

7.3 Space Standards

Minimum bedroom sizes must comply with national regulations.

7.4 Facilities

Adequate provision must be made for:

- Kitchens
- Bathrooms
- Toilets
- Wash hand basins.

For example, one bathroom may serve up to four occupiers, with additional facilities required as occupancy increases.

7.5 Fire Safety

Properties must include appropriate fire precautions including:

- Fire detection systems
- Adequate/Appropriate fire doors
- Protected escape routes
- Fire risk assessments.
- Emergency lighting provision

The council reserve the right to consult with Hertfordshire Fire and Rescue on the fire provisions that are provided within any HMO.

Should Hertfordshire Fire and Rescue hold concerns that adequate fire mitigation has not been provided, the council will refuse to grant a HMO licence to the property in question.

7.6 Heating and Ventilation

Each unit/room within the HMO must have adequate heating, insulation and ventilation.

8. Licence Conditions

Any HMO Licence granted will include mandatory conditions such as -

- Providing annual gas safety certificates (where applicable)
- Maintaining electrical safety, including 5-yearly EICR and appliance testing
- Installing, testing, and maintaining fire detection, alarm, emergency lighting, and

- fire safety systems
- Installing and maintaining carbon monoxide alarms (where required)
- Keeping the property, fittings, and furniture safe, well maintained, and free from hazards
- Conducting regular property inspections and keeping records
- Maintaining communal areas, gardens, and shared facilities in good repair and clean condition
- Ensuring adequate security measures (locks, access control, and safe escape routes)
- Managing refuse storage and disposal in line with council requirements
- Displaying required documents within the property (licence, certificates, contact details)
- Preventing overcrowding and complying with room size and occupancy limits
- Providing occupancy details to the council when requested
- Providing written tenancy agreements and repair/emergency procedures to occupiers
- Preventing and addressing antisocial behaviour
- Respecting tenants' right to quiet enjoyment and giving appropriate notice before entry
- Complying with all relevant housing and tenancy legislation
- Notifying the council of any changes affecting the licence or property
- Allowing access for council inspections and statutory duties

Additional conditions may be imposed if considered appropriate and at the discretion of the council. These may include –

- Conditions in relation to property standards
- Adequate management of antisocial behaviour
- Formal tenant antisocial behaviour policies
- *(this list is not exhaustive)*

9. Licence Duration

Licences will normally be granted for up to five years.

Shorter licences may be issued where:

- The property requires improvements
- There is uncertainty regarding management arrangements
- The landlord has a poor compliance history.

10. Enforcement and Penalties

As per the council's Private Sector Housing Enforcement Policy, the council will take enforcement action where licensing requirements are not met and will consider formal enforcement as a first option when any offence is identified.

Offences may include:

- Operating a licensable HMO without a licence
- Breaching licence conditions
- Allowing overcrowding
- Failing to comply with HMO management regulations.
- *(this list is not exhaustive)*

Penalties may include:

- Civil penalties up to £30,000 – as listed within the council’s Civil Penalty Notice Policy
- Prosecution
- Rent Repayment Orders
- Banning Orders
- Management Orders.

11. Inspections and Monitoring

The council will inspect licensed HMOs:

- During the application process
- During the licence period
- In response to complaints.

The applicant or HMO licence holder will be expected to facilitate these visits at the request of the council. If no visits are facilitated by the applicant or HMO licence holder, the HMO license application will be refused or revoked.

12. Temporary Exemption Notices

A Temporary Exemption Notice (TEN) may be issued where a landlord is taking steps to make the property no longer licensable.

TENs are normally issued for three months, with a possible second notice in exceptional circumstances.

13. Public Register

The council is statutorily obligated to maintain a public register of licensed HMOs containing:

- Property address
- Licence holder details
- Licence duration.

Once an application is received by the council for a HMO licence application, this application will be added to the public register.

However, in line with the council’s data protection obligations, no personal details of the applicant will be listed until an HMO licence is granted.

This public register will be available to view on the council’s website or by visiting the council offices.

14. Consultation and Mechanism for Resident/Councillor Input

When any new HMO Licence application is received by the council, the council will formally inform the following parties –

- Ward Councillors for the Ward the property is located within
- County Councillor/s of the electoral division the property is located within
- Parish Councillors for the parish the property is located within (if applicable)
- The council’s Community Safety team

The council will also formally inform the immediate neighbours of the property identified within the HMO Licence application.

This correspondence to Councillors and neighbouring properties will contain the contact details required to make formal representations to the Officer considering this application.

As confirmed within Section 7 of this Policy, when considering an HMO License application, the council is only able to take into consideration what is set out within the relevant legislation. (Housing Act 2004).

The council is unable to refuse an HMO Licence application on grounds that are not listed within this legislation.

Therefore, this correspondence will confirm that representations will be considered by the Officer assessing the application in relation to any additional conditions to be placed on the HMO license, if granted.

The council has a duty to ensure that any conditions placed on an HMO licence are justified as necessary, relevant, reasonable, proportionate and enforceable. Therefore, whilst these representations will be considered, the final decision on any additional condition to be placed on any HMO License will be at the discretion of the council.

15. Review of Policy

This policy will be reviewed periodically to ensure compliance with:

- Significant legislative updates
- Changes in Government guidance
- Local housing needs.

A full review will normally take place every three years.

Appendix 1: HMO Amenity Standards

The HMO amenity standards that have been referred to within this Policy are contained within the document below. These HMO Amenity Standards are also available to view on the councils' website at the following link –

<https://cdn.threerivers.gov.uk/files/2025/10/95b77570-a90e-11f0-8e82-1dec93f21d5d-TRDC%20Amenity%20Standards.pdf>



Amenity
Standards.pdf

Private Sector Housing Enforcement Policy

29/06/2026

POLICY AND RESOURCES COMMITTEE

PART I

PRIVATE SECTOR HOUSING ENFORCEMENT POLICY (ADCCC)

1 Summary

- 1.1 The Renters' Rights Act introduces a significantly expanded civil penalty framework and places new duties on the council to enforce a broader range of landlord obligations.
- 1.2 This includes new compliance requirements, enhanced penalties for repeat or serious non-compliance, and clearer expectations that enforcement activity is fair, consistent and proportionate
- 1.3 To meet these requirements, the council must ensure its relevant policies are fully aligned with the new legislative framework.
- 1.4 This Private Sector Housing Enforcement Policy has been developed to reflect the new suite of offences listed within the legislation and how the council will enforce these.

2 Recommendation

- 2.1 That:

That Committee adopt the council's Private Sector Housing Enforcement Policy that will enable the council to adhere to our statutory obligations and ensure any enforcement action is fair, consistent, proportionate and in line with an adopted council Policy.

Report prepared by: Jason Hagland, Strategic Housing Manager

3 Details

- 3.1 The first implementation of the changes outlined to the private rented sector as set out in Renters Rights Act 2025 are to be introduced on 1 May 2026.
- 3.2 Among the changes to be introduced on this date is the abolishment of Section 21 'no fault' eviction, assured shorthold tenancies will be abolished and replaced with periodic tenancies and the legislation will strengthen council enforcement by increasing civil penalties for breaches of landlord legislation.
- 3.3 Reflecting the principles of the Regulators' Code, the current approach of the council's Residential Environmental Health team is that enforcement is generally discretionary and that informal resolution would often be appropriate as a first response.
- 3.4 The Renters' Rights Act represents a fundamental shift from that position. Section 107 of the Act places a statutory duty on local housing authorities to enforce landlord legislation, altering the balance between informal action and formal enforcement.

- 3.5 Where breaches of the defined landlord legislation are identified, the council must now actively consider enforcement action to meet this duty, rather than defaulting to advice or informal resolution in the first instance.
- 3.6 Historically, enforcement of private rented sector legislation has varied significantly between local housing authorities. Differences in local policy frameworks, penalty setting mechanisms and approaches to escalation have led to what is termed as a ‘postcode lottery’ for landlords and tenants, where similar breaches may result in markedly different enforcement outcomes depending on the authority involved.
- 3.7 This inconsistency risks undermining confidence in the regulatory system, creates uncertainty for landlords operating across multiple areas and increases the likelihood of challenge to enforcement decisions. This also results in discrepancies to the level of tenant protections.
- 3.8 In response to these concerns, the voluntary group, Association of Chief Environmental Health Officers (ACEHO) has developed a suite of national model policies, including a Housing Enforcement Policy, that this Policy has been based upon.
- 3.9 The adoption of this template Policy by a significant number of local authorities promotes greater consistency, transparency and robustness in local authority enforcement approaches, while allowing for appropriate local discretion where appropriate.
- 3.10 Aligning the council’s Private Sector Housing Enforcement Policy with this nationally recognised framework supports a cross border, consistent approach to enforcement, reduces the risk of unfavourable outcomes to legal challenge and strengthens the council’s ability to meet our statutory duties under the Renters’ Rights Act.
- 3.11 It also ensures that landlords who are subject to any investigation, or tenants who report housing disrepair or poor housing condition to the council, are clear on how the investigation will be conducted and what action that council may reasonably take.
- 3.12 The Policy also enables the council to reserve the right to prioritise matters requiring the most urgent intervention.
- 3.13 Prioritisation decisions will be made by Officers based on the evidence and information available at the time of assessment. These decisions may be reviewed and revised where additional evidence is provided or subsequently identified.
- 3.14 During periods where prioritisation is required, customers will be informed accordingly and provided with an indicative timeframe for response.

4 Options and Reasons for Recommendations

- 4.1 It is recommended that the council adopt this Policy to ensure that the council is compliant with our new statutory obligations listed within the Renters Rights Act 2025.

5 Policy/Budget Reference and Implications

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

- 5.2 Any income that is generated by any enforcement will contribute directly to the funding and function of the council’s Residential Environmental Health team.

Financial, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, & Website Implications

None specific.

6 Legal Implications

- 6.1 Following adoption of this Policy and in line with the obligations of the council listed within the Renters Rights Act to consider formal enforcement as a first option, it is expected that in some cases Officers will be issuing Civil Penalty Notices to landlords.
- 6.2 This will inevitably lead to some legal challenge.
- 6.3 In the event of legal challenge, the support of the council’s Legal team will be required to defend this. Therefore, it is likely there will be a resource implication on the council’s Legal team.

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?	No

- 7.2 Impact Assessment

- 7.3 There is a small potential negative impact on those who speak English as a second language, or those with poor literacy skills, as they may not understand the changes to the private rented sector to be introduced by the Act, or the changes to how housing enforcement will be conducted by the council detailed within this Policy.
- 7.4 There is also a small potential impact on tenants/landlords with a disability or learning disability, being unable to fully understand the legislation and the Policy.
- 7.5 To mitigate these, the council will promote the accessibility tool on the council’s website. Officers will also be available to assist with any enquiries.
- 7.6 Furthermore, the Policy will be shared with local community organisations and partnerships to cascade.
- 7.7 It is important to note that a private rented sector that is properly regulated, with significant penalties for any breaches of landlord legislation to be issued by the council and a consistent approach to enforcement will create a better standard of properties available to all people, including those with protected characteristics.
- 7.8 Therefore, it is likely that this Policy may have a positive impact on all of those groups with protected characteristics.

8 Communications and Website Implications

8.1 The Policy will be required to be uploaded to the council's website by Communications on adoption.

9 Risk and Health & Safety Implications

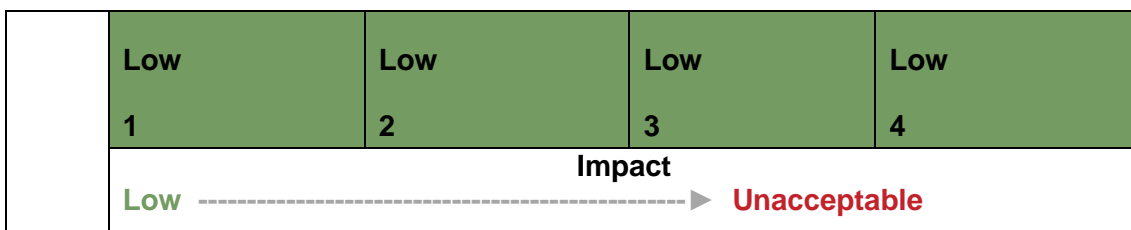
9.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors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

9.2 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 <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The council do not adopt a Private Sector Housing Enforcement Policy	The council find it difficult to fulfil our statutory obligation and there is an inconsistent approach to enforcement of housing legislation.	Council to adopt the Private Sector Housing Enforcement Policy	Tolerate	4

9.3 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 Private	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



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%))

9.4 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:

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

Background Papers

APPENDICES / ATTACHMENTS

Appendix One – Sustainability Impact Assessment

Appendix Two – Equalities impact Assessment

Appendix Three – Private Sector Housing Enforcement Policy



This page is intentionally left blank

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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. Then provide Justification (Column E) to explain your score.

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

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

NB: "Not applicable" scores do not count towards the average score.

Name of project/policy/procurement and date		
		Private Sector Housing Enforcement Policy
Brief description of project/policy/procurement (1-2 sentences):		The Private Sector Housing Enforcement Policy will enable the council to adhere to our statutory obligations and ensure any enforcement action is fair, consistent and proportionate. The Policy will also ensure that landlords who are subject to any investigation, or tenants who report housing disrepair or poor housing condition to the council, are clear on how the investigation will be conducted and what action that council may reasonably take.

Homes, buildings, infrastructure, equipment and energy			
Question	Impact (select from list)	Score (1 to 4)	Justification or mitigation
1 Will this project increase overall energy use (electricity or other fuels)?	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Under the Renters' Rights Bill, local authorities will be able to enforce the Decent Homes Standard in the private rented sector. Enforcement is most likely where a property poses a serious hazard under the Housing Health and Safety Rating System, particularly an "excess cold" risk, or where heating and insulation are insufficient to provide reasonable thermal comfort. In such cases councils may require landlords to carry out improvements to bring the property up to the standard.
2 Does this project directly use 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	
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	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? <i>e.g. high levels of insulation, low energy demand per m2, no fossil fuel heating, EPC rating "A" or BREAM "excellent".</i>	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? <i>e.g. re-used or recycled construction materials; timber in place of concrete</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
6 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
7 Are any appliances or electrical equipment to be used highly energy efficient? <i>e.g. Energy rating label A-G</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		3.00	

Ways to optimise sustainability and work towards net zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures during renovations
- Replace gas boilers with low-carbon heating, such as heat pumps. Consider enabling connection to future District Heat Networks, where possible.
- Construct new buildings to Passivhaus standard and seek to reduce the embodied energy of the construction.
- 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 technologies, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances. For more information: <https://energysavingtrust.org.uk/advice/home-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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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
8 Will this project increase overall private vehicle use?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
9 Will this project purchase new zero-emission vehicles, or lower-emission vehicle models (compared to alternatives)?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
10 Will this project support people to use active or lower-emission 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	
11 Will the project 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	
12 Will the project provide or enhance infrastructure for bikes, public transport or zero-emission vehicles? <i>e.g. secure bike storage, EV charging points etc.</i>	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>e.g. Hosting event online, car-sharing, 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	
Average Score		#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 vehicles.
- 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
14 Will Environmental Social and Governance (ESG) criteria be included in the procurement evaluation framework? (See TRDC Procurement Policy here: https://www.threerivers.gov.uk/services/your-council/our-policies-and-plans)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
15 Will the project procure goods or services from a certified B Corporation or business with other industry-recognised environmental accreditations? <i>e.g. FSC certified wood products, organic produce, Fairtrade, ISO14001 etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
16 Will this project reuse existing goods and materials to the greatest extent possible, instead of acquiring newly manufactured ones? <i>e.g. re-purpose natural materials found on-site, using refurbished electronic goods etc.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
17 Does the project include maintenance, repair, or leasing to extend the longevity of the product and 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 climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	This should extend the life of homes if the maintained effectively
18 Does the project 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	
19 Does the project enable others to make sustainable choices within their lifestyles, or engage people about this? <i>e.g. promote re-use, repair or sharing</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	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 climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

20	Is the material used able to be re-used, re-purposed, or recycled at end of its life? <i>e.g. recyclable materials, donation of old equipment/objects</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
21	Has the project taken steps to ensure any food and associated packaging is more sustainable? <i>E.g. recyclable/compostable packaging (non single use plastic), 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	
Average Score			3.00	

Biodiversity & Nature

Question	Impact	Score (0-4)	Justification or mitigation
<p><u>Examples for guidance:</u></p> <p>1. Negative impact: reduced variety of species, reduced number of trees and/or reduced area of habitat. No plans/resources for future management.</p> <p>2. Some negative impact: reduced variety of species</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species</p> <p>5. Positive impact: increase variety of species, increased number of trees and/or area of habitat. Plans and resources available for future positive management.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>22 Does the project include a management plan to ensure the biodiversity benefits are sustained over time?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: there is no plan or resource available for any future management</p> <p>2. Some negative impact: there is a plan for management but no resource</p> <p>3. Overall neutral impact: interventions have minimal management</p> <p>4. Some positive impact: there is a plan for short term management</p> <p>5. Positive management: there is a plan for long term (over 5 years) management</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>24 What effect does this project have on the quality of non-amenity green/blue space i.e. woodland, grassland, wetland, gardens, lakes, rivers, ponds etc.?</p> <p><u>Examples for guidance:</u></p> <p>1. Negative impact: pesticides are used as management practice, amenity grass cutting regimes used</p> <p>2. Some negative impact: reduced variety of species planted, management with amenity focus</p> <p>3. Overall neutral impact</p> <p>4. Some positive impact: increased variety of species planted with appropriate management</p> <p>5. Positive impact: appropriate planting and management with a local focus (i.e. pollinator friendly planting, improving connectivity corridors)</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>25 Does your project benefit priority species or habitats as identified in the Local Nature Recovery Strategy (LNRS)?</p> <p>Priority Species include: Nightingales, Swifts, Pasqueflower, Water Vole, White Admiral, rare arable plants.</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
<p>26 Does the project help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?</p>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score			#DIV/0!
Adaptation			

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

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods
- For more information on priority species and habitats please see: <https://preview-hcc.cloud.contentis.com/about-the-council/how-the-council-works/partnerships/herts-nature-recovery-partnership/local-nature-recovery-strategy.aspx>

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for climate/sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for climate/sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's climate/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.

Question	Impact	Score (0-4)	Justification or mitigation
27 Does any planned project, construction or building include measures to reduce water usage?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
28 Does any planned infrastructure or building work ensure soft, permeable surfacing to reduce flood risk? <i>e.g. landscaped soakaway areas, de-paving areas, green roofs, ponds, swales, or permeable materials</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
29 Has the project or service considered ways to reduce the impact of extreme weather i.e. extreme heat, fire, flooding, and drought? <i>e.g. changing ways of working to reduce risk, reflective materials to reduce heat-gain, drought-tolerant planting, planting for shade and flood mitigation, insulation and ventilation, fans etc.</i>	Some positive impact for climate/sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Homes will be more comfortable to live in in extreme heat and cold if insulation, drafts and heating are improved.
Average Score		3.0	

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
30 Does this project raise awareness and understanding of climate change, biodiversity, and sustainability, and the steps that people can take to live more sustainably?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Total Overall Average Score		3.00	

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 the assessment is complete, copy and paste the box below into your business case or committee report (under environmental implications 6). The full assessment document can be attached as an appendix to your report. Procurement bidders must submit completed assessment with their tender.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	#DIV/0!
Goods and Consumption	3.00
Biodiversity & Nature	#DIV/0!
Adaptation	3.00
Engagement and Influence	#DIV/0!
Total Overall Average Score	3.0

PRIVATE SECTOR HOUSING ENFORCEMENT

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	<i>Private Sector Housing Enforcement Policy</i>
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	<i>Housing Services</i>
EIA Author <i>Name and Job Title</i>	<i>Jason Hagland – Strategic Housing Manager</i>
Date EIA drafted	<i>12/03/2026</i>
ID number <i>This will be added by the Strategy and Partnerships Team</i>	<i>HS006</i>

Executive summary	
<p>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></p> <p><i>Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'</i></p> <p><i>This section should explain what you are assessing:</i></p> <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>The Renters Rights Act achieved Royal Assent in late 2025. The Act will see the biggest reform to the private sector for a significant period.</p> <p>Some key changes will include the abolishment of Section 21 'no fault' eviction, assured shorthold tenancies will be abolished and replaced with periodic tenancies and the legislation will strengthen council enforcement by increasing civil penalties for breaches of landlord legislation.</p> <p>The adoption of this Policy, that has been created from a template by the Association of Chief Environmental Health Officers (ACEHO), that has been shared with all local authorities in England, will enable the council to ensure our adherence to our statutory obligations that will be introduced by the Renters Right Act on 1 May 2026 and ensure any enforcement action is fair, consistent and proportionate.</p> <p>Importantly, the use of the template Policy will ensure greater consistency across local authority borders, transparency and robustness in local authority enforcement approaches, while allowing for appropriate local discretion where appropriate.</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	Nil negative impact identified	
Disability	Potential impact on tenants/landlords with a disability or learning disability, being unable to fully understand the legislation and the Policy.	Sharing information with local community organisations and partnerships to cascade
Gender reassignment (or affirmation)	Nil negative impact identified	
Pregnancy or maternity	Nil negative impact identified	
Race	Potential impact on tenants/landlords who have English as a second language, therefore, being unable to fully understand the legislation and the Policy.	Promotion of accessibility tool on website. Sharing information with local community organisations and partnerships to cascade.
Religion or belief	Nil negative impact identified	

Sex	Nil negative impact identified	
Sexual Orientation	Nil negative impact identified	
Marriage and Civil Partnership	Nil negative impact identified	
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.	Potential impact of tenants/landlords who have low literary skills being unable to understand the legislation and the Policy.	Sharing information with local community organisations and partnerships to cascade

Actions Planned
<i>Nil</i>

Additional Information
<i>Nil</i>

Sign off:

Equalities Lead Officer	Date
Shivani Davé	17/03/2026



Private Sector Housing Enforcement Policy

01/05/2026

Contents

1. Introduction	3
2. Aims of the Policy.....	3
3. Approach to Enforcement.....	4
4. Investigatory powers	5
5. Informal action.....	7
6. Formal action	8
7. Complaints	13
Appendix 1: Statement of principles to determine the amount of a penalty charge under Part 4 of The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 as amended by The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 (“the Regulations”)	14
Appendix 2: Statement of principles to determine the amount of a penalty charge for a breach of minimum energy efficiency standards (MEES) with respect to domestic privately rented property.....	17

1. Introduction

- 1.1 This Policy sets out the council's principles for enforcing and executing its duties as a Housing Authority under the relevant statute.
- 1.2 Currently the Renters Rights Act does not extend to the social rented sector, therefore, this Policy will not apply to social housing.
- 1.3 Section 3 Housing Act 2004 imposes a duty on councils to keep housing conditions in their district under review with a view to identifying any action that may need to be taken by them.
- 1.4 Section 107 Renters' Rights Act 2025 imposes a duty on the council to enforce the Landlord Legislation. The Landlord Legislation is comprised of the following:
 - Chapters 3 and 6 of Part 1 of the Renters' Rights Act 2025,
 - Part 2 of the Renters' Rights Act 2025,
 - Sections 1 and 1A of the Protection from Eviction Act 1977, and
 - Chapter 1 of Part 1 of the Housing Act 1988.
- 1.5 Section 110 Renters' Rights Act 2025 imposes a duty on the council to report to the Secretary of State on the exercise of its functions under the Landlord Legislation.
- 1.6 In this policy, the term 'landlord' should be read as including letting agents, managing agents, licensors, property owners, directors of corporate landlords and any other person involved in the letting or management of privately rented accommodation.
- 1.7 In this policy, the terms 'House of Multiple Occupation' or 'HMO' are defined by the Housing Act 2004.

2. Aims of the Policy

- 2.1 The purpose of this enforcement policy is to provide guidance for Housing Authority officers to ensure enforcement action is taken in line with the provisions of the Renters' Rights Act 2025 and mandatory guidance to local authorities.
- 2.2 The Act and the 'Landlord Legislation' (as defined by Section 107) sit outside of the Regulators' Code, and its provisions do not apply.
- 2.3 Part 1 of the Housing Act 2004 is also outside of the code's scope.
- 2.4 Notwithstanding this, the following legislation and its enforcement does come within the Legislative and Regulatory Reform (Regulatory Functions) Order 2007 and is therefore within the scope of the Regulators Code and the principles of good regulation:
 - Parts 8, 9 and 10 of the Housing Act 1985
 - Part 8 of the Housing Act 1996
 - Parts 2 to 5 of the Housing Act 2004
- 2.5 This policy document sets out what owners, landlords, their agents or any other person involved in the letting or management of privately rented

accommodation, and tenants of private rented sector properties, can expect from officers when dealing with non-compliance.

- 2.6 All enforcement action taken will be in accordance with relevant statutory Codes of Practice, council procedures and policy, and official guidance from central and local government bodies.
- 2.7 As a public body under the Human Rights Act 1998, the council will apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms.

3. Approach to Enforcement

- 3.1 The council wants to support responsible landlords to raise housing standards.
- 3.2 However, the council expects landlords within the district to have a good understanding of the housing standards and management issues that should be met in privately rented accommodation.
- 3.3 Section 5 of the Housing Act 2004 places a duty on councils to take appropriate enforcement action where a Category 1 hazard exists.
- 3.4 Section 7 of the Housing Act 2004 gives councils a discretionary duty to take action where a Category 2 hazard exists. The council will consider action where a Category 2 hazard exists on a case-by-case basis.
- 3.5 In addition, council officers will often investigate and identify the need to take enforcement action through a range of routes, including (but not limited to):
- proactive inspections of dwellings through licensing provisions;
 - in response to a complaint or request for assistance.
 - referrals from other public bodies.
- 3.6 All investigations will be carried out in accordance with the relevant statutory requirements.
- 3.7 The council will ensure that appropriate governance is in place to ensure that action is taken in accordance with appropriate policies.
- 3.8 The council may commence enforcement with formal action instead of informal action in the first instance. In deciding whether to do so, the circumstances of the case will be taken into account.
- 3.9 Relevant factors may include, but are not limited to:
- Where there is a risk to public health
 - Where there is a blatant or deliberate contravention of the law
 - Where there is history of non-compliance
- 3.10 The council will usually take formal action in the first instance if there has been:
- Non-compliance with previous formal or informal action
 - Offences in relation to the licensing of HMOs
- 3.11 In most cases, the council will take formal enforcement action in the first

instance for breaches of the Landlord Legislation.

- 3.12 If, at any time, the volume or nature of complaints received exceeds the operational capacity of the team, the council reserves the right to prioritise those matters requiring the most urgent intervention.
- 3.13 Prioritisation decisions will be made by authorised Officers based on the evidence and information available at the time of assessment. These decisions may be reviewed and revised where additional evidence is provided or subsequently identified.
- 3.14 Where complaints are subject to prioritisation, customers will be informed accordingly and provided with an indicative timeframe for response.

4. Investigatory powers

- 4.1 In addition to the council's informal and formal powers of enforcement, there are investigatory powers relating to the collection of information and relating to the entry of premises including, but not limited to, the powers detailed below.

Power to Investigate

- 4.2 Section 114 of the Renters' Rights Act 2025 gives the council the power to issue a notice to a relevant person to require the person to provide specified information to the council.
- 4.3 This notice may be given to any person with an estate or interest in the land; the licensor; their agents; or a marketer of a property. It may be given in regard to any offence under the following Legislation:
 - Sections 1 and 1A of the Protection from Eviction Act 1977;
 - Chapter 1 of Part 1 of the Housing Act 1988;
 - Section 83(1) or 84(1) of the Enterprise and Regulatory Reform Act 2013;
 - Sections 21 to 23 of the Housing and Planning Act 2016;
 - Chapter 3 of Part 1 and Part 2 of the Renters' Rights Act 2025.
- 4.4 Failure to comply with a s114 notice is an offence under Section 131 of the Renters' Rights Act 2025, as is being obstructive and intentionally or recklessly making false or misleading statements in response to a s.113 notice.
- 4.5 Section 115 of the Renters' Rights Act 2025 permits the council when it reasonably suspects a breach of the Rented Accommodation Legislation to issue a notice to any person requiring them to provide the information specified.
- 4.6 This may only be done to investigate whether a breach has occurred under the Rented Accommodation Legislation, or to determine the amount of a penalty. For the purposes of this section, the Rented Accommodation Legislation means:
 - Sections 1 and 1A of the Protection from Eviction Act 1977;
 - Chapter 1 of Part 1 of the Housing Act 1988;
 - Parts 1 to 4 and 7 of the Housing Act 2004 ;
 - Section 83(1) or 84(1) of the Enterprise and Regulatory Reform Act 2013;
 - Sections 21 to 23 of the Housing and Planning Act 2016;
 - Chapter 3 of Part 1 and Part 2 of the Renters' Rights Act 2025.

- 4.7 Where an individual has not complied with a s115 notice, Section 116 of the Renters' Rights Act 2025 enables the council to make an application to the Court to enforce the provisions of the notice and seek reimbursement for the costs of the application.
- 4.8 Section 131 of the Renters' Rights Act provides that, in addition to the offence of non-compliance with a s114 notice, it is an offence for an individual to obstruct a council officer seeking to exercise their powers without reasonable excuse.
- 4.9 It is also an offence to fail to give an officer any additional assistance or information which they reasonably require without reasonable excuse.
- 4.10 Section 235 of the Housing Act 2004 allows the council to issue a notice to relevant individuals, including occupiers, directing them to provide specified documents under their control for the purpose of investigating whether an offence has been committed under Parts 1 to 4 of the Housing Act 2004 or exercising the council's functions under Parts 1 to 4 of the Housing Act 2004.
- 4.11 Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 permits the council to issue a notice to an occupier, manager, or individual with an interest in the land to compel them to provide the council with information on the nature of their interest and the names and addresses of current occupiers and of any others with an interest in the land.

Entry to Premises

- 4.12 Section 118 of the Renters' Rights Act 2025 permits council Officers to enter business premises of relevant people (including landlords, letting agents, and marketers) if it is necessary for the production or seizure of documents under s122-s123 of the Renters' Rights Act 2025. This power will be exercised without a warrant.
- 4.13 Section 121 of the Renters' Rights Act 2025 allows a council Officer named in a warrant to enter premises used for a rental sector business which is not mainly accommodation if there are documents on the premises which the officer could require under s122 or seize under s123. In addition, for this power to be exercised, one of the following conditions must be met:
- That access to the premises has been or is likely to be refused, and the council has provided notice of their intention to apply for a warrant to the occupier;
 - Those documents on the premises would likely be concealed or interfered with if notice of entry were to be given;
 - That no occupier is present, and waiting for their return might defeat the purpose of the entry.
- 4.14 Following a s118 or s121 Renters' Rights Act 2025 entry, s122 allows an Officer at any reasonable time to require a relevant person on the premises to produce any documents relating to the business and to make copies of them.
- 4.15 This may only be exercised to ascertain whether there has been a breach of the Rented Accommodation Legislation where an officer reasonably suspects there has been a breach or an offence; or to ascertain whether the documents may be required in evidence for proceedings regarding a breach or offence.
- 4.16 Following a s118 or s121 Renters' Rights Act 2025 entry, s123 authorises

council Officers to seize and detain documents that the Officer reasonably suspects may be required as evidence in proceedings relating to a breach of, or an offence under, the Rented Accommodation Legislation.

- 4.17 When doing so, the Officer will provide evidence of the Officer's identity and authority if reasonably practicable. The Officer will take reasonable steps to inform the person from whom documents have been seized that they have been seized, and will provide that person with a written record of what has been taken.
- 4.18 Section 126 of the Renters' Rights Act 2025 permits the council to enter residential premises used for a tenancy at a reasonable time if the Officer considers it necessary as part of an investigation into potential offences specified in subsection 1(b). Where required, the council will give at least 24 hours' notice of this to the occupier and individuals with an interest in the property as per subsection 1(c), detailing in writing why the entry is necessary and the suspected offences. Where there are occupiers found on the premises, the Officer will provide evidence of the officer's identity and authority to at least one of the occupiers if reasonably practicable.
- 4.19 In addition, s239 of the Housing Act 2004 permits council Officers to enter, if necessary and at a reasonable time, a property in order to carry out a survey or examination. This may be done if any one of the following is met:
- to determine if any Part 1-4 enforcement functions should be exercised;
 - the premises are part of an Improvement Notice or Prohibition Order;
 - a management order is in force under Chapter 1 or 2 of Part 4 on the premises.
- 4.20 In certain circumstance the council may obtain a warrant to enter, by force if necessary, under s240 of the Housing Act 2004.

5. Informal action

- 5.1 As confirmed above, if, at any time, the volume or nature of complaints received exceeds the operational capacity of the team, the council reserves the right to prioritise those matters requiring the most urgent intervention.
- 5.2 Prioritisation decisions will be made by authorised Officers based on the evidence and information available at the time of assessment. These decisions may be reviewed and revised where additional evidence is provided or subsequently identified.
- 5.3 Where complaints are subject to prioritisation, customers will be informed accordingly and provided with an indicative timeframe for response.
- 5.4 Informal action taken by the council may be written or verbal advice. Additionally, a visit may be made at the outset by council Officers in cases where the initial complaint or contact indicates that an immediate investigation by a council Officer is warranted.
- 5.5 In cases where Officers visit an address, whether this is a result of a landlord's failure to adequately resolve a highlighted issue or as part of an audit or other investigation, written or verbal advice may be deemed sufficient should the inspection highlight only minor deficiencies.

- 5.6 Where written advice is deemed appropriate by the council and is provided, timescales will normally be included to undertake any specified work or actions.
- 5.7 While the council will use its discretion on whether to carry out informal action for a Category 2 hazard, it does not need to provide written or verbal advice before commencing formal action.

6. Formal action

- 6.1 As confirmed above, if, at any time, the volume or nature of complaints received exceeds the operational capacity of the team, the council reserves the right to prioritise those matters requiring the most urgent intervention.
- 6.2 Prioritisation decisions will be made by authorised Officers based on the evidence and information available at the time of assessment. These decisions may be reviewed and revised where additional evidence is provided or subsequently identified.
- 6.3 Where complaints are subject to prioritisation, customers will be informed accordingly and provided with an indicative timeframe for response.
- 6.4 If formal action is considered appropriate, the following options are available to the Council.

Housing Act 2004 Part 1

- issue an Improvement Notice in respect of any Category 1 hazards and any Category 2 hazards on the property. This requires the person to whom it is served to undertake the remedial action specified on the Notice within a given timeframe. The mandated work and the timeframe will be determined by the council depending on the nature and scale of the work.
- issue a Prohibition Order in respect of any Category 1 hazards and any Category 2 hazards on the property. This prevents occupation of whole or part of the property, or can be used to limit occupant numbers, within a specified time frame.
- issue a Hazard Awareness Notice in respect of any Category 1 hazards and any Category 2 hazards on the property. This makes the owner and occupiers aware of the hazards identified; however, it does not require remedial action. As a result, and because it does not secure risk-reducing works within a specified timeframe, a Hazard Awareness Notice will not usually be the most appropriate course of action where remedial works are necessary to reduce the risk of harm to occupiers or potential occupiers.
- make an Emergency Prohibition Order. This immediately prohibits the use of all or part of a dwelling if there is an imminent risk of serious harm to the health or safety of the occupants or others.
- Where there is a Category 1 hazard present, Section 40 of Housing Act 2004 allows the council to undertake Emergency Remedial Action on the Category 1 hazard without prior notice.
- The council also has the power to suspend action taken under Part 1 Housing Act 2004 in situations where it has the power or duty to take enforcement action through the service of an Improvement Notice or Prohibition Order. This will be at the council's discretion and will normally be considered for the purpose of minimising inconvenience to the current occupiers.

- Demolition and Clearance are options for both Category One or Category Two hazards.
- Section 30 of the Housing Act 2004 provides that failure to comply with a Improvement Notice is a criminal offence, which will normally be followed by prosecution or the issuing of a civil penalty.
- Section 32 of the Housing Act 2004 provides that failure to comply with a Prohibition Order is a criminal offence, which will normally be followed by prosecution.
- Other formal notices served by the council may not relate to the landlord undertaking remedial works but may cover a range of other matters including, but not limited to, exercising a right of entry under s.239 of the Housing Act 2004 and a request to provide information or the need to abate or avoid overcrowding.

Work in default

- 6.5 The enforcement options for non-compliance with formal Notices or breach of licence conditions include the carrying out of works specified in the Notice.
- 6.6 This power may be exercised in addition to other enforcement proceedings taken for non-compliance. The council has no duty to undertake works in default and it will be at its discretion.

Emergency or suspended enforcement action

- 6.7 Where there is a Category 1 hazard present, Section 43 of the Housing Act 2004 permits the council to issue an Emergency Prohibition Order. This immediately prohibits the use of all or part of a dwelling if there is an imminent risk of serious harm to the health or safety of the occupants or others.
- 6.8 Section 40 of the Housing Act 2004 allows the council to undertake Emergency Remedial Action on the Category 1 hazard without prior notice. The council may then seek reimbursement of costs incurred on the work and the administration of the scheme.
- 6.9 The council also has the power to suspend action taken under Part 1 Housing Act 2004 in situations where it has the power or duty to take enforcement action through the service of an Improvement Notice or Prohibition Order. This will be at the council's discretion and will normally be considered for the purpose of minimising inconvenience to the current occupiers.

HMO Licence Conditions

- 6.10 Conditions can be added to HMO licences to require work to meet specified standards or to address HMO Management Regulation requirements. In general, authorities should seek to identify, remove or reduce category 1 or category 2 hazards in the house by the exercise of Part 1 functions and not by means of licence conditions however this does not prevent the authority from imposing licence conditions relating to the installation or maintenance of facilities or equipment even if the same result could be achieved by the exercise of Part 1 functions;
- 6.11 Failure to comply with these conditions is a is a criminal offence, which may result in prosecution or the issuing of a civil penalty.
- 6.12 Further information relating to the considerations made by the council during

the licensing of Houses of Multiple Occupation (HMOs) in the district can be found in the council's HMO Licensing Policy.

Other Legislative alternatives

- 6.13 There may be other legislative alternatives available to remedy deficiencies that cause Category Two hazards which an authority may choose as a more appropriate enforcement approach.

Prosecution

- 6.14 Where a Civil Financial Penalty (CPN) is an available alternative to prosecution, the council will only consider using its power to prosecute under Part 1 Housing Act 2004 in more serious cases.
- 6.15 The decision to prosecute will be determined by the evidential strength of the council's case and the relevant public interest factors set down by the Director of Public Prosecutions in the Code for Crown Prosecutors.
- 6.16 In many circumstances, where an offence is committed by a body corporate, legislation enables local authorities to pursue persons involved with the body corporate in addition to, or instead of, the body corporate. These include company officers and, where applicable, company members.
- 6.17 The council will determine, on a case-by-case basis, whether to take enforcement action against any person or persons that they consider fall within the scope of this category in addition to prosecuting the body corporate.

Civil Financial Penalties for specified offences

- 6.18 This section relates exclusively to Civil Financial Penalties (CPN) issued by the council for breaches of the housing legislation listed below. The amounts of any Civil Penalty Notice issued by the council are set out within the council's Civil Penalty Notice Policy.
- 6.19 The council has the power to impose a Civil Financial Penalty for the following:
- Unlawful eviction and harassment of occupier as defined under the Protection from Eviction Act 1997
 - Failure to comply with an Improvement Notice [s30 Housing Act 2004]
 - Offences in relation to licensing of Houses in Multiple Occupation (HMOs) [s72 Housing Act 2004]
 - Offences in relation to the Selective Licensing of 'houses' [s95 Housing Act 2004]
 - Failure to comply with an Overcrowding Notice [s139 Housing Act 2004]
 - Failure to comply with a management regulation in respect of an HMO [s234 Housing Act 2004]
 - Offences in relation to Regulation 3 of the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020
 - Failure to comply with a banning order [s21 Housing and Planning Act 2016]
 - Failure to give a written statement of terms under section 16D of the Housing Act 1988
 - Failure to give an existing tenant information about changes made by the Renters' Rights Act under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025
 - Attempting to let a property for a fixed term under section 16E of the Housing Act 1988

- Attempting to end a tenancy orally or by service of a notice to quit under section 16E of the Housing Act 1988
- Serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988
- Relying on a ground where the person does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988
- Relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988
- Failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988
- Reletting or remarketing a property before expiry of the 12 month no-let period after using the moving and selling grounds under sections 16E and 16J of the Housing Act 1988
- Discriminating against prospective tenants during the letting process on the grounds that those tenants are in receipt of benefits or have children under sections 33 and 34 of the Renters' Rights Act 2025
- Marketing a letting without stating the proposed rent under section 56 of the Renters' Rights Act 2025
- Inviting or encouraging any person to offer to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters' Rights Act 2025
- Accepting an offer from any person to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters' Rights Act 2025

6.20 Civil Financial Penalties in respect of these offences operate according to council's Civil Penalty Notice Policy.

Rent Repayment Orders

- 6.21 Part 2 of the Housing and Planning Act 2016 permits the council to seek a Rent Repayment Order (RRO) at the First Tier Tribunal Property Chamber to require the landlord of the property where the offence(s) has been committed to refund rent to the tenants or the Council. Section 48 of the Housing and Planning Act 2016 places a duty on the council to consider applying for Rent Repayment Orders.
- 6.22 Where a landlord has been convicted or received a Civil Financial Penalty in respect of the offence, the Tribunal must award the maximum applicable amount, except in exceptional circumstances.
- 6.23 This power will be considered in response to all qualifying offences and where there is sufficient evidence for successful application to the First Tier Tribunal.
- 6.24 The qualifying offences are:
- Unlawful eviction and harassment of occupier as defined under the Protection from Eviction Act 1997
 - Failure to comply with an Improvement Notice [s30 Housing Act 2004]
 - Offences in relation to unlicensed HMOs [s72(1) Housing Act 2004]
 - Offences in relation to unlicensed houses [s95(1) Housing Act 2004]
 - Failure to comply with an Improvement Notice [s30(1) Housing Act 2004]

- Failure to comply with a Prohibition Order [s32(1) Housing Act 2004]
 - Breach of a Banning Order [s21 Housing and Planning Act 2016]
 - Using Violence to secure entry [s6(1) Criminal Law Act 1977]
 - Knowingly or recklessly misusing a possession ground [s16J(1) Housing Act 1988]
 - Letting or marketing of a property within twelve months of using the 'moving in' or 'selling' ground of eviction [s16J(2) Housing Act 1988]
 - Continuous breach of certain tenancy reform requirements [s16J(3) Housing Act 1988]
- 6.25 An application for an RRO may be in addition to other formal action, such as prosecution proceedings or the imposition of a Civil Penalty. Where the council has issued a Civil Financial Penalty or pursued prosecution, it will usually apply for a Rent Repayment Order where public funds have been paid to a landlord who has committed a qualifying offence.
- 6.26 Section 49 of the Housing and Planning Act 2016 enables the council to assist tenants in applying for Rent Repayment Orders. The council will assist tenants by referring or signposting them to a relevant organisation.

Banning Orders

- 6.27 Part 2, Chapter 2 of the Housing and Planning Act 2016 permits a council to apply for a Banning Order against a person who has been convicted of one or more of the relevant offences.
- 6.28 This would prevent the landlord from:
- Letting housing in England;
 - Engaging in English letting agency work;
 - Engaging in English property management work; or
 - Doing two or more of those things.
- 6.29 The council may consider a Banning Order for the more serious offenders.
- 6.30 The council will take into account the seriousness of the offence(s), whether the landlord has committed other offences (or received any Civil Penalty in relation to a Banning Order offence) and any history of failing to comply with their obligations or legal responsibilities. It will also take into account other relevant factors, including but not limited to:
- The harm, or potential harm, caused to the tenant;
 - The need to punish the offender;
 - The need to deter the offender from repeating the offence;
 - The need to deter others from committing similar offences.

Costs and Charges

- 6.31 The council will incur costs whilst carrying out its statutory functions.
- 6.32 Where legislation allows, the council will seek to recover reasonable costs and expenses associated with its enforcement, licensing and wider regulatory activity. This may include (non-exhaustively) costs arising from inspections, investigation, evidence gathering, notices and other statutory documentation, follow-up action, compliance monitoring, and works or other interventions.

- 6.33 Recovery may be pursued using all available lawful routes, which may include civil action, local land charges, and enforcement against the property.
- 6.34 Where permitted, interest may be applied to outstanding sums until paid.

7. Complaints

- 7.1 Complaints will be handled with adherence to the council's adopted Corporate Compliments and Complaints Policy.

Appendix 1: Statement of principles to determine the amount of a penalty charge under Part 4 of The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 as amended by The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 (“the Regulations”)

Section 13 of the Regulations requires local housing authorities to prepare and publish a statement of principles which they propose to follow in determining the amount of a penalty charge.

The Regulations introduced legal requirements on relevant landlords to:

1. Equip a smoke alarm on each storey of the premises on which there is a room used wholly or partly as living accommodation.
2. During any period when the premises were occupied under the tenancy, to ensure that a carbon monoxide alarm is equipped in any room of the premises which is used wholly or partly as living accommodation and which contains fixed combustion appliance other than a gas cooker.
3. Carry out checks by or on behalf of the landlord to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy.
4. Where, following a report made on or after 1st October 2022 by a tenant or by their nominated representative to the landlord, a prescribed alarm is found not to be in proper working order, the alarm is repaired or replaced.

For the purposes of the legislation, living accommodation includes a bathroom or lavatory.

Where the council believe that a landlord is in breach of one or more of the above duties, the council must serve a remedial notice on the landlord. The remedial notice is a notice served under Regulation 5 of the Regulations.

If the landlord then fails to take the remedial action specified in the notice within the specified timescale, the council can require a landlord to pay a penalty charge and can arrange for remedial action to be taken under certain circumstances. The power to charge a penalty arises from Regulation 8 of the Regulations. Failure to comply with each remedial notice can lead to a fine of up to £5,000. Fines will be applied per breach, rather than per landlord or property.

The council will impose a penalty charge where it is satisfied, on the balance of probabilities, that the landlord has not complied with the action specified in the remedial notice within the required timescale.

A landlord will not be considered to be in breach of their duty to comply with the remedial notice if they can demonstrate they have taken all reasonable steps to comply. Where there is evidence, including written correspondence, of repeated and consistent efforts to obtain access to the property, with access repeatedly being prevented by the occupant(s) of the property, a landlord will not be considered to be in breach of their duty to comply with the remedial notice. A

landlord will be expected to have:

- Communicated the risk of harm that the lack of functioning alarms posed to all occupants in writing on multiple occasions
- Requested access to comply with the remedial notice on a regular basis of no longer than every seven days in writing

In considering the imposition of a penalty, the council may look at the evidence concerning the breach of the requirement of the notice. A non-exhaustive list of methods that may be used to obtain relevant evidence includes, but is not limited to:

- Evidence obtained from a property inspection
- Evidence provided by the tenant or agent
- Evidence provided by the landlord demonstrating compliance with the Regulations by supplying dated photographs of alarms, together with installation records
- That all detector heads have not passed their expiration or replacement date

Landlords need to take steps to demonstrate that they have met the testing requirements at the start of the tenancy requirements. A non-exhaustive list of methods that may be used to evidence compliance with these testing requirements includes, but is not limited to:

- Tenants signing an inventory form which states that they observed the alarms being tested and confirming that the alarms were in working order at the start of the tenancy

Where a landlord is in breach, the local housing authority may serve a remedial notice. Failure to comply with each remedial notice can lead to a fine of up to £5,000. Fines will be applied per breach, rather than per landlord or property

When determining the amount of the penalty charge, regard will be had to whether this is a first breach under the Regulations.

Determining the amount of the penalty charge for a first breach

The minimum amount of a penalty charge for a first breach of the Regulations will be £2500. Only in exceptional circumstances may the council depart from the application of this statement of principles and issue a penalty charge for less than £2500. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors

The starting level of a penalty charge for a first breach of the Regulations will be £3000. The penalty charge amount will then be varied depending on aggravating and mitigating factors.

Aggravating factors include, but are not limited to:

- The number of alarms not working or missing (the Regulations state there should be one per storey)
- Other fire safety concerns/defects in the property which increase the risk

posed to the occupants

- The length of time the offence is believed to have been on-going
- The frequency of complaints by the occupiers to the landlord about the non-working or missing alarms
- The costs of any remedial work the council have carried out in response to the breach
- Whether the property is let as a HMO (which increases the overall risk)
- The number of occupants living in the property
- Presence of vulnerable occupiers such as elderly, children or disabled people
- Any history of previous enforcement or non-compliance of the landlord
- Attempts to obstruct the investigation

Mitigating factors include, but are not limited to –

- The property being small and low-risk (for example a one-bedroom ground floor flat with a large number of fire escapes including large windows)
- A single occupant living in the property
- Evidence that all required alarms were checked and in working order at the start of the tenancy
- Written evidence that some efforts to gain access and comply with the remedial notice were made and access was prevented by the occupant

Determining the amount of the penalty charge for a subsequent breach

The penalty for subsequent breaches by the same landlord will be £5000. Only in exceptional circumstances may the council depart from the application of this statement of principles and issue a penalty charge for less than £5000. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors.

Appendix 2: Statement of principles to determine the amount of a penalty charge for a breach of minimum energy efficiency standards (MEES) with respect to domestic privately rented property

The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 (“the Regulations”) make it unlawful to rent out a domestic property if it has an EPC (Energy Performance Certificate) rating of F or G (unless a valid exemption has been registered on the PRS Exemptions register).

The Regulations make it unlawful to fail to comply with a compliance notice served by the council.

The Regulations cover all relevant properties, even where there has been no change of tenancy.

The Regulations were introduced to improve the energy efficiency of housing in the private rented sector and to reduce greenhouse gas emissions and tackle climate change. They should help make tenants’ homes more thermally efficient.

An energy performance certificate (EPC) gives the property an energy efficiency rating – A rated properties are the most energy efficient and G rated are the least efficient. It’s valid for 10 years and must be provided by the owner of a property, when it is rented or sold.

If you are a landlord and you fail, when requested, to provide an EPC for the start of a tenancy, you will be in breach of the Regulations.

An EPC contains information about the type of heating system and typical energy costs. It also gives recommendations about how the energy use could be reduced, lowering running costs. You can find the recommended energy efficiency improvements on the current EPC.

If you’re a private landlord, you must either:

- ensure your rented properties have an EPC with a minimum ‘E’ rating
- register a valid PRS exemption on the PRS exemptions register

Failure to do either of these is a breach of the Regulations.

The council investigates any potential breaches of the regulations. If the council is satisfied that you are, or have at any time in the 18 months preceding the date of service of the penalty notice, breached the Regulations, you may be subject to a penalty notice imposing a financial penalty. The council may also impose a publication penalty.

The “publication penalty” means publication, for a minimum period of 12 months, or such longer period as the council may decide, on the PRS Exemptions Register of such of the following information in relation to a penalty notice as the Council decides:

- Where the landlord is not an individual, the landlord’s name
- Details of the breach of these Regulations in respect of which the penalty notice has been issued

- The address of the property in relation to which the breach has occurred, and
- The amount of any financial penalty imposed.

The council will impose the following financial penalties:

- (a) letting a property with an F or G rating for less than 3 months: £2,000
- (b) letting a property with an F or G rating for more than 3 months: £4,000
- (c) registering false or misleading information on the PRS exemptions register:
£1,000
- (d) failing to provide information to the Council demanded by a compliance notice:
£2,000

The council may not impose a financial penalty under both subsections (a) and (b) above in relation to the same breach of the Regulations. But they may impose a financial penalty under either paragraph (a) or paragraph (b), together with financial penalties under paragraphs (c) and (d), in relation to the same breach. Where penalties are imposed under more than one of these paragraphs, the total amount of the financial penalty may not be more than £5,000.

This page is intentionally left blank

COMMIT

Timetabl

29/06/2025

- **POLICY AND RESOURCES COMMITTEE**
29 June 2026

PART I

Committee Timetable (ADCCC)

1 Summary

- 1.1 Members are required to approved the committee timetable on an annual basis. This report covers the 2027 to 2028 municipal year.

2 Recommendation

- 2.1 That:

Committee recommends to Full Council to adopt the committee timetable for the 2027 to 2028 municipal year.

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

3 Details

- 3.1 The timetable has been drafted with consideration being given to school holidays, pre election period and feedback from Members.
- 3.2 Hertfordshire County Council was consulted prior to this report.

4 Policy/Budget Reference and Implications

- 4.1.1 None Specific

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

None specific.

Background Papers

APPENDICES / ATTACHMENTS

Appendix 1 – Committee Timetable

This page is intentionally left blank

Day	Date	Meeting 1	Meeting 2
Tuesday	19-Jan-27	Audit Committee	
Monday			
Tuesday	18-May-27	Annual Council	
Wednesday	19-May-27		
Thursday	20-May-27	Planning Committee	
Friday	21-May-27		
Monday	24-May-27		
Tuesday	25-May-27		
Wednesday	26-May-27		
Thursday	27-May-27	Audit Committee	
Friday	28-May-27		
Monday	31-May-27		
Tuesday	01-Jun-27		
Wednesday	02-Jun-27	Shareholder & Commercial Ventures Scrutiny Panel (10.00am)	Rickmansworth Local Area Forum
Thursday	03-Jun-27	Abbots Langley Local Area Forum	
Friday	04-Jun-27		
Monday	07-Jun-27		
Tuesday	08-Jun-27	Croxley Green Local Area Forum	
Wednesday	09-Jun-27	Licensing Committee	Regulatory Services Committee
Thursday	10-Jun-27	Watford Rural Local Area Forum	
Friday	11-Jun-27		
Monday	14-Jun-27		
Tuesday	15-Jun-27	Chorleywood & Sarratt Local Area Forum	
Wednesday	16-Jun-27	Three Rivers Environmental Network (TREN)	
Thursday	17-Jun-27	Planning Committee	Connecting Three Rivers (10.00am)
Friday	18-Jun-27		
Monday	21-Jun-27		
Tuesday	22-Jun-27	General Public Services Committee	
Wednesday	23-Jun-27	Climate Change Committee	
Thursday	24-Jun-27	Audit Committee	
Friday	25-Jun-27		
Monday	28-Jun-27	Policy & Resources Committee	
Tuesday	29-Jun-27		
Wednesday	30-Jun-27	Seniors Forum (2.30pm)	
Thursday	01-Jul-27		
Friday	02-Jul-27		
Monday	05-Jul-27		

Tuesday	06-Jul-27		
Wednesday	07-Jul-27		
Thursday	08-Jul-27		
Friday	09-Jul-27		
Monday	12-Jul-27		
Tuesday	13-Jul-27	Full Council	
Wednesday	14-Jul-27		
Thursday	15-Jul-27	Planning Committee	
Friday	16-Jul-27		
Monday	19-Jul-27		
Tuesday	20-Jul-27		
Wednesday	21-Jul-27		
Thursday	22-Jul-27		
Friday	23-Jul-27		
Monday	26-Jul-27		
Tuesday	27-Jul-27		
Wednesday	28-Jul-27		
Thursday	29-Jul-27		
Friday	30-Jul-27		
Monday	02-Aug-27		
Tuesday	03-Aug-27		
Wednesday	04-Aug-27		
Thursday	05-Aug-27		
Friday	06-Aug-27		
Monday	09-Aug-27		
Tuesday	10-Aug-27		
Wednesday	11-Aug-27		
Thursday	12-Aug-27		
Friday	13-Aug-27		
Monday	16-Aug-27		
Tuesday	17-Aug-27		
Wednesday	18-Aug-27		
Thursday	19-Aug-27	Planning Committee	
Friday	20-Aug-27		
Monday	23-Aug-27		
Tuesday	24-Aug-27		
Wednesday	25-Aug-27		
Thursday	26-Aug-27		
Friday	27-Aug-27		
Monday	30-Aug-27		
Tuesday	31-Aug-27		
Wednesday	01-Sep-27		
Thursday	02-Sep-27	Shareholder & Commercial Ventures Scrutiny Panel (10.00am)	

Friday	03-Sep-27		
Monday	06-Sep-27		
Tuesday	07-Sep-27	General Public Services Committee	
Wednesday	08-Sep-27	Climate Change Committee	
Thursday	09-Sep-27	Planning Committee	
Friday	10-Sep-27		
Monday	13-Sep-27		
Tuesday	14-Sep-27		
Wednesday	15-Sep-27		
Thursday	16-Sep-27		
Friday	17-Sep-27		
Monday	20-Sep-27		
Tuesday	21-Sep-27		
Wednesday	22-Sep-27		
Thursday	23-Sep-27		
Friday	24-Sep-27		
Monday	27-Sep-27		
Tuesday	28-Sep-27		
Wednesday	29-Sep-27		
Thursday	30-Sep-27		
Friday	01-Oct-27		
Monday	04-Oct-27	Policy & Resources Committee	
Tuesday	05-Oct-27	Equalities Forum	
Wednesday	06-Oct-27	Licensing Committee	Regulatory Services Committee
Thursday	07-Oct-27	Connecting Three Rivers (10.00am)	Chorleywood & Sarratt Local Area Forum
Friday	08-Oct-27		
Monday	11-Oct-27	Abbots Langley Local Area Forum	
Tuesday	12-Oct-27	Watford Rural Local Area Forum	

Wednesday	13-Oct-27	Croxley Green Local Area Forum	
Thursday	14-Oct-27	Rickmansworth Local Area Forum	
Friday	15-Oct-27		
Monday	18-Oct-27		
Tuesday	19-Oct-27	Full Council	
Wednesday	20-Oct-27		
Thursday	21-Oct-27	Planning Committee	
Friday	22-Oct-27		
Monday	25-Oct-27		
Tuesday	26-Oct-27		
Wednesday	27-Oct-27		
Thursday	28-Oct-27		
Friday	29-Oct-27		
Monday	01-Nov-27		
Tuesday	02-Nov-27	Shareholder & Commercial Ventures Scrutiny Panel (10.00am)	
Wednesday	03-Nov-27		
Thursday	04-Nov-27	Seniors Forum (2.30pm)	
Friday	05-Nov-27		
Monday	08-Nov-27		
Tuesday	09-Nov-27		
Wednesday	10-Nov-27	Three Rivers Environmental Network (TREN)	
Thursday	11-Nov-27		
Friday	12-Nov-27		
Monday	15-Nov-27		
Tuesday	16-Nov-27	General Public Services Committee	
Wednesday	17-Nov-27	Climate Change Committee	
Thursday	18-Nov-27	Planning Committee	
Friday	19-Nov-27		
Monday	22-Nov-27	Policy & Resources Committee	
Tuesday	23-Nov-27		
Wednesday	24-Nov-27		
Thursday	25-Nov-27	Audit Committee	
Friday	26-Nov-27		
Monday	29-Nov-27		
Tuesday	30-Nov-27		
Wednesday	01-Dec-27	Licensing Committee	Regulatory Services Committee
Thursday	02-Dec-27	Connecting Three Rivers (10.00am)	
Friday	03-Dec-27		
Monday	06-Dec-27		

Tuesday	07-Dec-27	Full Council	
Wednesday	08-Dec-27		
Thursday	09-Dec-27		
Friday	10-Dec-27		
Monday	13-Dec-27	Shareholder & Commercial Ventures Scrutiny Panel (10.00am)	
Tuesday	14-Dec-27		
Wednesday	15-Dec-27		
Thursday	16-Dec-27	Planning Committee	
Friday	17-Dec-27		
Monday	20-Dec-27		
Tuesday	21-Dec-27		
Wednesday	22-Dec-27		
Thursday	23-Dec-27		
Friday	24-Dec-27		
Monday	27-Dec-27		
Tuesday	28-Dec-27		
Wednesday	29-Dec-27		
Thursday	30-Dec-27		
Friday	31-Dec-27		
Monday	03-Jan-28		
Tuesday	04-Jan-28		
Wednesday	05-Jan-28		
Thursday	06-Jan-28		
Friday	07-Jan-28		
Monday	10-Jan-28		
Tuesday	11-Jan-28	General Public Services Committee	
Wednesday	12-Jan-28	Climate Change Committee	
Thursday	13-Jan-28		
Friday	14-Jan-28		
Monday	17-Jan-28		
Tuesday	18-Jan-28		
Wednesday	19-Jan-28	Croxley Green Local Area Forum	
Thursday	20-Jan-28	Planning Committee	
Friday	21-Jan-28		
Monday	24-Jan-28		
Tuesday	25-Jan-28		
Wednesday	26-Jan-28		
Thursday	27-Jan-28	Watford Rural Local Area Forum	
Friday	28-Jan-28		
Monday	31-Jan-28	Policy & Resources Committee	
Tuesday	01-Feb-28		

Wednesday	02-Feb-28	Licensing Committee	Regulatory Services Committee
Thursday	03-Feb-28		
Friday	04-Feb-28		
Monday	07-Feb-28		
Tuesday	08-Feb-28		
Wednesday	09-Feb-28		
Thursday	10-Feb-28	Audit Committee	
Friday	11-Feb-28		
Monday	14-Feb-28		
Tuesday	15-Feb-28		
Wednesday	16-Feb-28		
Thursday	17-Feb-28		
Friday	18-Feb-28		
Monday	21-Feb-28		
Tuesday	22-Feb-28	Full Council	Council Tax Setting Committee
Wednesday	23-Feb-28		
Thursday	24-Feb-28	Planning Committee	
Friday	25-Feb-28		
Monday	28-Feb-28		
Tuesday	29-Feb-28		
Wednesday	01-Mar-28	Shareholder & Commercial Ventures Scrutiny Panel (10.00am)	
Thursday	02-Mar-28	Rickmansworth Local Area Forum	
Friday	03-Mar-28		
Monday	06-Mar-28		
Tuesday	07-Mar-28	Abbots Langley Local Area Forum	
Wednesday	08-Mar-28	Three Rivers Environmental Network (TREN)	
Thursday	09-Mar-28	Connecting Three Rivers (10.00am)	Chorleywood & Sarratt Local Area Forum
Friday	10-Mar-28		
Monday	13-Mar-28		
Tuesday	14-Mar-28	General Public Services Committee	
Wednesday	15-Mar-28	Climate Change Committee	
Thursday	16-Mar-28	Seniors Forum (2.30pm)	
Friday	17-Mar-28		
Monday	20-Mar-28	Policy & Resources Committee	
Tuesday	21-Mar-28		
Wednesday	22-Mar-28	Equalities Forum	
Thursday	23-Mar-28	Planning Committee	
Friday	24-Mar-28		

Monday	27-Mar-28		
Tuesday	28-Mar-28		
Wednesday	29-Mar-28		
Thursday	30-Mar-28	Audit Committee	
Friday	31-Mar-28		
Monday	03-Apr-28		
Tuesday	04-Apr-28		
Wednesday	05-Apr-28		
Thursday	06-Apr-28		
Friday	07-Apr-28		
Monday	10-Apr-28		
Tuesday	11-Apr-28		
Wednesday	12-Apr-28		
Thursday	13-Apr-28		
Friday	14-Apr-28		
Monday	17-Apr-28		
Tuesday	18-Apr-28		
Wednesday	19-Apr-28		
Thursday	20-Apr-28	Planning Committee	
Friday	21-Apr-28		
Monday	24-Apr-28		
Tuesday	25-Apr-28		
Wednesday	26-Apr-28		
Thursday	27-Apr-28		
Friday	28-Apr-28		

**COUNCIL PLAN 2026-29 –
DELIVERY PLAN**
29/06/2026

- **POLICY AND RESOURCES COMMITTEE**

PART I

**Council Plan 2026-2029 – Delivery Plan
(ADCCC)**

1 Summary

- 1.1 The Council Plan 2026-2029 was agreed by Full Council on 24 February 2026.
- 1.2 The Plan sets the following four strategic themes for the council –
 - Healthy, safe and thriving communities
 - A green and sustainable future
 - A prosperous and vibrant district
 - A well-run council
- 1.3 Under each of these strategic themes, sits a set of individual aims that are more specific to service areas within the council. The delivery of these aims will ensure the delivery of the four strategic themes outlined within the Plan.
- 1.4 Following a recommendation made by the Peers who conducted the council's Corporate Peer Challenge in February 2026 to 'produce a single annual delivery plan and secure critical deliverables' the plan has been developed to support the successful implementation of the Council Plan.
- 1.5 This delivery plan enables CMT, JLT and the Policy and Resources Committee to monitor and track progress effectively.

2 Recommendation

2.1 That:

Committee to review and agree the adoption of the Council Plan 2026 - 2029 Delivery Plan

Committee to agree the Delivery Plan will be presented to the Policy and Resources committee annually.

Report prepared by: Jason Hagland, Strategic Housing Manager

Katie Stacey, Corporate Services Manager

3 Details

- 3.1 The Delivery Plan has been drafted following a thorough review of the 2026-2029 Service Plans agreed by Full Council, along with consultation with Heads of Service via the Teams platform.

- 3.2 Relevant projects and ongoing work to be undertaken by the services have been aligned with an aim listed within the Council Plan 2026-2029.
- 3.3 The delivery of this project or ongoing piece of work will ensure the delivery of the stated aim, therefore, ensure the delivery of the strategic theme over the three-year course of the Council Plan.
- 3.4 It is anticipated that the Delivery Plan will be updated in line with the progression of the Council Plan.
- 3.5 Therefore, the Delivery Plan presented outlines the first year of delivery. However, it is to be noted that some projects will continue beyond the first year of delivery.
- 3.6 This will be updated in April 2027 to reflect new projects or ongoing work that will contribute to the delivery of the Council Plan.

4 Options and Reasons for Recommendations

- 4.1 It is recommended that Policy and Resources Committee adopt this Delivery Plan to ensure that the delivery of the Council Plan is adequately monitored and the strategic themes listed within the Council Plan are achieved over the course of the three years.

5 Policy/Budget Reference and Implications

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

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

None specific.

6 Equal Opportunities Implications

- 6.1 Relevance Test

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

- 6.2 Impact Assessment

The Delivery Plan will ensure the delivery of the strategic themes and the aims listed within the adopted Council Plan 2026-2029. The Equalities Impact Assessment that was completed for the Council Plan 2026-2029 has been attached to this report as an appendix.

7 Environmental Implications

- 7.1 The Delivery Plan will ensure the delivery of the strategic themes and the aims listed within the adopted Council Plan 2026-2029. The Sustainability Impact Assessment that was completed for the Council Plan 2026-2029 has been attached to this report as an appendix.

8 Communications and Website Implications

- 8.1 The Delivery Plan will be required to be uploaded to the council's website by Communications on adoption, with updated versions of the Delivery Plan uploaded to the council's website following updates and review cycles.

9 Risk and Health & Safety Implications

- 9.1 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.
- 9.2 The subject of this report is covered by the Strategy and Partnerships 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 Delivery Plan for the Council Plan 2026-2029 is not adopted by Committee	Critical deliverables that are listed within the Council Plan are not delivered. A lack of adequate oversight on the progression on the Council Plan for Members.	The Delivery Plan for the Council Plan 2026-2029 is adopted and updates are presented to Committee.	Tolerate	4

- 9.3 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	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
Likelihood ↓ Remote	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%))

9.4 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:

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

Background Papers

APPENDICES / ATTACHMENTS

Appendix One – Delivery Plan for the Council Plan 2026-2029

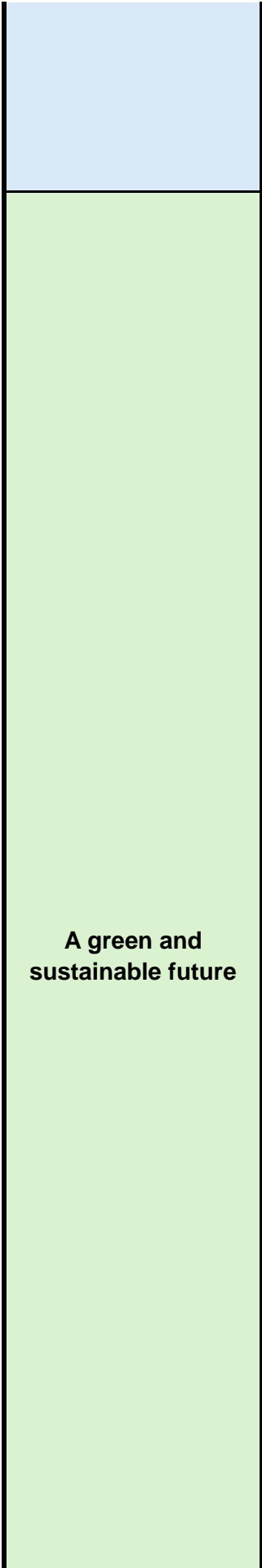
Appendix Two – EIA for the Council Plan 2026-2029

Appendix Three – SIA for the Council Plan 2026-2029

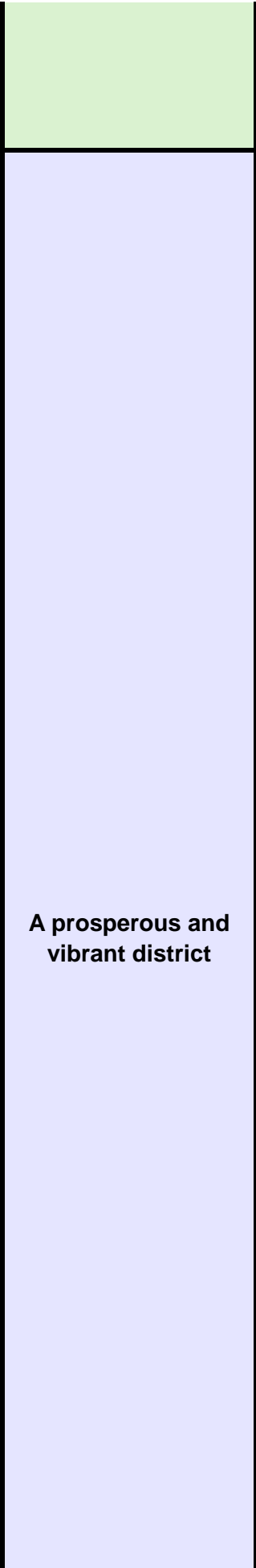
This page is intentionally left blank

Council Plan Theme

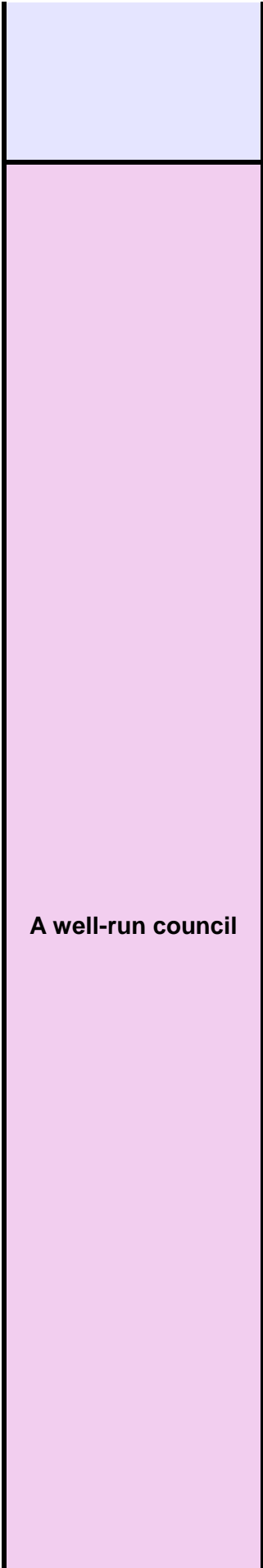
Healthy, safe and thriving communities



**A green and
sustainable future**



A prosperous and vibrant district



A well-run council



Aims
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
Work with developers and housing providers to help increase affordable housing within the district.
Work with developers and housing providers to help increase affordable housing within the district.
Work with developers and housing providers to help increase affordable housing within the district.
Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district
Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district
Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district
Support planning applications that aim to deliver thriving communities and a healthier environment.
Support planning applications that aim to deliver thriving communities and a healthier environment.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Actively pursue grant opportunities to fund our major projects and services.
Actively pursue grant opportunities to fund our major projects and services.
Actively pursue grant opportunities to fund our major projects and services.
Continue to prevent homelessness in the district.

Continue to prevent homelessness in the district.
Continue to prevent homelessness in the district.
Finalise a local plan that delivers on our statutory responsibilities and the priorities of our residents.
Maintain our performance as a top recycling authority in UK
Maintain our performance as a top recycling authority in England.
Maintain our performance as a top recycling authority in England.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Continue to invest in and improve our parks, open spaces and walking routes.
Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.
Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.
Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.
Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.
Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.
Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.
Encourage sustainable transport initiatives and greener vehicle options.
Encourage sustainable transport initiatives and greener vehicle options.
Encourage sustainable transport initiatives and greener vehicle options.
Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.
Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.

Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.
Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.
Attract and retain economic investment in the district.
Attract and retain economic investment in the district.
Continue to build and nourish the council's partnerships with local businesses.
Continue to build and nourish the council's partnerships with local businesses.
Continue to build and nourish the council's partnerships with local businesses.
Encourage and facilitate external investment into our high streets and shopping areas.
Encourage and facilitate external investment into our high streets and shopping areas.
Encourage and facilitate external investment into our high streets and shopping areas.
Celebrate and invest in local culture, art and heritage.
Celebrate and invest in local culture, art and heritage.
Celebrate and invest in local culture, art and heritage.
Celebrate and invest in local culture, art and heritage.
Continue to encourage equal access to council services for all residents.
Continue to encourage equal access to council services for all residents.
Continue to encourage equal access to council services for all residents.
Promote inclusive communities and resident participation.
Promote inclusive communities and resident participation.
Promote inclusive communities and resident participation.
Promote inclusive communities and resident participation.
Promote inclusive communities and resident participation.
Collaborate with partners to advance shared economic, environmental, and community goals.

Collaborate with partners to advance shared economic, environmental, and community goals.
Collaborate with partners to advance shared economic, environmental, and community goals.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Ensure the delivery of good quality, efficient and effective services for our residents.
Maintain a balanced and transparent budget that upholds the council's secure financial position.
Maintain a balanced and transparent budget that upholds the council's secure financial position.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Guarantee value for money in all council activities.
Guarantee value for money in all council activities.
Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.
Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.
Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.
Explore the use of existing and developing technology to improve efficiency across the organisation.
Explore the use of existing and developing technology to improve efficiency across the organisation.
Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.
Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.

Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.

Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.

Action
Managing parks and open spaces by delivering the new Green Space Strategy
Enhance existing tennis courts to improve leisure experience for residents
Delivery of Healthy Hub provision at four locations across Three Rivers as well as pop up hubs
Secure developer contributions through the planning process in accordance with relevant legislation and policy
Delivery of active travel and other transport schemes (inc LCWIP)
Delivery of Health and Wellbeing Initiatives and development of partnerships
Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport
Work in partnership with Registered Providers to agree nomination rights on all new developments containing an affordable housing provision
Complete annual review on council's housing register and TA placements to ensure that correct property sizes are allocated by developers
Deliver initiatives through the Community Safety Partnership including Safer Streets, Cuckooing and Hate Crime Awareness
We will use a whole system approach by working with partners to jointly target ASB through, ASBAG, ASB Case Reviews and YAP
Focus on Prevention of Violence Against Women and Girls (VAWG) and domestic abuse (White Ribbon Accreditation)
Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions
Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency
Manage and monitor Community and Voluntary Sector Grants
Developing and overseeing the Equalities Forum
Boost awareness of Pension Credit to reduce pensioner poverty by Collaborating with Citizens Advice to increase take-up to mitigate the cost of living crisis
Submit the Delivery Phase Funding Application to the National Lottery Heritage Fund for the Rickmansworth Aquadrome Programme.
Apply for Crisis Resilience Funding from Hertfordshire County Council to enhance or develop resilience services within Three Rivers
Identify opportunities to fund sustainable transport schemes in partnership with external stakeholders
Continue to support vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the council's Housing Service

Successful implementation of the required legislative changes following the introduction of the Renters Rights Act
Continue to maintain our green RAG rating on the H-CLIC performance dashboard issued by MHCLG
Following direction from government to add more sites to Local Plan, supporting evidence is being updated. Regulation 19 consultation will commence in July 2026 and the plan will be submitted to the Planning Inspectorate in November 2026. Examination is expected early next year with adoption of the plan expected spring/summer 2027
Redevelopment of satellite depot at Furtherfield
Procurement of new MRF contract to secure the disposal route for the districts household and commercial recycling waste
Procurement of new fleet maintenance contract
Through the new Green Space Strategy outline how sustainable travel will be implemented across the Council's green estate, including opportunities to upgrade routes, subject to securing external funding
Glade Bridge Replacement - to replace the existing glade bridge, which is reaching end of life, with associated biodiversity enhancements
The Aquadrome Programme will deliver a suite of improved and sustainable routes for active travel, including the Woodland Walk, hydrological enhancements and an activity programme that will encourage active travel
Delivery of the LCWIP priority walking routes
Undertake enforcement action in relation to fly-tipping and other environmental offenses
Investigate walking and cycling improvements across the district
To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory Biodiversity Net Gain
Delivering a programme of tree planting initiatives and implement a robust monitoring regime
Through the Aquadrome Programme, enhancing, restoring and sustaining the unique habitats of the site
Undertake a feasibility study to determine the viability of heat network using the waste heat from the Abbots Langley data centre
Deliver grant funding to eligible residents to retrofit their homes
Encourage and support self funding homeowners to retrofit their property
Continue to work with Hertfordshire County Council on delivering the Local Electric Vehicle Infrastructure (LEVI) fund
Monitor the expansion of the Beryl Bike hire scheme and review plans for further expansion
Continue to review the council's Green Travel Plan and encouragement of sustainable travel initiatives
Move all election staff role confirmations and appointments to a fully digital system, removing the need for sending multiple letters
Install solar panels on SOLC and TRH and Batchworth depot investigate other viable net zero projects for council buildings and car parks

Support the delivery of the Hertfordshire Retrofit Strategy as a member of the Hertfordshire Retrofit Partnership
Create an Energy Plan with associated targets and actions and support the development of Regional Energy Strategic Plans and informing infrastructure upgrades
Ensure that all Council owned properties are used efficiently to attract and retain businesses
Planning and Licensing pre application process offered to prospective applicants to support business opportunities within the district
Support initiatives and work with the Chamber of Commerce through Connecting Three Rivers
Continue to provide grants for solar installations for businesses
Continue to provide an annual careers fair in partnership with WBC and Herts Futures to encourage career opportunities with local businesses
Implementation of a Parking Management Programme designed to manage parking demand, balancing the need to encourage turnover for visitors while accommodating longer-term parking for businesses, residents, and visitors
Solar grants from TRDC and air source heat pump grants are available to high street businesses. These are promoted through social media and the business newsletter
Continue to review wayfinding (signage) around town centre locations
Rickmansworth conservation area appraisal
Supporting local community and amateur theatre groups by offering reduced rate packages for multi day highers
Provide film hire opportunities for local and national film organisations within Three Rivers
Delivery of Artistmeet, providing 4 showcase opportunities for local, aspiring artists
Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone)
Service signposting and regular attendance at the Healthy Hubs by the council's Customer Service Representatives to widen accessibility for residents
Continue to maintain an above sector average accessibility tool on the council's website that remains disability compliant
Assist council departments by offering residents and businesses a clear, single point of contact for enquiries
Implement the outcomes from the Aquadrome Accessibility Audit to provide opportunities for all - from physical disabilities to those with sensory or medical needs
Maintain and develop the Inclusion and Wellbeing Working Group to achieve the council's Equality Objectives
Proactively deliver a programme of community co-design opportunities as outlined in the Three Rivers Play Space Strategy
Commitment to engage with our communities on new schemes, projects and policies utilising the Have Your Say platform
Inspire businesses to adopt renewable energy and EV infrastructure through encouragement and grant offers, thus improving business resilience through reduced energy costs

Collaborate with local businesses to understand their needs and how the council can support their growth
Secure funding for promoting and allocating grants through the Connecting Three Rivers Fund to deliver partnership initiatives and the Community Strategy
Monitor and deliver the Corporate Peer Challenge Action Plan
Provide financial support to residents on low incomes by running a take-up campaign to promote the Council Tax Reduction Scheme
Ensure call wait times are kept to a minimum, not exceeding 10 minutes, improving experience for those who can only use phone contact
Adopt the updated Customer Experience Strategy and monitor outcomes
Governance and allocation of CIL spend to ensure the money is well spent
To complete the review of the constitution to ensure it is up to date and delegations and procedures are in line with current practices.
Review and maintain the council's policy and procedure on RIPA
Review the annual canvass procedure
Produce an annual Medium Term Financial Plan (MTFP)
Ensure budget monitoring reports are presented to the relevant Committee within agreed timeline to enable robust scrutiny
Prepare and analyse annual and quarterly Performance Management reports to monitor performance over time and against target
Oversee the major and minor project reporting process, including management of the major projects board
Lead and coordinate the Connecting Three Rivers Board (including the Community Safety Board) and develop and progress actions to achieve the Community Strategy
Ensure minutes and decisions post committee and Full Council are circulated within the agreed timeframe
Implement a new procurement strategy
Finance colleagues to guide and oversee robust budget monitoring process in collaboration with Heads of Service
Develop a regular podcast series highlighting the council's work across all service areas, for internal and external use
Empower residents to have their say through the delivery of the annual residents survey
Providing the council's elected and corporate leadership with communications support for external platforms to reach a diverse audience across the district and further afield
To develop a chatbot function on the main website to reduce the number of calls and emails to customer services at TRDC
Exploration of greater integration with the Finance system to provide live rent accounting
Proactively manage and maintain the Council's Tree Stock
Ensuring the Council's woodlands have up to date, and deliverable Management Plans

Complete garage, car park, footpath and road refurbishment in accordance with the works programme
Undertake an investment Property review

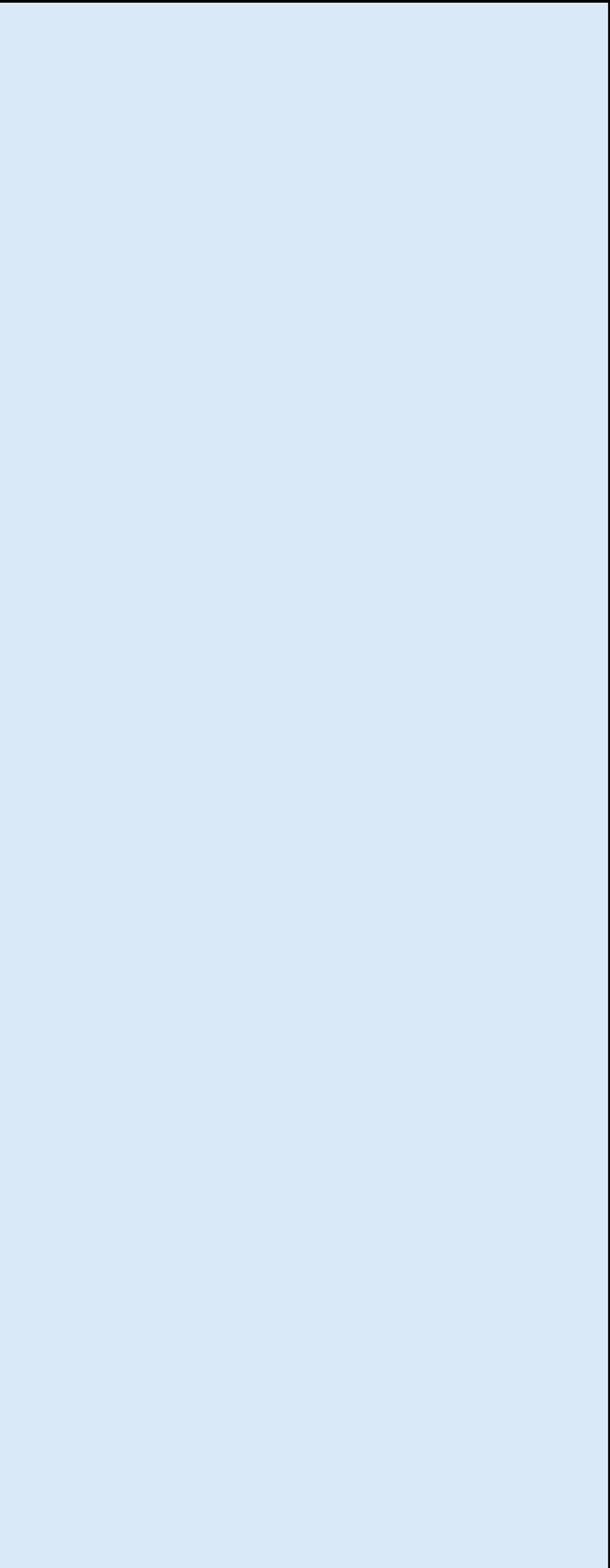
Owner	Start date	Completion date
Leisure and Natural Infrastructure	Apr-25	Mar-27
Leisure and Natural Infrastructure	Apr-24	Mar-27
Strategy & Partnerships	Apr-26	Mar-27
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Housing & Residential Services	Ongoing	Ongoing
Housing & Residential Services	Apr-26	Mar-27
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Revenues and Benefits	May-26	Dec-26
Leisure and Natural Infrastructure	Apr-26	Mar-27
Strategy & Partnerships	Apr-26	Mar-28
Regulatory Services	Ongoing	Ongoing
Housing & Residential Services	Ongoing	Ongoing

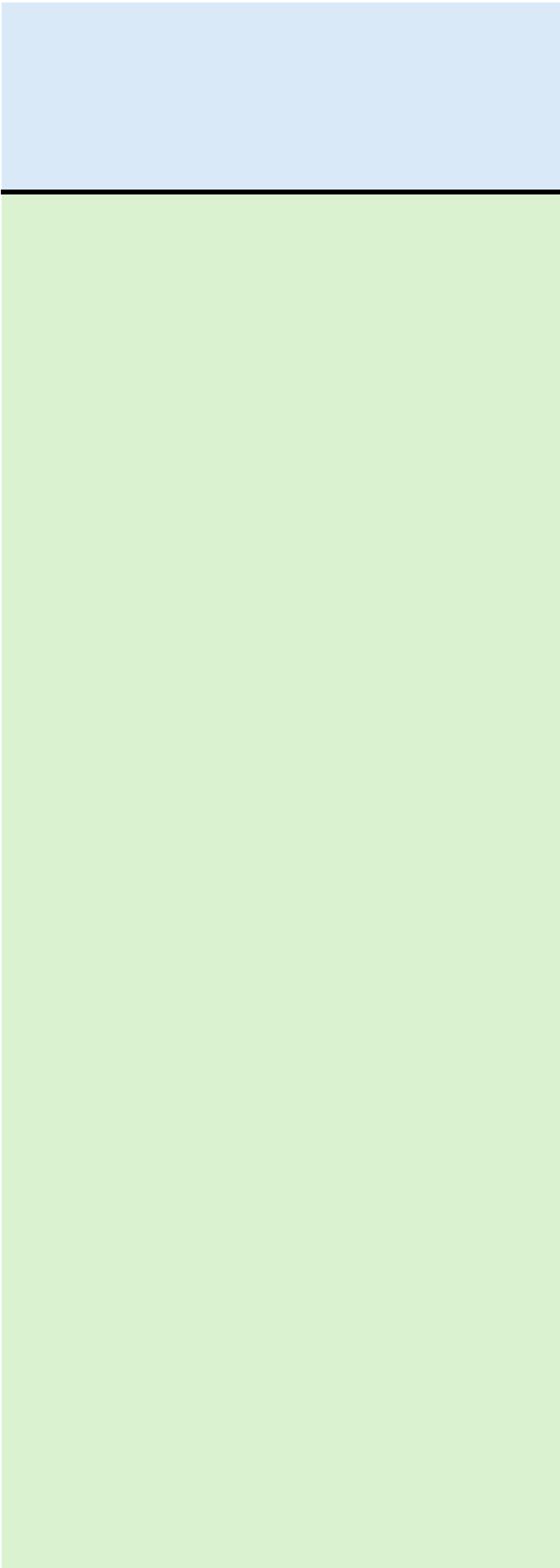
Housing & Residential Services	May-26	Mar-29
Housing & Residential Services	Ongoing	Ongoing
Planning Policy & Conservation	Jul-17	Jun-27
Waste & Environment	Feb-26	Mar-28
Waste & Environment	Mar-25	Feb-27
Waste & Environment	Dec-25	Jul-26
Leisure and Natural Infrastructure	Apr-25	Mar-27
Leisure and Natural Infrastructure	Jul-25	Jun-27
Leisure and Natural Infrastructure	Apr-27	Mar-30
Regulatory Services	Ongoing	Ongoing
Waste & Environment	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-24	Nov-28
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-27	Mar-30
Climate Change & Sustainability	Mar-26	Mar-27
Climate Change & Sustainability	May-25	Mar-28
Climate Change & Sustainability	Jan-26	Mar-29
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Apr-25	Apr-27
Regulatory Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Mar-26	Jun-26
Climate Change & Sustainability	Jan-26	Mar-29

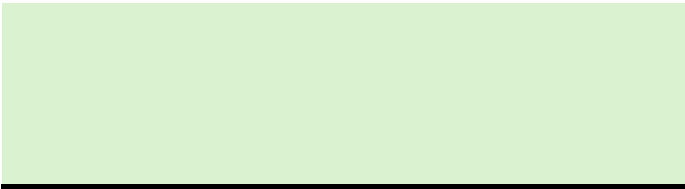
Climate Change & Sustainability	May-25	Mar-29
Climate Change & Sustainability	Jan-25	Oct-27
Property Services & Major Projects	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Climate Change & Sustainability	Mar-26	Mar-28
Climate Change & Sustainability	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Climate Change & Sustainability	Mar-26	Mar-28
Regulatory Services	Ongoing	Ongoing
Planning Policy & Conservation	Mar-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-27	Mar-30
Strategy & Partnerships	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-25	Mar-30
All service areas	Ongoing	Ongoing
Climate Change & Sustainability	Ongoing	Ongoing

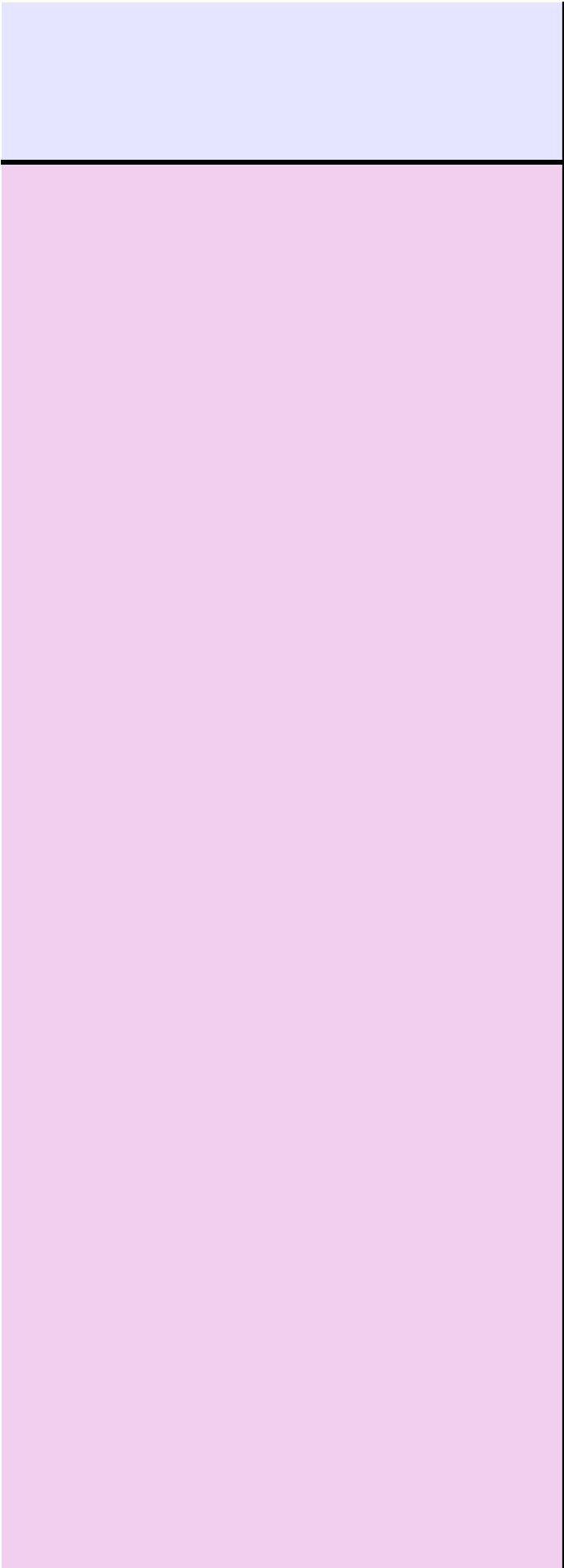
Property Services & Major Projects	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Jul-26	Dec-26
Revenues and Benefits	May-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Mar-29
Regulatory Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Jun-26	Dec-26
Legal, Elections & Democratic Services	Jun-26	Jun-27
Finance	Ongoing	Ongoing
Finance	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Legal, Elections & Democratic Services	Ongoing	Ongoing
Finance	Apr-26	Nov-26
Finance	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Nov-26
Communications, Customer & Culture	Oct-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Dec-26
Property Services & Major Projects	Apr-26	Mar-27
Leisure and Natural Infrastructure	Apr-26	Mar-27
Leisure and Natural Infrastructure	Ongoing	Ongoing

Property Services & Major Porjects	Apr-26	Mar-27
Property Services & Major Porjects	Apr-26	Sep-26



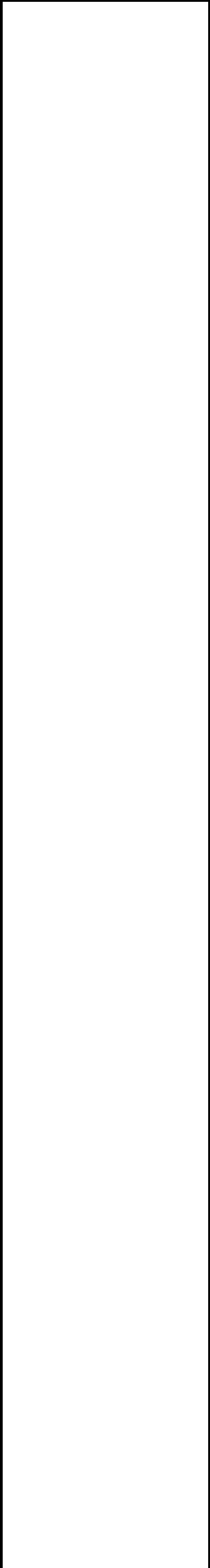
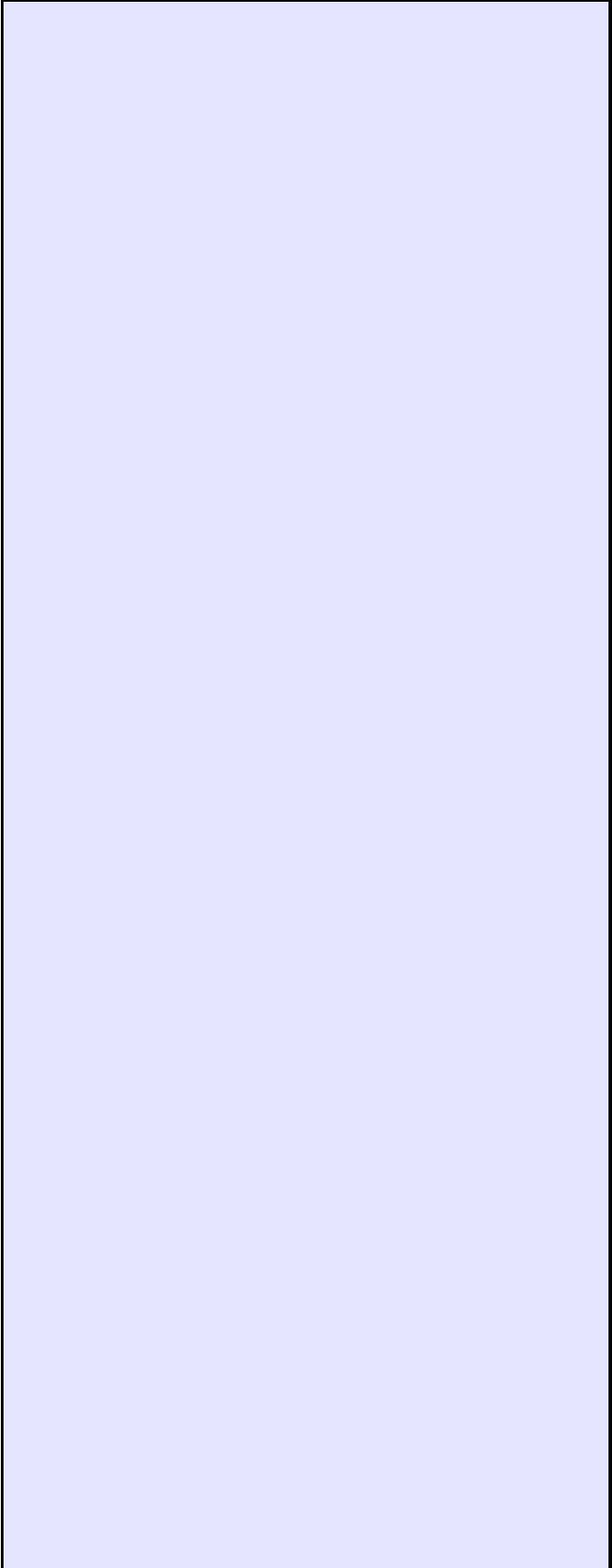
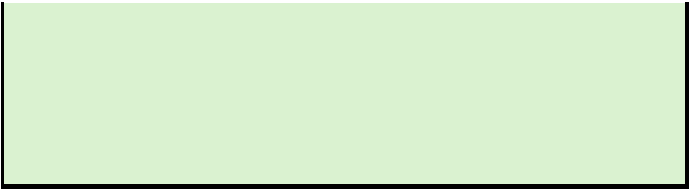


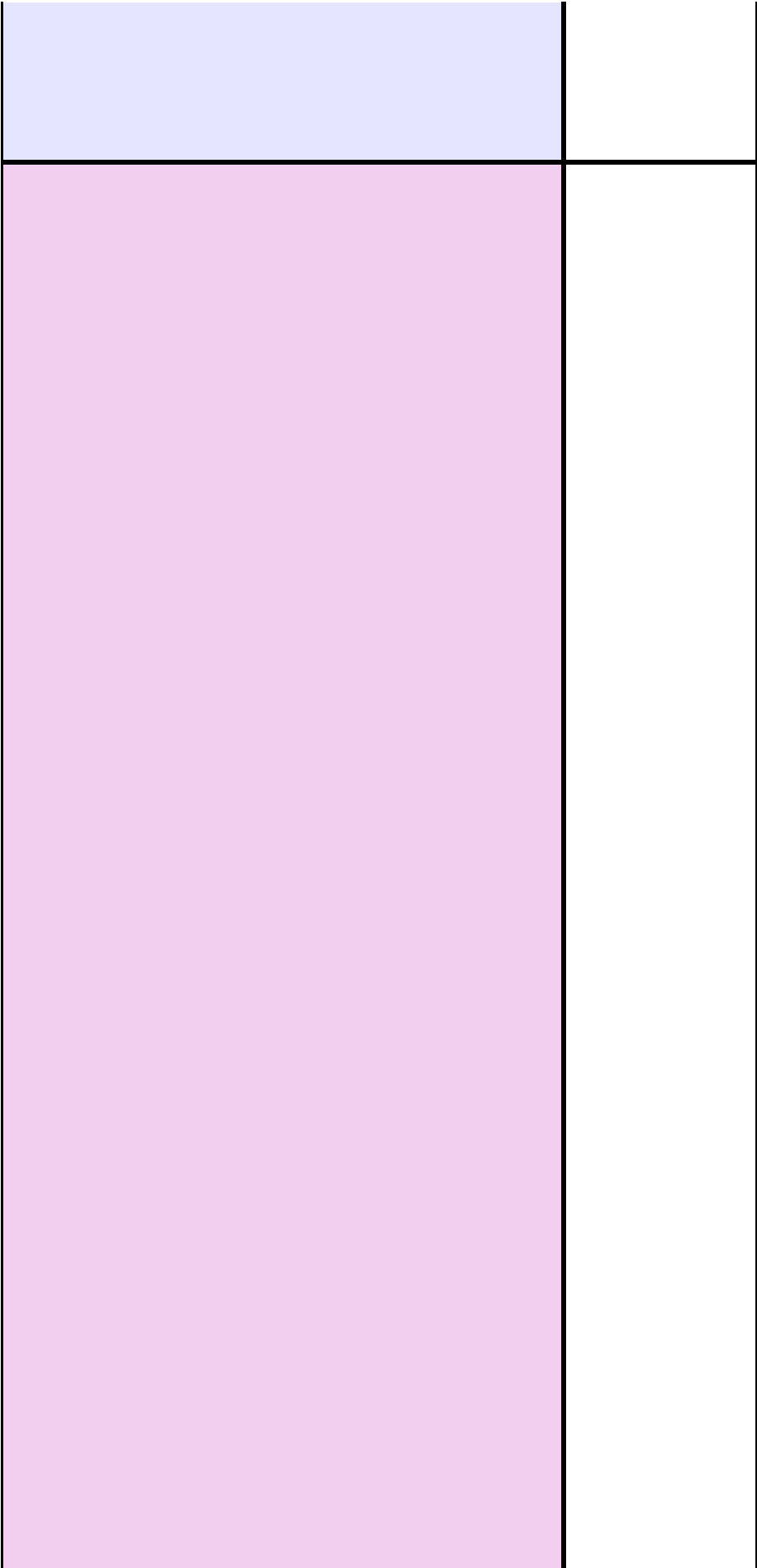






Progress update Full Year 2026-27	RAG status







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	
	Council Plan 2026-2029
Brief description (1-2 sentences):	The Council Plan 2026 - 2029 is our overarching strategy that shapes our priorities and actions. This will replace our current Corporate Framework 2023 - 2026 document from April 2026.

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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
3 Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
4 Will any new building constructed or refurbished be highly energy efficient in use? (e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent").	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
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	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
6 Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	themes 'A green and sustainable future' which embeds sustainable energy use and energy efficiency within the councils projects	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4.00			4.00

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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable travel including EVs and active travel within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
10 Will this project use petrol or diesel vehicles or EV, hybrid?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable travel including EVs and active travel within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
11 Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable travel including EVs and active travel within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable travel including EVs and active travel within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
13 Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable travel including EVs and active travel within the councils projects and operations.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4.00			4.00

Ways to optimise sustainability and work towards net zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. 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	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	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	Not applicable	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	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
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 Council Plan includes one of the core themes 'A green and sustainable future' which embeds sustainable living through the various community initiatives.	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	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	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	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	Not applicable	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Average Score		4.00			4.00

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	themes 'A green and sustainable future' which embeds protection and enhancement of council owned spaces.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	the Council Plan includes one of the core themes 'A green and sustainable future' which embeds protection and enhancement of council owned spaces.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
23 Does it make changes to existing habitats and have a negative impact on nature? 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 Council Plan includes one of the core themes 'A green and sustainable future' which embeds protection and enhancement of council owned spaces.	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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	the Council Plan includes one of the core themes 'A green and sustainable future' which embeds protection and enhancement of council owned spaces.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4

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

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

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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	the Council Plan includes one of the core themes 'A green and sustainable future' which embeds adaption to climate change within council operations and services.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4.0			4.00

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	themes 'A green and sustainable future' which embeds awareness of climate change and the importance of biodiversity into council initiatives and events.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4
Total Overall Average Score		4.00			4.0

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

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>	<i>Council Plan 2026 - 2029</i>
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	<i>Council Wide – No specific service area</i>
EIA Author <i>Name and Job Title</i>	<i>Jason Hagland – Strategic Housing Manager</i> <i>Katie Stacey – Policy and Performance Manager</i>
Date EIA drafted	<i>25/11/2025</i>
ID number <i>This will be added by the Strategy and Partnerships Team</i>	

Executive summary	
Focus of EIA	<p>The Council Plan 2026-2029 sets out a clear vision for the future of the district, built around the four following strategic themes –</p> <ul style="list-style-type: none"> - Healthy, safe and thriving communities - A green and sustainable future - A prosperous and vibrant district - A well-run council <p>Sitting under each of these strategic themes, sits a set of aims, more specific to service areas of the council, that when delivered, will see the delivery of the plan and ensure that Three Rivers remains a great place to live, work and visit.</p> <p>By aiming to improve access to health facilities, leisure facilities and open spaces for all ages, encouraging equal access to all residents to council services and promoting inclusive communities, the Council Plan aims to provide a positive influence on all residents of the district, irrespective of whether they are members of a marginalised community or whether they have a protected characteristic.</p>

Mitigations		
Protected Characteristic	Potential Issue	Mitigating Actions

Age	Positive impact	The Plan aims to improve access to health facilities, leisure facilities and open spaces to all ages.
Disability	Positive Impact	The Plan aims to continue to encourage equal access to council services for all residents. The Plan aims to promote inclusive communities.
Gender reassignment (or affirmation)	Positive Impact	The Plans aims to promote inclusive communities.
Pregnancy or maternity	No negative impact.	
Race	Positive impact	The Plans aims to promote inclusive communities. The Plan aims to celebrate and invest in local culture, art and heritage. The Plan aims for the council to collaborate with partners to advance shared economic, environmental and community goals.
Religion or belief	Positive impact	The Plan aims to celebrate and invest in local culture, art and heritage.
Sex	Positive impact	The Plan aims to continue to encourage equal access to council services for all residents.
Sexual Orientation	Positive impact	The Plans aims to promote inclusive communities.
Marriage and Civil Partnership	No negative impact.	

<p>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.</p>	<p>Positive impact.</p>	<p>The Plan aims to continue to encourage equal access to council services for all residents.</p> <p>The Plan aims to promote inclusive communities.</p> <p>The Plan aims to continue to prevent homelessness.</p> <p>The Plan aims for the council to actively pursue grant funding opportunities to fund major projects and services.</p> <p>The Plans aims for the council to work with our voluntary sector to support positive outcomes for vulnerable residents.</p>

Actions Planned
<p>Whilst the Council Plan aims to provide a positive impact on the lives of all residents of the district, ongoing monitoring of the implementation of the aims within the Council Plan will be undertaken to ensure that there will continue to be no impact to those with protected characteristic. Should any negative impact be identified, action will be undertaken to mitigate this and will be detailed within this EIA.</p>

Additional Information
<p><i>Nil</i></p>

Sign off:

<p>Equalities Lead Officer</p>	<p>Date</p>
<p>Page 438</p>	



This page is intentionally left blank

Policy and Resources

Work Programme

No.	Items to be considered	Date of Next Meeting	Responsible Officer
1.	Civil Penalty Notice Policy – Proposed amendments	05/10/2026	Jason Hagland, Head of Strategic Housing
2.	Cemetery Rules and Regulations	05/10/2026	Jennie Probert, Environmental Services Manager
3.	ASB Policy	05/10/2026	Kimberley Utley, Anti-Social Behaviour Officer
4.	Budget Monitoring report to June 30	05/10/2026	Sally Riley, Finance Business Partner
5.	Budget Monitoring report to September 30	23/11/2026	Sally Riley, Finance Business Partner

This page is intentionally left blank