Appendix 4

Corporate costs Medium Term Revenue Budget

Corporate Costs	Original Budget 2024/25 £	Original Budget Plus 2023/24 Carry Forwards £	Latest Budget 2024/25 £	Previous Forecast 2024/25	Spend to Date £	Latest Forecast 2024/25 £	Variance @ P10 £	Forecast 2025/26 £	Forecast 2026/27 £	Forecast 2027/28 £	Officer Comments
Interest Earned	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,115,658)	(1,850,000)	0	(1,110,000)	(1,060,000)	(1,010,000)	Budget is currently forecast to be spent
Interest Paid	715,606	715,606	715,606	715,606	87,420	715,606	0	755,266	825,296	864,796	Budget is currently forecast to be spent
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	0	2,612,285	2,664,530	2,717,820	Paid half yearly in April & September
Total Corporate Costs	**2,456,197**	**2,456,197**	**2,406,197**	**1,366,197**	**1,472,353**	**1,366,197**	**0**	**2,257,551**	**2,429,826**	**2,572,616**	

Appendix 5

Funding the Capital Investment Programme

CAPITAL INVESTMENT PROGRAMME 2024-2028 - FUNDING

Capital Programme	2024/25 Original Budget £	2024/25 Latest Budget £	2024/25 Outturn Forecast at P10 £	2025/26 Forecast £	2026/27 Forecast £	2027/28 Forecast £
Balance Brought Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,490,506)	(1,490,506)	(1,490,506)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Brought Forward	**(7,957,464)**	**(7,957,464)**	**(7,957,464)**	**(2,759,552)**	**(2,759,552)**	**(2,759,552)**
Generated in the Year						
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(725,637)	(586,000)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	(100,025)	(100,025)	(100,025)	(116,500)	0	0
Total Generated	**(1,786,025)**	**(1,925,662)**	**(1,925,662)**	**(1,702,500)**	**(1,586,000)**	**(1,586,000)**
Use of Funding						
Govt Grants: Disabled Facility Grants	586,000	725,637	725,637	586,000	586,000	586,000
Section 106 Contributions	0	0	45,197	0	0	0
CIL Contributions	460,000	1,918,092	3,722,735	0	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000	1,000,000
LAHF		5,152,715	5,152,715	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	100,025	116,500	0	0
Borrowing	3,131,003	11,161,562	9,047,963	3,819,546	2,746,370	2,707,590
Total Use of Funding	**5,377,028**	**20,158,031**	**19,894,272**	**5,522,046**	**4,332,370**	**4,293,590**
Balance Carried Forward						
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,490,506)	(1,490,506)	(1,490,506)	(1,490,506)
Capital Receipts Reserve	0	0	0	0	0	0
LAHF	(5,152,715)	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0	0
Total Funding Carried Forward	**(7,957,464)**	**(2,804,749)**	**(2,759,552)**	**(2,759,552)**	**(2,759,552)**	**(2,759,552)**
South Oxhey Initiative						
Balance Brought Forward	**0**	**0**	**0**	**0**	**0**	**0**
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**
Total Expenditure Capital Investment Programme	**5,377,028**	**20,158,031**	**19,894,272**	**5,522,046**	**4,332,370**	**4,293,590**

APPENDIX 6

Medium Term Financial Plan 2024-28

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)								
	2024/25					2025/26	2026/27	2027/28
Funding	**Original**	**Original Budget plus Carry Forwards from 2023/24**	**Latest Budget**	**Previous Forecast**	**Latest Forecast**	**Forecast**	**Forecast**	**Forecast**
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,038.90	40,439.30	40,843.70
Council Tax Base Increase (%)	0.00	0.00	0.00	0.00	0.00	0.47	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53	218.88
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,262,427)	(8,594,564)	(8,939,869)
Parish Precepts (£)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	(2,500,591)	*(2,612,285)*	*(2,664,530)*	*(2,717,820)*
Total Taxation (£)	**(10,485,496)**	**(10,485,496)**	**(10,485,496)**	**(10,485,496)**	**(10,485,496)**	**(10,874,712)**	**(11,259,094)**	**(11,657,689)**
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(3,000,000)	(2,695,000)	(2,495,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	124,592	0	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(116,296)	0	0
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(419,117)	(445,000)	(445,000)
Total Grant Funding (£)	**(3,423,103)**	**(3,423,103)**	**(3,423,103)**	**(3,423,103)**	**(3,423,103)**	**(3,410,821)**	**(3,140,000)**	**(2,940,000)**
Total Taxation & Grant Funding (£)	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(14,285,534)**	**(14,399,094)**	**(14,597,689)**

	2024/25					2025/26	2026/27	2027/28
Financial Statement - Summary	**Original**	**Original Budget plus Carry Forwards from 2023/24**	**Latest Budget**	**Previous Forecast**	**Latest Forecast**	**Forecast**	**Forecast**	**Forecast**
	£	£	£	£	£	£	£	£
Committee - Net Cost Of Services								
General Public Services and Economic Development	4,480,576	4,535,325	4,850,067	5,302,594	5,302,594	5,534,036	5,307,105	5,316,431
Climate Change, Leisure and Community	1,952,185	2,032,948	1,883,309	1,966,538	1,966,538	2,000,550	2,115,572	2,113,621
Policy and Resources	5,270,374	5,411,429	5,533,112	5,752,877	5,752,877	4,884,726	5,225,952	5,481,268
Period 10 Variances	0	0	0	0	(223,697)	0	0	0
Sub-Total	**11,703,135**	**11,979,702**	**12,266,488**	**13,022,009**	**12,798,312**	**12,419,312**	**12,648,629**	**12,911,320**
Other								
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,612,285	2,664,530	2,717,820
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	825,296	864,796
Interest Received	(760,000)	(760,000)	(810,000)	(1,850,000)	(1,850,000)	(1,110,000)	(1,060,000)	(1,010,000)
Sub-Total	**2,456,197**	**2,456,197**	**2,406,197**	**1,366,197**	**1,366,197**	**2,257,551**	**2,429,826**	**2,572,616**
Net Expenditure	**14,159,332**	**14,435,899**	**14,672,685**	**14,388,206**	**14,164,509**	**14,676,863**	**15,078,455**	**15,483,936**
Income from Council Tax, Government Grants & Business Rates	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(13,908,598)**	**(14,285,534)**	**(14,399,094)**	**(14,597,689)**
(Surplus)/Deficit Before Use of Earmarked Reserves	**250,734**	**527,301**	**764,087**	**479,608**	**255,911**	**391,330**	**679,361**	**886,247**
Planned Use of Reserves:								
Economic Impact Reserve	0	0	0	0	(147,587)	(347,587)	0	0
(Surplus) / Deficit to be funded from General Balances	**250,734**	**527,301**	**764,087**	**479,608**	**108,324**	**43,743**	**679,361**	**886,247**

	2024/25					2025/26	2026/27	2027/28
Movement on General Fund Balance	**Original**	**Original Budget plus Carry Forwards from 2023/24**	**Latest Budget**	**Forecast Budget**	**Outturn**	**Latest**	**Latest**	**Latest**
	£		£		£	£	£	£
Balance Brought Forward at 1 April	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(5,027,228)	(4,707,036)	(4,663,294)	(3,983,933)
Revenue Budget (Surplus)/Deficit for Year	250,734	527,301	764,087	479,608	108,324	43,743	679,361	886,247
Creation of Additional Earmarked Reserves	0	0	0	0	211,868	0	0	0
Closing Balance at 31 March	**(4,776,494)**	**(4,499,927)**	**(4,263,141)**	**(4,547,620)**	**(4,707,036)**	**(4,663,294)**	**(3,983,933)**	**(3,097,686)**

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

	2024/25					2025/26	2026/27	2027/28
Total Reserves Impact	**Original**	**Original Budget plus Carry Forwards from 2023/24**	**Latest Budget**	**Forecast Budget**	**Outturn**	**Latest**	**Latest**	**Latest**
	£	£	£	£	£	£	£	£
Balance Brought Forward at 1 April	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,557,716)	(6,089,937)	(5,698,608)	(5,019,247)
Impact for Year	250,734	527,301	764,087	479,608	467,779	391,330	679,361	886,247
Closing Balance at 31 March	**(6,306,982)**	**(6,030,415)**	**(5,793,629)**	**(6,078,108)**	**(6,089,937)**	**(5,698,608)**	**(5,019,247)**	**(4,133,000)**

Total Reserves	**(6,306,982)**	**(6,030,415)**	**(5,793,629)**	**(6,078,108)**	**(6,089,937)**	**(5,698,608)**	**(5,019,247)**	**(4,133,000)**

Appendix 7

Reserves Forecast 2024/25

Category	Opening Balance 01/04/2024 £	Net Movement in Year £	Closing Balance 31/03/2025 £	Purpose
General Reserves				
General Fund	(5,027,228)	320,192	(4,707,036)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,530,488)	147,587	(1,382,901)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
Total Revenue	**(6,557,716)**	**467,779**	**(6,089,937)**	
Capital Reserves				
Community Infrastructure Levy (CIL)	(8,826,921)	(477,878)	(9,304,799)	Developers contributions towards Infrastructure
Capital Receipts	0	(30,103)	(30,103)	Generated from sale of Council assets
Grants & Contributions	(6,421,761)	(1,073,563)	(7,495,324)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
Total Capital	**(15,248,682)**	**(1,581,544)**	**(16,830,226)**	
Other Earmarked Reserves				
New Homes Bonus	0	(8,340)	(8,340)	Government grant set aside for supporting capital expenditure
Section 106	(1,802,026)	(894,471)	(2,696,497)	Developers contributions towards facilities
Leavesden Hospital Open Space	(753,889)	0	(753,889)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(749,415)	0	(749,415)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(110,642)	0	(110,642)	Reserve to fund expenditure on plant & machinery
Building Control	(350,596)	0	(350,596)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(8,827,444)	0	(8,827,444)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve	(6,222,586)	0	(6,222,586)	To manage timing differences on the Collection Fund
HB Equalisation	(44,592)	0	(44,592)	To provide against future deficits on the Housing Benefit account
Grants & Contributions	(1,468,133)	0	(1,468,133)	Revenue Grants earmarked for use in future years
Planning Reserve	(88,132)	(111,868)	(200,000)	To allow for conservation area appraisals, the local plan timetable to be accelerated and other planning advice
Local Government Reform Reserve	0	(100,000)	(100,000)	To allow for advice for the proposed Local Government Reform
Total Other	**(20,417,455)**	**(1,114,679)**	**(21,532,134)**	
Total All	**(42,223,853)**	**(2,228,444)**	**(44,452,297)**	

Appendix 8

Budgetary Risks

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

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

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