

Budget Monitoring Report to 30 September 2025 09/12/2025

Full Council
9 December 2025
PART I

BUDGET MONITORING REPORT TO 30 SEPTEMBER 2025
(DIRECTOR OF FINANCE)

Budget Monitoring Summary

- 1.1 The Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.
- 1.2 This report shows the expected financial position over the three year medium term based on the Council's actual financial performance at the end of Period 6 (30 September 2025) set against the latest budget.

2. Recommendation

To Council:

- 2.1 That the revenue budget virements as set out in Appendices 1 to 3 and noted in paragraph 2.1.4 be approved and incorporated into the three-year medium-term financial plan.
- 2.2 That the revenue budget supplementary estimates of £0.067m as set out in appendices 1 to 3 and noted in paragraph 2.1.5 be approved and incorporated into the three-year medium-term financial plan.
- 2.3 That the revenue variances to be managed of £0.001m as set out in appendices 1 to 3 and noted in paragraph 2.1.6 be noted.
- 2.4 That the capital budgets of £11.429m as set out in appendices 1 to 3 and noted in paragraph 2.4.2 be approved and incorporated into the three-year medium-term financial plan.

3.1 Revenue Summary

- 3.1.1 The Forecast reported as at Period 3 was £15.105m. This was a variation to budget of (0.0003m). The forecast year end position for 2025/26 at Period 6 is estimated to be £15.173m giving an unfavourable variance of £0.068m when compared to the previous forecast.
- 3.1.2 The table below shows how the forecast year end position has been constructed:

Revenue Budget 2025/26	£000
Original Net Revenue Budget	14,677

Carry Forward from 2024/25 (Year end report July 2025)	431
Original Budget Plus Carry Forwards from 2024/25	15,108
Variances previously reported	(3)
Previous Forecast	15,105
Supplementary Estimates to budget reported at Period 6 (<i>to be approved</i>)	67
Variances to budget reported at Period 6 (<i>to be noted</i>)	1
Forecast Total Net Expenditure 2025/26	15,173

3.1.3 The main variances are shown in the table below:

Committee	2025/26 Revenue Account - General Fund Summary							
			(C)	(A)		(B)	(B-A)	(B-C)
	Original Budget	Original Budget Plus 2024/25 Carry Forwards	Latest Budget	Previous Forecast	Net Spend to Date	Latest Forecast	Supplimentary Estimates and Variances	Variation to Latest Budget
	£000	£000	£000	£000	£000	£000	£000	£000
General Public Services & Community Engagement	6,030	6,106	6,119	6,131	1,360	6,377	246	258
Climate Change & Leisure	1,504	1,573	1,573	1,573	465	1,560	(13)	(13)
Policy & Resources	4,885	5,172	5,146	5,144	7,135	4,979	(165)	(168)
Total Service Budgets	12,419	12,851	12,838	12,848	8,959	12,916	68	78
Corporate Costs (Interest Earned/Paid) and Parish Precepts	2,258	2,258	2,258	2,258	2,293	2,258	0	0
Net General Fund	14,677	15,109	15,096	15,105	11,253	15,174	68	78

3.1.4 The significant supplementary estimates and variances above include the implementation of the 2025/26 pay award and inflationary increases to the Leisure Management contract.

3.2 Capital Summary

3.2.1 The latest approved budget for 2025/26 is £14.829m. The forecast Year end position for 2025/26 is now estimated to be £26.258m, which results in a service variation of £11.429m. This is largely due to the incorporation of Local Housing Authority Fund expenditure offset by grant as detailed in paragraph 1.4.3 below.

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

Capital Investment Programme 2025/26	£000
Original Budget	5,522
Rephasing from 2024/25 (<i>year end report July 2025</i>)	9,307
Latest Approved Budget (<i>Council October 2025</i>)	14,829
Variances to budget reported at Period 6 (<i>to be approved</i>)	11,429
Forecast Capital Expenditure 2025/26	26,258

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

Description	£000
CIL Community Grants CIL Grants awarded to Batchworth Sea Scouts of £125,000 and 1st Chorleywood Scouts of £190,000. Approved at Full Council 8th July 2025	315
Replacement Bins Rephase from 2026/27 to 2025/26 due to predicted spend on replacement bins based on current spend to date	70
Aquadrome Whole Life Costings Urgent end of life works to footpaths within the Aquadrome	28
UK Shared Prosperity Fund Capital grant received from UK Shared Prosperity Fund	60
ICT Managed Serv – Project Costs Budget virement to ICT Hardware Replacement Programme to facilitate the upgrade of Laptops for all staff	(31)
ICT Hardware Replacement Programme Budget virement from ICT Managed Serv - Project Costs to facilitate the upgrade of Laptops for all staff	31
Local Authority Housing Fund Additional budget for grant income and match funding for LAHF 1, 2 & 3 as agreed at Full Council 8th July 2025	10,954
Others	2
Total Capital Variance	11.429

3.3 Reserves Summary

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

Description	Balance at 1 April 2025 £000	Movement £000	Balance at 31 March 2026 £000
Capital Reserves	(9,720)	(1,394)	(11,115)
Earmarked Reserves	(23,717)	(385)	(24,103)
Economic Impact Reserve	(1,382)	347	(1,035)
General Fund	(4,409)	541	(3,868)
Total	(39,229)	(891)	(40,121)

Details

4.1 Revenue Budget

- 4.1.1 The Council's latest approved services budget (excluding corporate budgets) is £12.848m. The Forecast year end position is now estimated to be £12.916m which results in an unfavourable service variance of £0.068m. After taking account of Corporate Costs, the total unfavourable variation is £0.068m
- 4.1.2 The table below shows the supplementary estimates and variances to be managed against each Committee. The position of each cost centre and an explanation of the main variances for each committee are set out in the detailed committee monitoring reports at Appendices 1 to 3 and within the Corporate Costs Medium Term Revenue Budget at Appendix 4.

Committee	Supplementary Estimates £000	Variances to be managed/Virements £000	Total £000
General Public Services and Community Engagement	245	1	246
Climate Change and Leisure	(13)	0	(13)
Policy and Resources	(165)	0	(165)
Total	67	1	68
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	0	0
Net General Fund	67	1	68

- 4.1.3 Within Appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.
- 4.1.4 The budget virements requested enable effective budget management by ensuring that budgets are aligned to service activity, management responsibilities, and reflect grant income and planned use of reserves. Budget virements must always net to zero across the Council's budget. The budget virements requested at the end of Period 6 result in a net increase in expenditure budgets totalling £0.019m offset by a corresponding net decrease in expenditure budgets or an increase in income budgets, which reflects the receipt of grant income. Policy and Resources Committee is recommended to approve the budget virements at paragraph 10.1.
- 4.1.5 Supplementary estimates totalling £0.067m are requested at the end of Period 6. Supplementary estimates are requested when there is certainty that a budget pressure will arise, and the pressure cannot be managed within the service area. Supplementary estimates are funded by an increase in the contribution from General Balances and if agreed, result in the latest budget being updated to reflect the agreed expenditure. The impact of agreeing the additional budget is taken into account in the General Fund reserves forecast at paragraph 2.2.1. Policy and Resources Committee is recommended to approve the supplementary estimates at paragraph 10.2.
- 4.1.6 At the end of Period 6, variances to be managed total £0.001m. The Policy and Resources Committee is recommended to note these variances at paragraph 10.3.

4.2 Revenue Reserve Position

- 4.2.1 The effect of all Period 6 variances on the Council's General Fund Reserve over the medium term is shown in the table below:

Movement on General Fund Balance	2025/26				2026/27	2027/28
	Original £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Latest £000	Latest £000
Balance Brought Forward at 1 April	(4,409)	(4,409)	(4,409)	(4,409)	(3,868)	(3,253)
(Surplus)/Deficit for Year	391	810	820	541	615	823
Closing Balance at 31 March	(4,018)	(3,599)	(3,589)	(3,868)	(3,253)	(2,430)

- 4.2.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to remain above this minimum level over the medium term.
- 4.2.3 The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve will be used in 2025/26 to fund the shortfall on the SLM management contract income as a result of the impact of COVID-19 on the leisure contract and the reprofiling of the management fee and to fund the Local Plan in the following table:

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

- 4.2.4 After taking account of the Economic Impact Reserve, the Council's unrestricted reserves position is forecast to remain above the £2.0m risk assessed level across the Medium Term Financial Plan (MTFP) at £3.465m as at 31 March 2028 see Appendix 6.

4.3 Investment Portfolio

- 4.3.1 The Council's Property Investment Board was allocated up to a total of £20.000m in 2017 to invest in acquiring property with a specific remit of achieving a 5% return (yield) on the investment. The table below shows those properties that the Council has acquired, the 2025/26 receivable rent, and the resulting yield.
- 4.3.2 The total rent due is forecast to be £0.871m which will achieve an average yield of 5.72%, above the 5% target.

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

Investment Property	2025/26 rent £000	Total cost of property £000	Yield %	Comments
Nottingham	(205)	4,469	4.59%	Acquisition of freehold interest located in the city centre of Nottingham let to commercial tenants, for a combined rental of £227,600pa on a 10 year lease from Feb 2018 which is subject to upward only rent reviews in Feb 2023. With effect from the Feb 2023, Barclays Bank Plc rent has been negotiated and agreed at £145,000 pa. This will be to lease end Feb 2028. Due to financial difficulties Robinson Webster (Jigsaw) Ltd was under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/2023, paying only a concessionary rent of £12,000 pa as opposed to the contracted rent of £60,000 pa. Market Rent Valuation has now been agreed by TRDC and Jigsaw of £60,369pa. from the end of the CVA (8/4/23).
Norwich	(521)	7,169	7.27%	Acquisition of a freehold interest located in the city centre of Norwich. Let to commercial sitting tenants for 20 year lease from December 2007. The rent due wef 21-12-21 was £468,670. The rent is reviewed annually in line with RPI, with a collar and cap arrangement of 3% and 5% respectively. However the lease requires that every 5th year a market rent review is undertaken. A rent review was undertaken wef 21-12-22 resulting in an uplift by the cap rate of 5%; totalling an annual rental figure of £492,103.58. The rents have been reviewed since and the uplifts from Dec 2023 is £516,708.80 and Dec 2024 £534,568.63. We are awaiting signoff for the rent uplifts from the tenant.
Lincoln Drive (South Oxhey)	(145)	2,740	5.29%	The purchase of a Temporary Accommodation hostel at Lincoln Drive, South Oxhey. This comprises of 20 units with a mixture of 1, 2 and 3 bedrooms. This represents the net rent after the deduction of the management fee payable to Watford Community Housing which includes voids and the provision for bad debts.
South Oxhey Maisonettes	(143)	2,877	4.97%	Local Authority (LAHF) funded purchase of 11 maisonettes in South Oxhey from Countryside for total cost of £3,913,200. The properties are under leased to Three Rivers Homes Ltd to provide housing provision. The net turnover rent is paid to TRDC by TRH Ltd. The percentage return is calculated on the TRDC's match funding apportionment of £2.807m + £116,822 for Stamp Duty apportionment
Total	(1,014)	17,255	5.53%	Average Yield

4.4 Capital Programme

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

4.4.2 The latest approved Capital budget is £14.829m. The forecast year end position for capital expenditure by Services at Period 6 is £26.258m. This provides a variance to latest budget of £11.429m, which is largely due to the incorporation of Local Housing Authority Fund expenditure offset by grant as detailed in the table below. The Policy and Resources Committee is recommended to approve a revised capital programme budget taking account of the budget variations as set out in appendices 1 to 3 at paragraph 10.4.

4.4.3 The table below shows the 2025/26 original budget, latest budget, forecast year end position, spend to date and variance for Period 6.

Committee	Original Budget £000	Original Budget Plus 2024/25 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
General Public Services and Community Engagement	2,569	4,905	4,905	1,325	5,283	378
Climate Change and Leisure	1,566	2,332	2,332	435	2,427	95
Policy & Resources	887	1,372	1,372	260	1,373	1
Total Service	5,022	8,609	8,609	2,020	9,084	475
Major Projects:						
South Oxhey Parking	500	500	500	0	500	0
Property Investment Board	0	0	0	0	0	0
Local Authority Housing Fund	0	5,720	5,720	54	16,674	10,954
Total Capital	5,522	14,829	14,829	2,074	26,258	11,429

4.4.4 As at the end of Period 6, the spend totalled £2.074m and represents 13.99% of the latest budget.

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

4.5 Key Risk Areas

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

- **Inflation**

The 12 month Consumer Price Index (CPI) was 3.8% for September 2025 and the Retail Price Index (RPI) was 4.5%. Inflation drives costs across the Council's budgets with the most significant impact on pay, fuel and energy costs. The impact on the Council's budget is set out section 2.6 below.

- **Business Rates & Council Tax**

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

Fund	P6 2025/26 Target	P6 2025/26 Actual	Difference
Council Tax	49.02%	58.20%	9.18%
Business Rates (NNDR)	49.50%	56.02%	6.52%

As at 30 September, collection rates for Council Tax and NNDR are ahead of target, this reflects the profile of payment plan options such as the payment of Council Tax over 10 months of the year rather than 12. Year on year, the collection of Council Tax is marginally ahead of the position reported at 30 September 2024 when 58% (0.20%) of Council Tax due had been collected and Business Rates is ahead when 53.62% (2.40%) of Business Rates due had been collected.

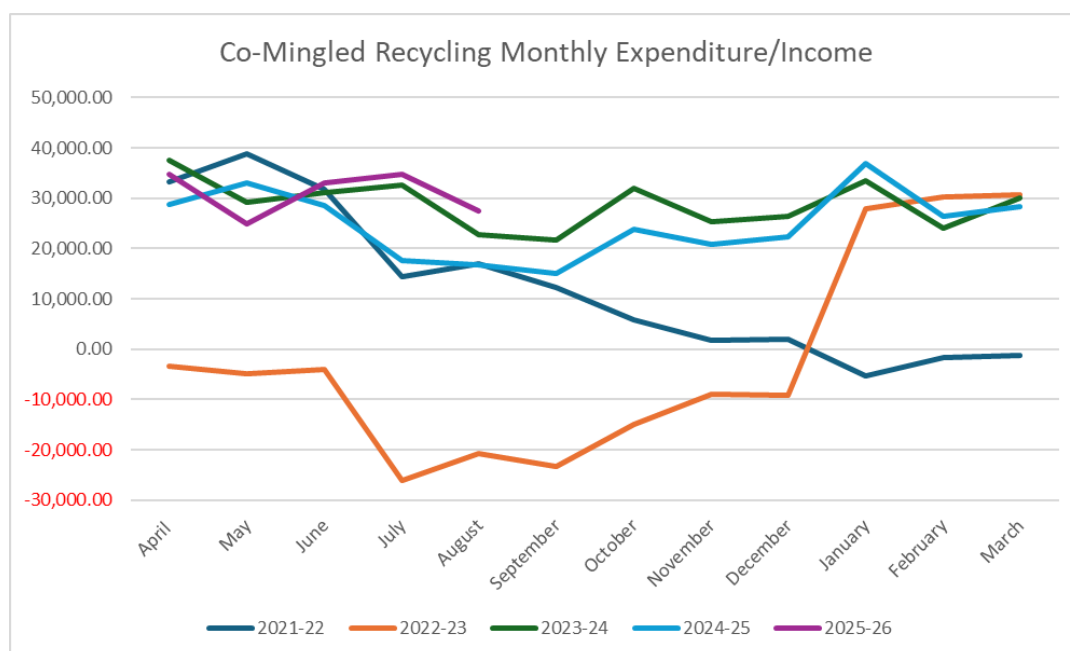
Any impact on collection rates will feed through the Collection Fund to impact on council spending power in 2026/27 through the Collection Fund surplus or deficit.

- **Recycling Costs**

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

At present the Council is being prudent in its forecasting and assuming that recyclable income will not recover. The graph below shows the cost of, or

the income received for the last 4 years to/from our recycling contractor and illustrates how this position can change in year.



- **Interest Rates**

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

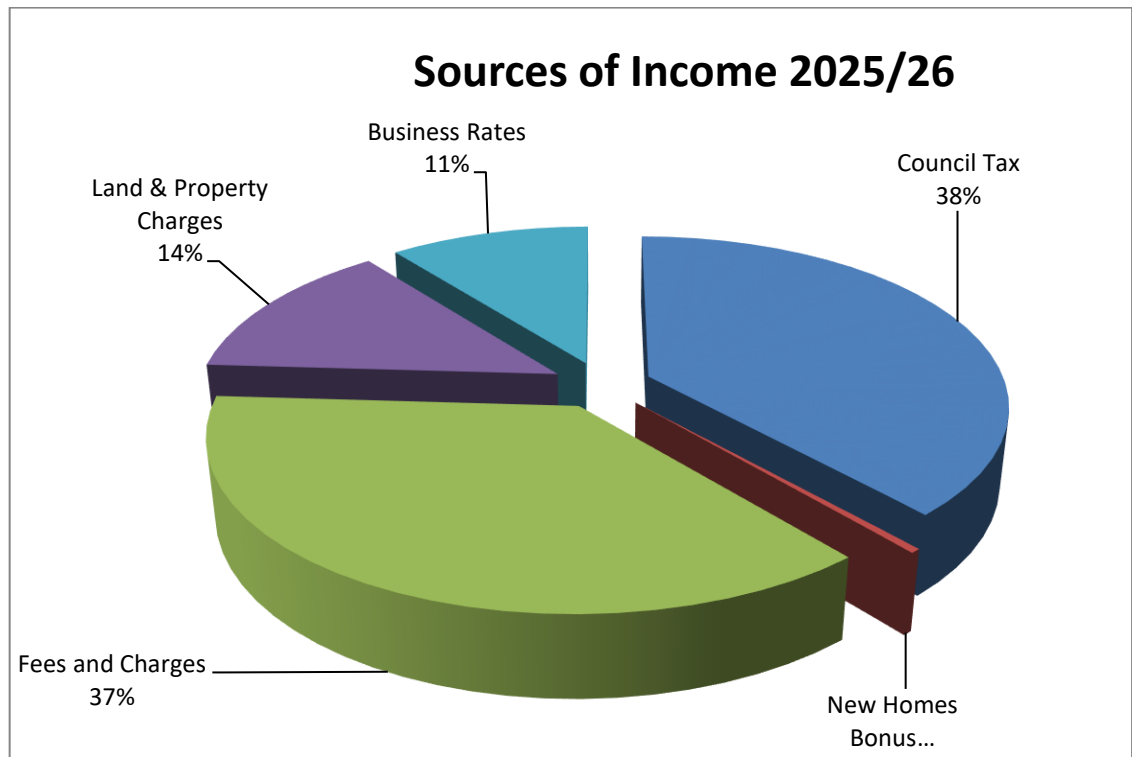
4.5.2 The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee.

4.6 **Impact of inflation**

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

4.7 Council Income

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



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

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

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

Service	Income Stream	2025/26 Original Budget £	2025/26 Latest Budget £	2025/26 Actual to date £	2025/26 Year end Forecast £	2025/26 Variance £
Regulatory Services	Application Fees	(846,420)	(846,420)	(527,416)	(846,420)	0
	Licenses	(208,685)	(208,685)	(135,920)	(208,685)	0
Parking	Penalty Charge Notices	(115,000)	(115,000)	(115,418)	(115,000)	0
	Pay and Display	(220,000)	(220,000)	(127,136)	(220,000)	0
Environmental Protection	Trade Refuse	(930,570)	(930,570)	(445,192)	(930,570)	0
	Garden Waste	(1,703,200)	(1,703,200)	(1,669,548)	(1,703,200)	0
	Clinical Waste	(126,925)	(126,925)	(52,830)	(126,925)	0
	Cemeteries	(248,283)	(248,283)	(93,124)	(248,283)	0
Property Services	Garages	(1,180,120)	(1,180,120)	(551,550)	(1,180,120)	0
	Shops	(210,000)	(210,000)	(102,227)	(210,000)	0
	Investment Properties	(982,225)	(982,225)	(675,251)	(982,225)	0

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

4.8 Debtors (invoicing)

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

4.8.2 As at the end of Period 6 (September), the total outstanding debt was £0.981m. This is equivalent to 3.46% of total budgeted income of £28.341m. Debts less than one month old total £0.293m (29.85% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.193m (19.68% of the total debt) which mainly relate to Temporary Accommodation and rent on a Commercial Property where the tenant has been placed into liquidation. A current tenant that was subject to a CVA, which has now come to an end, has repaid the total rent arrears they incurred following the implementation of a back dated rent review during this monitoring period. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

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

Aged debt	Services	Under 1 Month	Over 1 Month to year	Over a year	Total
Committee		£	£	£	£
General Public Services and Community Engagement	Community Partnerships	4,550	1,595	720	6,865
	Economic Development and Planning Policy	460	0	7,463	7,923
	Housing, Public Health and Wellbeing	5,696	12,509	65,415	83,620
	Public Services	20,736	6,927	3,388	31,051
Climate Change and Leisure	Leisure	23,286	354,985	176	378,447
	Sustainability & Climate	0	0	0	0
Policy & Resources	Resources	236,996	119,314	115,736	472,046
	Leader	1,200	0	220	1,420
Total		292,924	495,330	193,118	981,372

4.9 Treasury Management

- 4.9.1 The Council has managed its cash flows and adhered to its Treasury Management policy during the period to 30 September. The interest earned on the investments made by the Council supports the funding of the services it provides. The Council set an original budget of £0.690m on short-term interest investment for 2025/26. The Bank of England base interest rate was 4.50% on 1st April 2025 and was reduced to 4.25% in May 2025 and 4.0% August 2025. The base rate was therefore 4.0% at the end of the period.

4.10 Staff Vacancy Monitoring

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

Committee	Vacancies
General Public Services and Community Engagement	5
Climate Change and Leisure	1
Policy & Resources	6
	12

- 4.10.2 The percentage of vacant posts at the end of the second quarter is 3.31% when compared against the total number of 362 Council posts. In some cases, vacant posts will be covered by agency staff to ensure service delivery.

Options and Reasons for Recommendations

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

6 Policy/Budget Reference and Implications

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

Financial Implications

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

Variance	2025/26 £	2026/27	2027/28
Revenue - (Favourable)/ Unfavourable	68,323	(60,000)	(60,000)
Capital - Increase / (Decrease)	11,429,051	(71,560)	0

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

7.4

Legal Implications

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

Equal Opportunities Implications

- 9.1 Relevance Test

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

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

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

Risk and Health & Safety Implications

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

- 11.2 The Financial and Budgetary risks are set out in Appendix 8 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk that the medium term financial position worsens, is also reported within the Council's Strategic Risk Register.

The risks set out in Appendix 8 are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Data Quality

Data sources:

Council's financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	Poor	
2	Sufficient	
3	High	✓

Background Papers

Budget papers to Council – February 2025

P3 Budget Management Report – Policy and Resources Committee 8
September 2025

APPENDICES / ATTACHMENTS

Appendix 1 General Public Services and Community Engagement Committee

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

