Appendix 1

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 Gvernment 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)**	

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Grand Total	**14,676,863**	**15,108,708**	**13,979,150**	**14,643,877**	**13,860,419**	**(118,731)**	**(783,458)**	

Appendix 2

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	

Appendix 3

Medium Term Financial Plan 2025/26 – 2028/29

Funding	2025/26 Original	2025/26 Original Budget plus Carry Forwards from 2024/25	2025/26 Latest Budget	2025/26 Previous Forecast	2025/26 Outturn	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
	£	£	£	£	£	£	£	£
Council Tax Base (No.)	40,038.90	40,038.90	40,038.90	40,038.90	40,038.90	40,124.80	40,927.30	41,745.80
Council Tax Base Increase (%)	0.0	0.0	0.0	0.0	0.0	0.21	1.96	1.96
Band D Council Tax (£)	206.36	206.36	206.36	206.36	206.36	212.53	218.88	225.42
Council Tax Increase - TRDC (%)	0.00	0.00	0.00	0.00	0.00	2.99	2.99	2.99
Council Tax (£)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,262,427)	(8,527,724)	(8,958,167)	(9,410,338)
Parish Precepts (£)	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	(2,612,285)	*(2,872,364)*	*(2,929,820)*	*(2,988,410)*
Total Taxation (£)	**(10,874,713)**	**(10,874,713)**	**(10,874,713)**	**(10,874,713)**	**(10,874,713)**	**(11,400,088)**	**(11,887,987)**	**(12,398,748)**
Business Rates/Revenue Support Grant (£)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(4,000,000)	(4,400,000)	(4,150,000)
Collection Fund Surplus/Deficit (£)	124,592	124,592	124,592	124,592	124,592	254,000	0	0
New Homes Bonus Grant (£)	(116,296)	(116,296)	(116,296)	(116,296)	(116,296)			
Government Funding (£)	(419,117)	(419,117)	(419,117)	(419,117)	(419,117)			
Total Grant Funding (£)	**(3,410,821)**	**(3,410,821)**	**(3,410,821)**	**(3,410,821)**	**(3,410,821)**	**(3,746,000)**	**(4,400,000)**	**(4,150,000)**
Total Taxation & Grant Funding (£)	**(14,285,534)**	**(14,285,534)**	**(14,285,534)**	**(14,285,534)**	**(14,285,534)**	**(15,146,088)**	**(16,287,987)**	**(16,548,748)**

Financial Statement - Summary	2025/26 Original	2025/26 Original Budget plus Carry Forwards from 2024/25	2025/26 Latest Budget	2025/26 Previous Forecast	2025/26 Outturn	2026/27 Forecast	2027/28 Forecast	2028/29 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

Appendix 4

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 2026/27
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 Cllrs 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		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	**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**	

Appendix 5

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 Cllrs 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**	

Appendix 6

Capital Funding 2025/26 – 2028/29

Capital Programme	2025/26 Original Budget £	2025/26 Latest Budget £	2025/26 Outturn £	2026/27 Forecast £	2027/28 Forecast £	2028/29 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**

Appendix 7

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. Reconcilliations carried out.	Head of Finance	2	2	4		Review Financial Procedure Rules. Improve effectiveness of reconcilliations.	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 CIPFA Financial resilience index.	Heads of Service/ Head of Finance	Continuous	
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years and there is contigency 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	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	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 moniored 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	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 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	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Head of Finance	1	4	4	➡	Partial Exemption Review is undertaken annually with support provided by the Council's external tax advisors, PS Tax. The Council continue to opt to tax land where appropriate.	Head of Finance	Continuous	
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Minimal savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFPagreed for next three years.	2	2	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	Council procedures are adhered to. These will be reviewed in respect of member orgainsation 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 resest. The local government settlement confirmed baseline funding for the three year spending review period.	2	2	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 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	
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its general fund.	2	3	6	Portfolio to be actively managed to maintain income levels. Income to be reviewed regularly when MTFP is updated.	Head of Property Services	1	3	3	➡	PIB to assume responsibility for ongoing oversight.	Head of Property Services	Continuous	
Sep-18	FIN23	Director of Finance	Budgetary	Commercial Investment	The Council has limited options to further improve self sustainability through commercial investment .	3	2	6	Oversight mechanisms 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	