Budget Monitoring Report to 30 SEPTEMBER 2026 27/10/2026

THREE RIVERS DISTRICT COUNCIL

POLICY AND RESOURCES COMMITTEE

23 NOVEMBER 2026

PART I

BUDGET MONITORING REPORT TO 30 SEPTEMBER 2026 (DIRECTOR OF FINANCE)

Budget Monitoring Summary

1.1 The Budget monitoring report is a key tool in scrutinising the Council's financial performance and is designed to provide an overview to all relevant stakeholders. It is essential that the council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives within its resource limits and, where necessary, corrective action is taken. A key principle of budgetary control is to align the budget holders' financial responsibilities and their management responsibilities.

1.2 This report shows the expected financial position over the three year medium term based on the Council's actual financial performance at the end of Period 6 (30 September 2026) set against the latest budget.

2. Recommendation

To Council:

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

2.2 That the revenue budget supplementary estimates of £0.236m as set out in appendices 1 to 3 and noted in paragraph 4.1.5 be approved and incorporated into the three-year medium-term financial plan.

2.3 That the revenue variances to be managed of £0.335m as set out in appendices 1 to 3 and noted in paragraph 4.1.6 be noted.

2.4 That the capital budgets of £0.341m as set out in appendices 1 to 3 and noted in paragraph 4.4.2 be approved and incorporated into the three-year medium-term financial plan.

Report prepared by Sally Riley, Finance Business Partner

3.1 Revenue Summary

3.1.1 The Forecast reported as at Period 3 was £16.376m. This was a variation to budget of £0.400m. The forecast year end position for 2026/27 at Period 6 is estimated to be £16.947m giving an unfavourable variance of £0.571m when compared to the previous forecast.

3.1.2 The table below shows how the forecast year end position has been constructed:

Revenue Budget 2026/27	£000
Original Net Revenue Budget	**15.243**
Carry Forward from 2025/26 and Adjustments (Year end report July 2026)	733
Original Budget Plus Carry Forwards from 2025/26	**15,976**
Variances previously reported	**400**
Previous Forecast	**16,376**
Supplementary Estimates to budget reported at Period 6 (*to be approved)*	**236**
Variances to budget reported at Period 6 (*to be noted)*	**335**
Forecast Total Net Expenditure 2026/27	**16,947**

3.1.3 The main variances are shown in the table below:

Revenue Budget 2026/27 - P6 Variances	£000
Inflationary Pressures	168
NDR Revaluation - additional NDR costs	114
Cost of Planning Appeals	135
Reduction in Green Waste Income	110
Other Variations	45
Forecast Total Net Expenditure 2026/27	**571**

- The central contingency balance after applying the pay award to individual budgets is £444k. Any remaining balance on the contingency reduces the call on reserves at year end.
- The cost of planning appeals reflects the costs of the planning appeals in relation to Oxhey Lane and Little Green Lane.
- In order to promote early sign up for green waste, the Council is investigating incentives for residents to sign up early to avoid fluctuations in summer income.
- Savings tend to emerge as the financial year progresses. Budget Holders are currently scrutinising budgets to ensure saving are bought forward earlier.
- The impact of vacancies during the year is determined as part of budget monitoring as at the end of November.

3.2 The significant supplementary estimates listed in the appendices include the implementation of the 2026/27 pay award and inflationary increases and increases in the payment of the Real Living Wage on the Leisure Management contract.

3.3 Capital Summary

3.3.1 The latest approved budget for 2026/27 is £22.406m. The forecast Year end position for 2026/27 is estimated to be £22.747m, which results in a service variation of £0.341m.

Capital Investment Programme 2026/27	£000
Original Budget	**6,795**
Variances to budget reported at Period 10 2025/26 (March 2026)	503
Rephasing from 2025/26 (*year end report July 2026)*	14,831
Variances previously reported	277
Latest Budget	**22,406**
Variances to budget reported at Period 6 (*to be approved)*	341
Forecast Capital Expenditure 2026/27	**22,747**

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

Description	£000
CIL Community Grants CIL grants approved at Full Council 20/7/26 - One YMCA £47,050, Croxley Guild Bowls Club £47,298 and Chorleywood Youth FC original grant of £185,903 replaced with new grant of £363,000	271
Capital Grants and Loans Budget virement to Open Space Access Improvements for improvements to Scotsbridge Multi-Use Games Area	(7)
Aquadrome Whole Life Costing **Budget for fencing at the Aquadrome approved 24/7/26 by urgent decision**	110
Open Space Access Improvements Budget Virement from Capital Grants and Loans for improvements on Scotsbridge Multi-Use Games Area	7
Improve Play Areas – Future Schemes Use of S106 funding towards Hayling Road Play Area project	20
TRH Whole Life Costing £60,000 rephased into 2027/28 for investigation of glazing issues which will take place next year. Budget virement requested of £100,000 to TRDC Footpaths and Alleyways to facilitate essential works following a recent inspection	(160)
TRDC Footpaths and Alleyways Inspections undertaken this year have identified an exceptionally high number of areas requiring attention. As a result, the allocated budget has already been fully committed. A budget virement of £100,000 is requested from Three Rivers House Whole life costing budget which is not required this financial year	100
Total Capital Variance	**341**

3.4 **Reserves Summary**

3.4.1 The potential effect of both the revenue and capital variances upon 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	Projected Balance at 1 April 2026 (Budget Council February 2026)	Balance at 1 April 2026 (Outturn Position)	Planned Use of Balances and Carry	Revised Balance at 1 April 2026	Current Forecast Move-ment	Forecast Balance at 31 March 2027
	£000	£000	£000	£000	£000	£000
Capital Reserves	(11,112)	(9,298)		(9,298)	(923)	(10,221)
Earmarked Reserves	(24,215)	(31,164)	6	(31,158)	(105)	(31,263)
Economic Impact Reserve	(1,035)	(1,048)	74	(974)		(974)
General Fund	(4,546)	(5,181)	830	(4,351)	971	(3,380)
Total	**(40,908)**	**(46.691)**	**910**	**(45,781)**	**(57)**	**(45,838)**

The Forecast general fund balance shows the impact assuming all the forecast variations fall on the General Fund, and no savings are identified in the remainder of the year. The 2025/26 Outturn report showed an underspend of £461k after carry forwards of £733k were taken into account.

In addition to general fund balances, the central contingency has a balance of £444k. The balance on the central contingency at year end reduces any call on balances.

Details

3.5 **Revenue Budget**

3.5.1 The Council's latest approved services budget (excluding corporate budgets) is £16.376m. The Forecast year end position is now estimated to be £16.947m which results in a unfavourable service variance of £0.571m. After taking account of Corporate Costs, the total unfavourable variation is £0.571m

3.5.2 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	244	250	494
Climate Change and Leisure	136	24	160
Policy and Resources	(145)	62	83
Total	**236**	**335**	**571**
Corporate Costs (Interest Earned/ Paid) and Parish Precepts	0	0	0
Net General Fund	**236**	**335**	**571**

3.5.3 Within Appendices 1 to 3, annex B sets out the supplementary estimates, variances to be managed, and budget virements requested for each committee.

3.5.4 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 £0.080m offset by a corresponding net decrease in expenditure budgets or an increase in income budgets, which reflects the receipt of grant income and use of reserves. Policy and Resources Committee is recommended to approve the budget virements at paragraph 2.1.

3.5.5 Supplementary estimates totalling £0.236m 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 4.2.1. Policy and Resources Committee is recommended to approve the supplementary estimates at paragraph 2.2.

3.5.6 At the end of Period 6, variances to be managed total £0.335m. The Policy and Resources Committee is recommended to note these variances at paragraph 2.3.

3.6 **Revenue Reserve Position**

3.6.1 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	2026/27				2027/28	2028/29
	Original £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Latest £000	Latest £000
Balance Brought Forward at 1 April	(5,181)	(5,181)	(5,181)	(5,181)	(3,380)	(3,128)
(Surplus)/Deficit for Year	251	1,102	1,230	1,802	252	402
Closing Balance at 31 March	**(4,930)**	**(4,079)**	**(3,951)**	**(3,380)**	**(3,128)**	**(2,726)**

3.6.2 A prudent minimum general fund balance of £2.000m is considered appropriate. The general fund balance is forecast to fall below this minimum level over the medium term.

3.6.3 The Council also has the Economic Impact Reserve which is held to manage the impact of economic fluctuations. The reserve is not currently planned to be used in 2026/27.

Movement on Economic Impact Reserve	2026/27				2027/28	2028/29
	Original £000	Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Latest £000	Latest £000
Balance Brought Forward at 1 April	(1,048)	(1,048)	(1,048)	(1,048)	(974)	(974)
Covid-19 Impact for year	0	0	0	74	0	0
Closing Balance at 31 March	**(1,048)**	**(1,048)**	**(1,048)**	**(974)**	**(974)**	**(974)**

3.6.4 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 £3.700m as at 31 March 2029 see Appendix 6.

3.7 **Investment Portfolio**

3.7.1 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 2026/27 receivable rent, and the resulting yield.

3.7.2 The total rent due is forecast to be £1.049m which will achieve an average yield of 5.62%, above the 5% target. The governance of property investments is covered in the Property Investment Strategy.

Investment Property	2026/27 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. A lease review is currently being undertaken. Robinson Webster (Jigsaw) Ltd was under a Company Voluntary Agreement (CVA). Effective from the 2/9/20 to 8/4/23, 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. wef from the end of the CVA (8/4/23).
Norwich	(561)	7,169	7.83%	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. Rent review was undertaken and it was uplifted to wef 21-12-22 by cap rate of 5%. This resulted in an annual rental figure of £492,103.58. The latest annual rent uplift in Dec 25 has increased the rent to £556,927.50 A rent uplift of 3% has been projected wef Dec 26. A lease review is currently being undertaken.
Lincoln Drive (South Oxhey)	(138)	2,740	5.04%	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	(145)	2,877	5.04%	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	**(1,049)**	**17,255**	**5.62%**	**Average Yield**

3.8 **Capital Programme**

3.8.1 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.

3.8.2 The latest Capital budget including re-phasing from 2025/26 is £22.406m. The forecast year end position for capital expenditure by Services at Period 6 is £22.747m. This provides a variance to latest budget of £0.341m as detailed in the table below. The Policy and Resources Committee is recommended to approve a revised capital programme budget taking account of the budget variations as set out in appendices 1 to 3 at paragraph 2.4.

3.8.3 The table below shows the 2026/27 original budget, latest budget, forecast year end position, spend to date and variance for Period 6.

Committee	Original Budget £000	Original Budget Plus 2025/26 Rephasing	Latest Budget £000	Spend to Date £000	Year end Forecast £000	Variance £000
General Public Services and Community Engagement	2,715	4,352	4,410	1,191	4,774	364
Climate Change and Leisure	1,504	2,880	3100	425	3,237	137
Policy & Resources	828	1,152	1,152	118	992	(160)
Total Service	**5,048**	**8,384**	**8,661**	**1,734**	**9,002**	**341**
Major Projects:						
South Oxhey Parking	0	500	500	0	500	*0*
Local Authority Housing Fund	2,250	13,745	13,745	2,271	13,745	*0*
Total Capital	**7,298**	**22,129**	**22,406**	**4,005**	**22,747**	**341**

3.8.4 As at the end of Period 6, the spend totalled £4.005m and represents 17.87% of the latest budget.

3.8.5 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.

3.9 **Key Risk Areas**

3.9.1 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 3.5% for September 2026 and the Retail Price Index (RPI) was 3.9%. 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 4.6 below.

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

Fund	P6 2026/27 Target	P6 2026/27 Actual	Difference
Council Tax	49.02%	57.8%	8.78%
Business Rates (NNDR)	49.5%	59.02%	9.52%

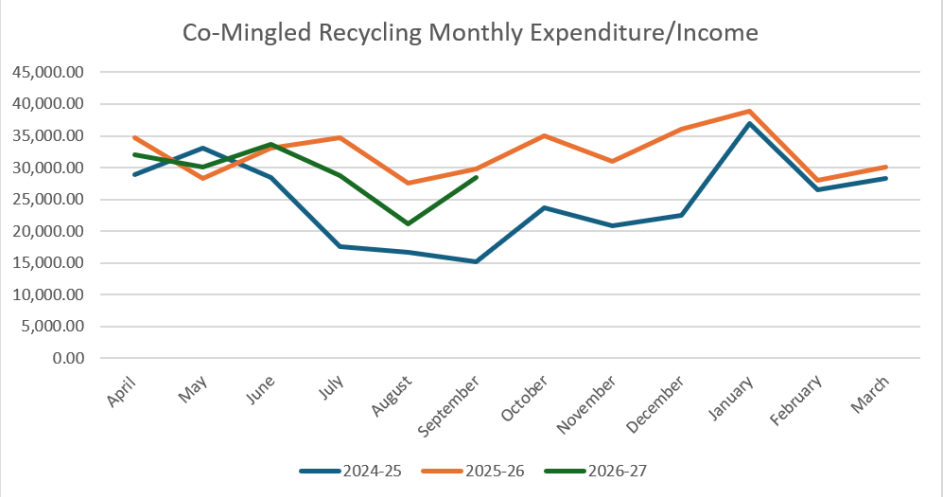
As at 30 September, collection rates for Council Tax and NNDR are ahead of target, this reflects the profile of payment plan options such as the payment of Council Tax over 10 months of the year rather than 12. Year on year, the collection of Council Tax is marginally behind of the position reported at 30 September 2025 when 58.2% (-0.4%) of Council Tax due had been collected and Business Rates is ahead when 56.02% (3.0%) 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 2027/28 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 for the last 3 years to 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 2026/27. 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.

- **National Non-Domestic Rates (NNDR) Write-Offs**
  Approval is sought to "write off" irrecoverable debts in relation to NNDR, as the sums in question are above the delegated authority of the Director of Finance.

  The sum of £462,077.06 pertains to 31 businesses. The details of the individual amounts and the reasons for the write-off can be found at Appendix 9.

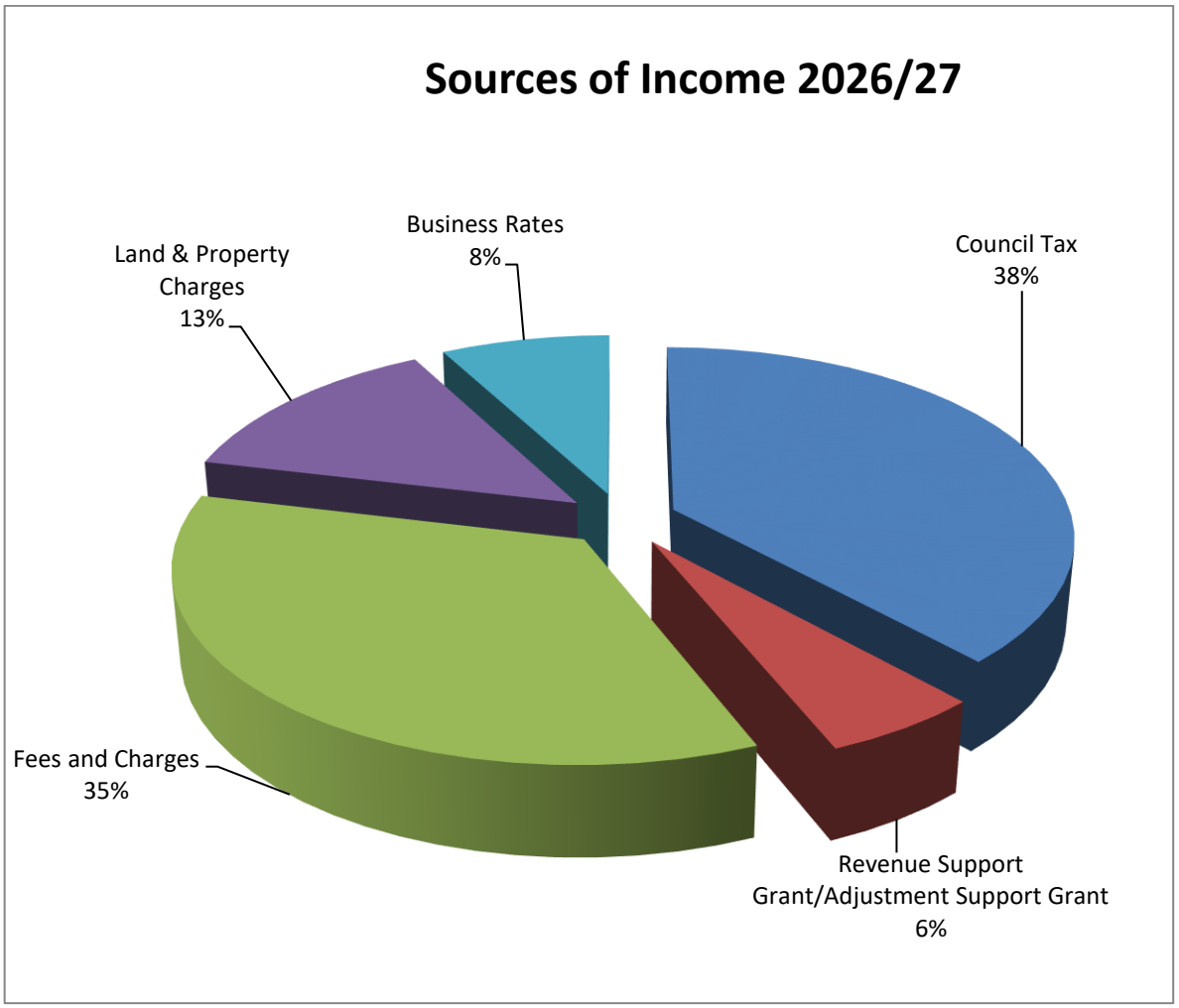
3.9.2 The Council's overall key financial risk matrix is shown at Appendix 7. These are reported and monitored and reviewed by the Council's Audit Committee.

3.10 **Impact of inflation**

3.10.1 Energy costs are expected to continue to place pressure on budgets in year although the pressure hasn't materialised in actual costs to 30 September 2026. As far as possible, services will be expected to absorb increased costs by managing other expenditure.

3.11 **Council Income**

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



3.11.2 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.

3.11.3 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.

3.11.4 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	2026/27 Original Budget £	2026/27 Latest Budget £	2026/27 Actual to date £	2026/27 Year end Forecast £	2026/27 Variance £
Regulatory Services	Application Fees	(889,234)	(889,234)	(377,530)	(889,234)	0
	Licenses	(215,120)	(215,120)	(124,460)	(215,120)	0
Parking	Penalty Charge Notices	(175,000)	(175,000)	(107,914)	(175,000)	0
	Pay and Display	(230,000)	(230,000)	(146,145)	(230,000)	0
Environmental Protection	Trade Refuse	(960,345)	(960,345)	(466,985)	(960,345)	0
	Garden Waste	(1,761,170)	(1,761,170)	(1,642,969)	(1,651,170)	110,000
	Clinical Waste	(55,985)	(55,985)	(18,957)	(55,985)	0
	Cemeteries	(256,213)	(256,213)	(179,371)	(256,213)	0
Property Services	Garages	(1,213,410)	(1,213,410)	(576,872)	(1,199,410)	14,000
	Shops	(210,000)	(210,000)	(143,758)	(210,000)	0
	Investment Properties	(1,082,885)	(1,082,885)	(603,119)	(1,082,885)	0

3.11.5 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.

3.12 **Debtors (invoicing)**

3.12.1 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 pursing the debt through the legal recovery process.

3.12.2 As at the end of Period 6 (September), the total outstanding debt was £0.580m. This is equivalent to 1.95% of total budgeted income of £29.824m. Debts less than one month old total £0.301m (49.22% of total debt) and it is considered that this sum will be recovered. Outstanding debt over a year old is £0.167m (35.43% of the total debt) which mainly relate to Temporary Accommodation and rent on a Commercial Property where the tenant has been placed into liquidation. The Council's debt recovery team will continue to chase these debts and initiate payment plans (instalments) wherever possible.

3.12.3 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	4,972	1,180	720	**6,872**
	Economic Development and Planning Policy	0	0	7,463	**7,463**
	Housing, Public Health and Wellbeing	5,246	5,458	36,963	**47,667**
	Public Services	14,551	3,014	4,799	**22,364**
Climate Change and Leisure	Leisure	116,276	2,103	1	**118,380**
	Sustainability & Climate	0	0	0	**0**
Policy & Resources	Resources	158,987	50,546	166,814	**376,347**
	Leader	1,200	0	71	**1,271**
Total		**301,232**	**62,301**	**216,831**	**580,364**

3.13 Treasury Management

3.13.1 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 £1.000m on short-term interest investment for 2026/27. The Bank of England base interest rate was 3.75% on 1st April 2026 and has remained the same since. The base rate was therefore 3.75% at the end of the period.

3.14 Staff Vacancy Monitoring

3.14.1 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 2026 with a detailed analysis by service within Appendices 1 to 3.

Committee	Vacancies
General Public Services and Community Engagement	3
Climate Change and Leisure	1
Policy & Resources	7
	11

3.14.2 The percentage of vacant posts at the end of the second quarter is 3.04% 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

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

5 Policy/Budget Reference and Implications

5.1 In accordance with the Council's Constitution and Financial Procedure Rules, if the recommendations are accepted, this will amend the Council's budgets for 2026/27, and over the MTFP.

5.2 There are no substantial changes to Council policy resulting from this report.

Financial Implications

6.1 The following revenue and capital variations have been identified for all service committees at 30 September 2026:

Variance	2026/27 £	2027/28	2028/29
Revenue - (Favourable)/ Unfavourable	571,345	308,941	308,941
Capital - Increase / (Decrease)	341,288	0	0

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

Legal Implications

7.1 There are no legal implications directly arising from this report.

Equal Opportunities Implications

8.1 Relevance Test

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

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

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

Risk and Health & Safety Implications

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

11.2 The Financial and Budgetary risks are set out in Appendix 8 and are also reported to each meeting of the Audit Committee. FIN07, which captures the risk

that the medium term financial position worsens, is also reported within the Council's Strategic Risk Register.

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

Data Quality

Data sources:

Council's financial ledger

Data checked by:

Sally Riley, Finance Business Partner

Data rating:

1	**Poor**	
2	**Sufficient**	
3	**High**	✓

Background Papers

Budget papers to Council – February 2026

P3 Budget Monitoring Report – Policy and Resources Committee 8 October 2026

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 2026-2029
Appendix 7 Reserves Forecast 2026/27
Appendix 8 Budgetary Risks
Appendix 9 NNDR Write Offs

THREE RIVERS
DISTRICT COUNCIL