

**Corporate costs Medium Term Revenue Budget**

Corporate Costs	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P3	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£		£	£	£	£	£	
Interest Earned	(760,000)	(760,000)	(760,000)	(760,000)	(5,420)	(1,260,000)	(500,000)	(660,000)	(660,000)	A variance to be managed of £500,000 on Investment interest due to continuing high interest rates and unpredictability going forwards
Interest Paid	715,606	715,606	715,606	715,606	(8,980)	715,606	0	755,266	741,766	Budget will be spent
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	1,250,296	2,500,591	0	2,500,591	2,500,591	Paid half yearly in April & September
<b>Total Corporate Costs</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>1,235,896</b>	<b>1,956,197</b>	<b>(500,000)</b>	<b>2,595,857</b>	<b>2,582,357</b>	

## Funding the Capital Investment Programme

## CAPITAL INVESTMENT PROGRAMME 2024-2027 - FUNDING

Capital Programme	2024/25	2024/25	2024/25	2025/26	2026/27
	Original Budget	Latest Budget	Outturn Forecast at P3	Forecast	Forecast
	£	£	£	£	£
<b>Balance Brought Forward</b>					
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)
Capital Receipts Reserve	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	(5,152,715)	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0
<b>Total Funding Brought Forward</b>	<b>(7,957,464)</b>	<b>(7,957,464)</b>	<b>(7,957,464)</b>	<b>(2,804,749)</b>	<b>(2,804,749)</b>
<b>Generated in the Year</b>					
Govt Grants: Disabled Facility Grants	(586,000)	(725,637)	(725,637)	(586,000)	(586,000)
Section 106 Contributions	0	0	0	0	0
Capital Receipts Reserve	(1,100,000)	(1,100,000)	(1,100,000)	(1,000,000)	(1,000,000)
LAHF	0	0	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	(100,025)	(100,025)	(100,025)	(95,000)	(95,000)
<b>Total Generated</b>	<b>(1,786,025)</b>	<b>(1,925,662)</b>	<b>(1,925,662)</b>	<b>(1,681,000)</b>	<b>(1,681,000)</b>
<b>Use of Funding</b>					
Govt Grants: Disabled Facility Grants	586,000	725,637	725,637	586,000	586,000
Section 106 Contributions	0	0	0	0	0
CIL Contributions	460,000	460,000	1,918,092	0	0
Capital Receipts Reserve	1,100,000	1,100,000	1,100,000	1,000,000	1,000,000
LAHF	0	0	5,152,715	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	100,025	100,025	100,025	95,000	95,000
Borrowing	3,131,003	10,518,254	9,591,847	1,707,590	1,756,370
<b>Total Use of Funding</b>	<b>5,377,028</b>	<b>12,903,916</b>	<b>18,588,316</b>	<b>3,388,590</b>	<b>3,437,370</b>
<b>Balance Carried Forward</b>					
Govt Grants: Disabled Facility Grants	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)	(1,269,046)
Section 106 Contributions	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)	(1,535,703)
Capital Receipts Reserve	0	0	0	0	0
LAHF	(5,152,715)	(5,152,715)	0	0	0
Future Capital Expenditure Reserve	0	0	0	0	0
New Homes Bonus Reserve	0	0	0	0	0
<b>Total Funding Carried Forward</b>	<b>(7,957,464)</b>	<b>(7,957,464)</b>	<b>(2,804,749)</b>	<b>(2,804,749)</b>	<b>(2,804,749)</b>
<b>South Oxhey Initiative</b>					
Balance Brought Forward	0	0	0	0	0
Generated in the Year (Land Receipts)	(6,354,279)	(6,354,279)	(6,354,279)	0	0
Repayment of Borrowing	6,354,279	6,354,279	6,354,279	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure Capital Investment Programme</b>	<b>5,377,028</b>	<b>12,903,916</b>	<b>18,588,316</b>	<b>3,388,590</b>	<b>3,437,370</b>

## Medium Term Financial Plan 2023-2026

Medium Term Financial Plan - Consolidated Revenue Account (General Fund)							
Funding	2024/25					2025/26	2026/27
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
Council Tax Base (No.)	39,850.80	39,850.80	39,850.80	39,850.80	39,850.80	40,249.30	40,651.80
<b>Council Tax Base Increase (%)</b>	0.00	0.00	0.00	0.00	0.00	0.99	0.99
Band D Council Tax (£)	200.37	200.37	200.37	200.37	200.37	206.36	212.53
<b>Council Tax Increase - TRDC (%)</b>	0.00	0.00	0.00	0.00	0.00	2.99	2.99
Council Tax (£)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(7,984,905)	(8,305,846)	(8,639,727)
<i>Parish Precepts (£)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>	<i>(2,500,591)</i>
<b>Total Taxation (£)</b>	<b>(10,485,496)</b>	<b>(10,485,496)</b>	<b>(10,485,496)</b>	<b>(10,485,496)</b>	<b>(10,485,496)</b>	<b>(10,806,437)</b>	<b>(11,140,318)</b>
Business Rates (£)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,818,907)	(2,795,000)	(2,795,000)
Collection Fund Surplus (£)	84,870	84,870	84,870	84,870	84,870	84,870	0
New Homes Bonus Grant (£)	(100,025)	(100,025)	(100,025)	(100,025)	(100,025)	(95,000)	(95,000)
Government Funding (£)	(589,041)	(589,041)	(589,041)	(589,041)	(589,041)	(500,000)	(500,000)
Dividend (£)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Total Grant Funding (£)</b>	<b>(3,473,103)</b>	<b>(3,473,103)</b>	<b>(3,473,103)</b>	<b>(3,473,103)</b>	<b>(3,473,103)</b>	<b>(3,355,130)</b>	<b>(3,440,000)</b>
<b>Total Taxation &amp; Grant Funding (£)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(14,161,567)</b>	<b>(14,580,318)</b>
Financial Statement - Summary							
	2024/25					2025/26	2026/27
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Forecast	Forecast
	£		£		£	£	£
<b>Committee - Net Cost Of Services</b>							
General Public Services, Community Safety and Infrastructure	4,480,576	4,535,325	4,535,325	4,535,325	4,535,325	4,504,590	4,464,010
Climate Change, Leisure and Housing	1,952,185	2,032,948	2,032,948	2,032,948	2,032,948	2,014,601	2,065,233
Policy and Resources	5,270,374	5,411,429	5,411,429	5,411,429	5,411,429	5,298,108	5,534,447
<b>Period 3 Variances</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>469,772</b>	<b>136,229</b>	<b>136,229</b>
<b>Sub-Total</b>	<b>11,703,135</b>	<b>11,979,702</b>	<b>11,979,702</b>	<b>11,979,702</b>	<b>12,449,474</b>	<b>11,953,528</b>	<b>12,199,919</b>
<b>Other</b>							
Parish Precepts	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591	2,500,591
Interest Payable & Borrowing costs	715,606	715,606	715,606	715,606	715,606	755,266	741,766
Interest Received	(760,000)	(760,000)	(760,000)	(760,000)	(760,000)	(760,000)	(660,000)
<b>Period 3 Variances</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>
<b>Sub-Total</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>2,456,197</b>	<b>1,956,197</b>	<b>2,495,857</b>	<b>2,582,357</b>
<b>Net Expenditure</b>	<b>14,159,332</b>	<b>14,435,899</b>	<b>14,435,899</b>	<b>14,435,899</b>	<b>14,405,671</b>	<b>14,449,385</b>	<b>14,782,276</b>
<b>Income from Council Tax, Government Grants &amp; Business Rates</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(13,958,598)</b>	<b>(14,161,567)</b>	<b>(14,580,318)</b>
<b>(Surplus)/Deficit Before Use of Earmarked Reserves</b>	<b>200,734</b>	<b>477,301</b>	<b>477,301</b>	<b>477,301</b>	<b>447,073</b>	<b>287,818</b>	<b>201,958</b>
<b>Planned Use of Reserves:</b>							
Economic Impact Reserve	0	0	0	0	(147,587)	(147,587)	0
<b>(Surplus) / Deficit to be funded from General Balances</b>	<b>200,734</b>	<b>477,301</b>	<b>477,301</b>	<b>477,301</b>	<b>299,486</b>	<b>140,231</b>	<b>201,958</b>
Movement on General Fund Balance							
	2024/25					2025/26	2026/27
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest
	£		£		£	£	£
Balance Brought Forward at 1 April	(4,964,156)	(4,964,156)	(4,964,156)	(4,964,156)	(4,964,156)	(4,664,670)	(4,524,439)
Revenue Budget (Surplus)/Deficit for Year	200,734	477,301	477,301	477,301	299,486	140,231	201,958
<b>Closing Balance at 31 March</b>	<b>(4,763,422)</b>	<b>(4,486,855)</b>	<b>(4,486,855)</b>	<b>(4,486,855)</b>	<b>(4,664,670)</b>	<b>(4,524,439)</b>	<b>(4,322,481)</b>
Movement on Economic Impact							
	2023/24					2024/25	2025/26
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest
	£		£		£	£	£
Balance Brought Forward at 1 April	(1,067,969)	(1,067,969)	(1,067,969)	(1,067,969)	(1,067,969)	(920,382)	(772,795)
COVID-19 Impact for Year	0	0	0	0	147,587	147,587	0
<b>Closing Balance at 31 March</b>	<b>(1,067,969)</b>	<b>(1,067,969)</b>	<b>(1,067,969)</b>	<b>(1,067,969)</b>	<b>(920,382)</b>	<b>(772,795)</b>	<b>(772,795)</b>
Total Reserves Impact							
	2023/24					2024/25	2025/26
	Original	Original Budget plus Carry Forwards from 2023/24	Latest Budget	Previous Forecast	Latest Forecast	Latest	Latest
	£		£		£	£	£
Balance Brought Forward at 1 April	(6,032,125)	(6,032,125)	(6,032,125)	(6,032,125)	(6,032,125)	(5,585,052)	(5,297,234)
Impact for Year	200,734	477,301	477,301	477,301	447,073	287,818	201,958
<b>Closing Balance at 31 March</b>	<b>(5,831,391)</b>	<b>(5,554,824)</b>	<b>(5,554,824)</b>	<b>(5,554,824)</b>	<b>(5,585,052)</b>	<b>(5,297,234)</b>	<b>(5,095,276)</b>
<b>Total Reserves</b>	<b>(5,831,391)</b>	<b>(5,554,824)</b>	<b>(5,554,824)</b>	<b>(5,554,824)</b>	<b>(5,585,052)</b>	<b>(5,297,234)</b>	<b>(5,095,276)</b>

## Reserves Forecast 2023/24

Category	Opening Balance 01/04/2024 £	Net Movement in Year £	Closing Balance 31/03/2025 £	Purpose
<b>General Reserves</b>				
General Fund	(4,964,156)	299,486	(4,664,670)	Working balance to support the Council's revenue services. £2M is a suggested prudent minimum
Economic Impact (EIR)	(1,067,969)	147,587	(920,382)	To support the funding of unexpected/unplanned Council expenditure as a result of fluctuations in the economy.
<b>Total Revenue</b>	<b>(6,032,125)</b>	<b>447,073</b>	<b>(5,585,052)</b>	
<b>Capital Reserves</b>				
Community Infrastructure Levy (CIL)	(8,826,921)	(397,312)	(9,224,233)	Developers contributions towards Infrastructure
Capital Receipts	0	(30,103)	(30,103)	Generated from sale of Council assets
Grants & Contributions	(6,421,761)	(1,042,820)	(7,464,581)	Disabled Facility Grants and other contributions
Reserve for Capital expenditure	0	0	0	Reserve set aside for supporting capital expenditure
<b>Total Capital</b>	<b>(15,248,682)</b>	<b>(1,470,235)</b>	<b>(16,718,917)</b>	
<b>Other Earmarked Reserves</b>				
New Homes Bonus	0	0	0	Government grant set aside for supporting capital expenditure
Section 106	(1,802,026)	(562,942)	(2,364,968)	Developers contributions towards facilities
Leavesden Hospital Open Space	(753,889)	0	(753,889)	To maintain open space on the ex hospital site
Abbots Langley - Horsefield	(749,415)	0	(749,415)	Developers contributions towards maintenance of site
Environmental Maintenance Plant	(110,642)	0	(110,642)	Reserve to fund expenditure on plant & machinery
Building Control	(350,596)	0	(350,596)	To provide against future losses and/or borrowing against Hertfordshire Building Control Ltd
Commercial Risk Reserve	(8,827,444)	0	(8,827,444)	To manage timing of cashflows and risks in relation to commercial ventures
Collection Fund Reserve	(6,222,585)	0	(6,222,585)	To manage timing differences on the Collection Fund
HB Equalisation	(44,592)	0	(44,592)	To provide against future deficits on the Housing Benefit account
Grants & Contributions	(1,468,133)	0	(1,468,133)	Revenue Grants earmarked for use in future years
Planning Reserve	(88,132)	0	(88,132)	To allow for conservation area appraisals, the local plan timetable to be accelerated and other planning advice
<b>Total Other</b>	<b>(20,417,454)</b>	<b>(562,942)</b>	<b>(20,980,396)</b>	
<b>Total All</b>	<b>(41,698,261)</b>	<b>(1,586,104)</b>	<b>(43,284,365)</b>	

Budgetary Risks

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Sep-15	FIN07	Director of Finance	Strategic	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register.	4	4	16	The Council has a robust financial management framework which includes 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; Audited Statement of Accounts, including Annual Governance Statement. Currently the accounts are subject to cross system delays, however Azets have started work on the 2023/24 audit.	Director of Finance	3	2	6	➔	2024/25 Budget has been agreed with a significant contingency for the pay award and other inflation. 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/ Director of Finance	Continuous
Apr-06	FIN08	Director of Finance	Budgetary	The pay award exceeds estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The 2024-25 pay offer has been made by employers at a level that will not put pressure on the contingency. Inflation is beginning to come down reducing pressure on next years	3	3	9	Maintain reserves to guard against risk. Early identification of new pressures through Budget Monitoring.	Director of Finance	3	2	6	➔	The Council's 3 year Medium term Financial Strategy includes forecast pay awards for the next three years. The Council maintains reserves to guard against risk including setting a prudent minimum level for general balances. Early identification of new pressures through Budget Monitoring enable the Council to take steps to bring the budget back into balance.	Director of Finance	Continuous
Apr-06	FIN09	Director of Finance	Budgetary	Other inflationary increases exceed estimates included in the MTFP resulting in unplanned and unsustainable use of reserves.	Other than contractual agreements, budgets are cash limited where possible and budget managers are expected to manage increases within existing budgets.	2	3	6	Monitor future inflation projections. Actively manage budgets to contain inflation. Maintain reserves.	Service Heads/ Director 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.	Director 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 has lent out over a longer period to maximised the benefit from temporary higher rates. With investment in LAHF schemes cash balances are expected to fall but remain positive..	Director of Finance	3	2	6	➔	The Audit Committee receives two reports per year on Treasury Management activity and interest income and expenditure is monitored through the Budget Monitoring Report.	PIB	Continuous

x1

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 controls owner	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Apr-06	FIN11	Director of Finance	Budgetary	Inaccurate estimates of fees and charges income and / or estimates of cost of delivering chargeable services result in budgetary pressure.	A budget pressure is created due to income shortfalls or increased expenditure	3	2	6	Budget levels realistically set and closely scrutinised	Service Heads/ Director 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.	Director of Finance	Continuous
Apr-06	FIN12	Director of Finance	Budgetary	The Council loses the ability to recover VAT as a result of exceeding the partial exemption threshold resulting in budgetary pressure.	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total taxable 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	2	4	8	VAT Planning and opt to tax on schemes. VAT advisers employed.	Director 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.	Director of Finance	Continuous
Dec-13	FIN13	Director of Finance	Budgetary	The estimated cost reductions and additional income gains set out in the MTFP are not achieved resulting in an unplanned and unsustainable use of reserves.	Savings identified and included in the budget will be monitored as part of the budget monitoring process. See fees and charges above. MTFP agreed for next three years.	2	3	6	Service Heads to take responsibility for achieving savings. Budget monitoring to highlight any issues to allow corrective action to be taken.	Service Heads/ Director of Finance	2	2	4	➔	Budget process to clearly identify savings to be achieved and ensure clarity over responsibility over delivery. Savings to be challenged.	Director of Finance	Continuous
Apr-06	FIN14	Director of Finance	Budgetary	The Council is faced with potential litigation and other employment related risks	The Council has no material outstanding litigation cases.	2	3	6	Council procedures are adhered to	Solicitor to the Council	1	3	3	➔	Adherence to council procedures to be monitored and procedures maintained.	Solicitor to the Council	ongoing

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates
Dec-13	FIN18	Director of Finance	Budgetary	Business Rates Retention fluctuates impacting on the amount of funding received by the Council.	From April 2020 the system was due to be subject to reset and increase to 75% retention resulting in a loss of growth. This has been further postponed to 2025/26. However, the significant revaluations for 2023 introduce additional risk of appeals which could result in a reduction to income. The Government has	3	4	12	Maintain reserves against risk. Ensure prudent provision for appeals.	Director of Finance	3	3	9	➔	Hertfordshire CFOs continue to work with LG Futures to assess the impact on individual Councils in Hertfordshire and the impact on the ability to create a business rate pool for future years. The scale of appeals is still unknown but this is likely to become clearer over the next 24 months as transitional relief reduces for businesses impacted by the increases in rateable value. Three Rivers is outside of the pool for 2024/25.	Director of Finance	Continuous
Jul-16	FIN20	Director of Finance	Budgetary	Failure of ICT systems	The Council's integrated Financial Management System (FMS) is held on an ICT platform. If this were to fail then potentially there will be a loss of functionality	3	2	6	System migrated to latest version. Payments system updated.	Service Heads/ Director of Finance	1	2	2	➔	Monitor reliability	Head of Finance	Continuous
Mar-18	FIN21	Director of Finance	Budgetary	Property Investment	The Property Investment Board manage its property portfolio in order to secure additional income to support its 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 following changes to the the Prudential Code for Capital Finance and	3	2	6	Oversight mechanisms to be put in place to ensure oversight by PIB or similar mechanism. Council to determine approach to risk and level of income dependency within budget.	Director of Finance	2	2	4	➔	Monitor new developments. Investments overseen by the cross party Shareholder and Commercial Ventures Panel.	Head of Property Services	Continuous
Nov-19	FIN 24	Director of Finance	Service	Loss of Key Personnel	As the Council becomes more complex in its financial arrangements, key skills become more important.	3	4	12	Improve depth of skills and knowledge. Bring in temporary additional resources as necessary.	Head of Finance	2	3	6	⬆	Whilst the Finance team is currently fully staffed, pressures are continuing to increase in the external market. 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