

**From:** Nick Smith  
**Sent:** 09 December 2016 09:29  
**To:** 'Alan Russell'  
**Cc:** Jude Green  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners - Ref 100628861 & 101001830

Dear Mr Russell,

I refer to your email dated 2<sup>nd</sup> and having noted the content will now prepare your appeal for our next Policy and Resources Committee at Three Rivers District Council to be held on 23<sup>rd</sup> January, 2017.

I have placed a hold on both accounts in the meantime awaiting the decision of the committee.

I trust this clarifies the position.

Kind regards,

**Nick Smith**  
**Revenues Manager**

**Three Rivers & Watford**  
**Revenues & Benefits Shared Services**  
Town Hall  
Watford  
Hertfordshire  
WD17 3EX  
Tel; 01923 278134  
[www.threerivers.gov.uk](http://www.threerivers.gov.uk)  
[www.watford.gov.uk](http://www.watford.gov.uk)

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**From:** Alan Russell [mailto:████████████████████]  
**Sent:** 02 December 2016 18:57  
**To:** Nick Smith  
**Cc:** Jude Green  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners - Ref 100628861 & 101001830

Dear Mr Smith,

Having submitted our appeal on 12<sup>th</sup> July, and having received no answers to the questions raised and only a restatement of your previous position, can I please clarify if you require any further action on our part? Given our other very substantial commitments to the Council we are unfortunately not able to pay this large unexpected bill.

Kind regards

Alan Russell, Hon. Treasurer  
M: ██████████

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**From:** Nick Smith [<mailto:Nick.Smith@watford.gov.uk>]  
**Sent:** 11 November 2016 11:16  
**To:** 'Alan Russell' <[REDACTED]>  
**Cc:** 'Ray Figg' <[Ray.Figg@ThreeRivers.gov.uk](mailto:Ray.Figg@ThreeRivers.gov.uk)>; 'Chris Hope' <[Chris.Hope@ThreeRivers.gov.uk](mailto:Chris.Hope@ThreeRivers.gov.uk)>;  
 [REDACTED] Jude Green <[jude.green@watford.gov.uk](mailto:jude.green@watford.gov.uk)>  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners - Ref 100628861 & 101001830

Dear Mr Russell,

I refer to your recent email dated 10<sup>th</sup> along with our recent telephone conversation, of which firstly please accept my sincere apologies for the issue of 2 summonses, which I can now confirm have been withdrawn, whilst you await the outcome of your appeal to your request for 20% discretionary rate relief for both business rate assessments.

As I explained during our telephone conversation the authority now has a new Head of Service, appointed mid August 2016, and once again can only apologise for this oversight regarding your appeal. I have however reviewed your email dated 12<sup>th</sup> July, 2016, with supporting business plan attached, of which I am sure you are aware that your mandatory rate relief (80% totalling £3,737.44) has been applied and you are being asked to pay the remaining 20%, £934.36 in total.

I fully understand your additional comments and the important role that volunteers have in the community and the good work that you do, however, whilst you are a charity, the government decided that charities should pay 20% of their business rates, otherwise the legislation would automatically grant 100%. Local authorities however have been given discretion to award the other 20%. I believe that your charity does have the resources to pay the 20% (£934.36) without compromising your day to day running.

Should you wish to appeal my decision, then the next step will be to formalise the appeals process and for your appeal to be considered by the Policy and Resources Committee at Three Rivers District Council. Therefore, should you wish to appeal further please confirm by email to our Head of Revenues & Benefits, Jude Green ([jude.green@watford.gov.uk](mailto:jude.green@watford.gov.uk)) within 14 days of the date of my email, so that we may forward copies of your letters to the committee for consideration. They are at full liberty to make any decision that they wish. In the meantime, may I remind you once again that you should make payments for your business rates as normal.

I trust this clarifies the position, and whilst I appreciate you may be disappointed with my decision, it would be impossible for the council to support every club and organisation in the District and we therefore have to have some basic rules in place to manage limited resources effectively.

Kind regards,

**Nick Smith**  
**Revenues Manager**

**Three Rivers & Watford**  
**Revenues & Benefits Shared Services**  
 Town Hall  
 Watford  
 Hertfordshire  
 WD17 3EX  
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[www.watford.gov.uk](http://www.watford.gov.uk)

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**From:** Alan Russell [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 10 November 2016 17:12  
**To:** Nick Smith

**Cc:** 'Ray Figg'; 'Chris Hope'; [redacted]  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners

Dear Mr Smith,

We have in the last two days received two further summonses from the Council, although the action you promised in the correspondence below has not been actioned. I have spent a fair bit of time over the last couple of days trying unsuccessfully to contact Council officers to resolve this matter. Finally, this afternoon I got through to a helpful gentleman in the Revenues Team who gave his name as Peter. He made a note of the call against each of the summons records on your system. He advised me that I need to email you as he was himself unable to assist further.

I would be grateful for the response from Mrs Walker that was promised and hopefully the matter can be resolved amicably and without need for the Court action proposed.

Kind regards

Alan Russell, Hon. Treasurer

M: [redacted]



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**From:** Alan Russell [mailto:[redacted]]  
**Sent:** 12 July 2016 14:47  
**To:** 'Nick Smith' <Nick.Smith@watford.gov.uk>; 'Jane Walker' <Jane.Walker@watford.gov.uk>  
**Cc:** 'Ray Figg' <Ray.Figg@ThreeRivers.gov.uk>; [redacted]  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners

Dear Mr Smith,

Thank you for withdrawing the summonses. We look forward to receiving Mrs Walker's further reply.

Please let me know if we can provide any further assistance to the appeal process.

Kind regards

[redacted]  
[redacted]



**Sponsor a brick for BLYM's new club house at**  
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**From:** Nick Smith [<mailto:Nick.Smith@watford.gov.uk>]  
**Sent:** 12 July 2016 14:40  
**To:** 'Alan Russell' [REDACTED]; Jane Walker <[Jane.Walker@watford.gov.uk](mailto:Jane.Walker@watford.gov.uk)>  
**Cc:** 'Ray Figg' <[Ray.Figg@ThreeRivers.gov.uk](mailto:Ray.Figg@ThreeRivers.gov.uk)>; [REDACTED]  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners

Dear Mr Russell,

I refer to your recent email address to Mrs Walker, Interim Head of Revenues & Benefits, who as you are aware is now on leave until 8<sup>th</sup> August, 2016, hence I am acknowledging your appeal along with your further email received at 13:19 today, 12<sup>th</sup> July, 2016.

Whilst your appealing against my decision not to apply the 20% appeal for the current financial year, 2016/17, this does not allow for withholding of payment and you will note that recovery notices were issue on 7th June, 2016, and 16<sup>th</sup> June, 2016 respectively, advising of current outstanding monies. However, as the Summons was issued only 1 day after Mrs Walker replied to your appeal I have withdrawn both Summonses and await Mrs Walker's return to review both accounts along with your additional documentation.

To clarify further, I have also taken this opportunity of attaching both original demand notices for 2016/17, which clearly state that 80% mandatory relief has been applied and the outstanding monies relate to 20% of the demand notice.

I trust this clarifies the position.

Kind regards,

**Nick Smith**  
**Revenues Manager**

**Three Rivers & Watford**  
**Revenues & Benefits Shared Services**  
 Town Hall  
 Watford  
 Hertfordshire  
 WD17 3EX  
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[www.watford.gov.uk](http://www.watford.gov.uk)

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**From:** Alan Russell [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 12 July 2016 12:03  
**To:** Jane Walker  
**Cc:** Nick Smith; 'Ray Figg'; [REDACTED]  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners

Dear Mrs Walker,

I tried to call you earlier today but you were not available. I would rather speak to you than correspond by email in what is becoming a rather sensitive matter.

It may help you to understand the partnership we have with Three Rivers District Council. We are committed to raising funds in excess of £750,000 to contribute to a capital project that will become

TRDC's asset. I put it to you that such a gesture by a totally voluntary charity is unprecedented. Our totally voluntary charity will then run the facility free of charge to TRDC for 50 years; this too is an unprecedented offer. As part of the approval of the collaborative major project, BLYM's 5-year business plan was independently reviewed by professional consultants appointed by the TRDC Leisure Committee. The business plan contained no provision for the payment of business rates. To increase the tax burden on our totally voluntary charity appears to be a change in policy and it would be helpful to know of the Committee our Council meeting at which this change in policy was agreed. There was certainly no consultation on it. I have to emphasise again that every penny counts for our charity at a time when we are facing an enormous financial challenge, entirely for the benefit of the Council and its residents. You have expressed a belief that payment for business rates would not be a hardship for our charity. We cannot see the basis for your opinion because you have not sought or received information about our extremely tight financial position over the next few years.

This morning things seem to have escalated. You have sent us two Court Summonses pursuing our totally voluntary charity for the total sum of £1,134.36. This seems to be an un-necessarily aggressive act while we are in the middle of an appeal against your decision. The amount does not reflect the mandatory relief you previously said would be given, so we are more confused than ever about what you feel should be paid.


We ask, most respectfully, that you withdraw the summonses. We also ask that you please consider our appeal formally rather than expressing a personal opinion. We most respectfully ask that the formal appeal takes account of the colossal contribution our charity is making to public finances and the local community. We are not a money-making business. We are a genuine charity whose supporters are passionate about improving the lives and well-being of many local young and disabled people.

We hope that in the light of a better understanding the Council will be able to accept our appeal.

With kind regards,

Alan Russell, Hon. Treasurer

M: [REDACTED]

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**From:** Alan Russell [mailto:[REDACTED]]  
**Sent:** 10 July 2016 14:19  
**To:** 'Jane Walker' <Jane.Walker@watford.gov.uk>; [REDACTED]  
 [REDACTED]; [REDACTED]  
**Cc:** 'Nick Smith' <Nick.Smith@watford.gov.uk>  
**Subject:** RE: Discretionary Rate Relief - Bury Lake Young Mariners

Dear Ms. Walker,

Thank you for your response, particularly as you have prepared this on a Sunday.

It was not previously clear that any relief would remain, so thank you for clarifying this. We are acutely aware of the pressure on public service finances. However, for a local charity to raise in excess of



## Nick Smith

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**From:** Alan Russell [REDACTED]  
**Sent:** 12 July 2016 13:19  
**To:** Jane Walker  
**Cc:** Nick Smith; [REDACTED]  
**Subject:** BLYM Business Plan  
**Attachments:** blym-development-plan-v3-0-2015-05-19-compressed(1).pdf; Financial Business Plan 2015.05.09.xlsx

Dear Jane,

Please find attached documents in support of our totally voluntary charity's appeal against the withdrawal of discretionary relief on business rates. These were considered and endorsed by TRDC officers and members as part of the project approval process, and are the basis of the collaboration between BLYM and the Council. You will see from the financial plan just how tight our finances are, having to generate funds for our contribution to the rebuilding project, and then to operate the new facility free of charge for the Council. In addition, the charity is taking all the financial risk on the construction project.

I'm not sure if this is the sort of thing that you were looking for, so please let me know if it adequately provides the information you require. I hope this will demonstrate that we are not in a position to entertain any unbudgetted costs.

Kind regards

Alan Russell, Hon. Treasurer

M: [REDACTED]



*Bury Lake Young Mariners*

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Business Plan V4d - January 2015 - BASE CASE

	2008/09 actual	2009/10 actual	2010/11 actual	2011/12 actual	2012/13 actual	2013/14 actual
<b>FINANCIAL SUMMARY</b>						
<b>Income</b>						
Core Business	95,706	130,391	142,190	143,515	156,743	148,450
Secondary Income	20,364	21,752	25,774	29,145	28,268	31,044
Donations & Grants	43,556	57,672	12,888	10,436	7,699	18,380
Rentals	-	-	-	-	-	-
Other income	-	-	-	-	-	-
<b>Total Income</b>	<b>159,626</b>	<b>209,815</b>	<b>180,852</b>	<b>183,096</b>	<b>192,710</b>	<b>197,874</b>
Directly Attributable Costs	(58,736)	(79,293)	(94,768)	(91,091)	(93,993)	(84,010)
Overheads	(30,097)	(10,339)	(13,779)	(22,021)	(20,784)	(32,361)
<b>Operating surplus</b>	<b>70,793</b>	<b>120,183</b>	<b>72,305</b>	<b>69,984</b>	<b>77,933</b>	<b>81,503</b>
<i>Operating surplus margin %</i>	44.3%	57.3%	40.0%	38.2%	40.4%	41.2%
<b>Capital Requirements</b>						
Capital Investment	(43,753)	(90,630)	(31,557)	(28,205)	(66,000)	(9,280)
less: realised value from asset disp.	11,689	15,944	13,762	6,935	6,927	2,199
Net capital investment	(32,064)	(74,686)	(17,795)	(21,270)	(59,073)	(7,081)
Life-Cycle Costs	-	-	-	-	-	-
Repayment of Loan	-	-	-	-	-	-
<b>Total capital resource expenditure</b>	<b>(32,064)</b>	<b>(74,686)</b>	<b>(17,795)</b>	<b>(21,270)</b>	<b>(59,073)</b>	<b>(7,081)</b>
<b>Net surplus/(deficit)</b>	<b>38,729</b>	<b>45,497</b>	<b>54,510</b>	<b>48,714</b>	<b>18,860</b>	<b>74,422</b>
<i>Net surplus margin %</i>	24.3%	21.7%	30.1%	26.6%	9.8%	37.6%



2017/18  
(YEAR 1)

170,255  
41,193  
-  
7,840  
6,536  
225,824  
  
(97,455)  
(59,858)  
  
68,512  
30.3%  
  
(50,000)  
-  
(50,000)  
(14,814)  
-  
(64,814)  
  
3,698  
1.6%

2014/15 forecast	2015/16 forecast	2016/17 forecast	2017/18 (YEAR 1)	2018/19 (YEAR 2)	2019/20 (YEAR 3)	2020/21 (YEAR 4)	2021/22 (YEAR 5)
152,557	164,210	166,674	171,525	180,204	185,610	191,179	196,914
24,746	24,746	25,488	26,736	28,364	29,215	30,091	30,994
11,822	11,822	12,177	15,562	16,510	17,005	17,515	18,041
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
189,125	200,778	204,339	213,823	225,078	231,831	238,786	245,949
(86,152)	(82,393)	(82,882)	(101,104)	(112,058)	(118,631)	(122,180)	(125,617)
(21,854)	(21,854)	(21,854)	(47,374)	(48,279)	(50,552)	(52,216)	(53,860)
81,119 42.9%	96,532 48.1%	99,603 48.7%	65,345 30.6%	64,741 28.8%	62,648 27.0%	64,389 27.0%	66,472 27.0%
(10,906)	(10,000)	(10,000)	(40,000)	(41,200)	(42,436)	(43,709)	(45,020)
-	-	-	7,875	8,355	8,605	8,863	9,129
(10,906)	(10,000)	(10,000)	(32,125)	(32,845)	(33,831)	(34,846)	(35,891)
-	-	-	(14,814)	(15,258)	(15,716)	(16,188)	(16,673)
-	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(10,906)	(10,000)	(10,000)	(56,939)	(58,104)	(59,547)	(61,033)	(62,564)
70,213 37.1%	86,532 43.1%	89,603 43.9%	8,406 3.9%	6,637 2.9%	3,101 1.3%	3,356 1.4%	3,908 1.6%

SEES System Data

2023/24	2022/23	2021/22	2020/21	2019/20
178,870	186,078	193,577	200,382	200,382
53,290	62,391	64,875	67,139	67,139
-	-	-	-	-
8,237	8,569	8,914	9,227	9,227
6,867	7,143	7,431	7,693	7,693
247,263	264,182	274,797	284,440	284,440
(108,524)	(116,664)	(120,257)	(123,737)	(123,737)
(60,253)	(62,980)	(65,045)	(67,087)	(67,087)
78,486	84,537	89,496	93,616	93,616
31.7%	32.0%	32.6%	32.9%	32.9%
(51,500)	(53,045)	(54,636)	(56,275)	(56,275)
-	-	-	-	-
(51,500)	(53,045)	(54,636)	(56,275)	(56,275)
(15,258)	(15,716)	(16,188)	(16,673)	(16,673)
-	-	-	-	-
(66,758)	(68,761)	(70,824)	(72,949)	(72,949)
11,727	15,776	18,672	20,668	20,668
4.7%	6.0%	6.8%	7.3%	7.3%