Council Agenda

Webcast Meeting

Epping Forest District Council

NOTICE OF COUNCIL MEETING

You are hereby summoned to a meeting of the EPPING FOREST DISTRICT COUNCIL to be held in the COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING at 7.30 pm on Tuesday, 25 April 2017 for the purpose of transacting the business set out in the agenda.

Glen Chipp
Chief Executive

Democratic Services Officer: Council Secretary: Simon Hill
Tel: 01992 564249 Email: democraticservices@eppingforestdc.gov.uk

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WEBCASTING/FILMING NOTICE

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The meeting may also be otherwise filmed by third parties with the Chairman's permission.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area or otherwise indicate to the Chairman before the start of the meeting.

If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.

BUSINESS

1. WEBCASTING INTRODUCTION

This meeting is to be webcast. Members are reminded of the need to activate their microphones before speaking. The Assistant Director of Governance and Performance Management will read the following announcement:

"The chairman would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties).

If you are seated in the lower public seating area it is likely that the recording cameras will capture your image and this will result in the possibility that your image will become part of the broadcast.

This may infringe your human and data protection rights and if you wish to avoid this you should move to the upper public gallery."

2. MINUTES (Pages 7 - 86)

To approve as a correct record and sign the minutes of the meeting held on 21 February 2017(attached).

3. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

4. FORMER COUNCILLOR MICHAEL TOMKINS

The Council is invited to stand for a minute's silence in tribute to the memory of former Councillor Michael Tomkins, who passed away on 3 March 2017.

He was also a County Councillor for Chigwell & Loughton Broadway from 2005 to 2009.

Michael Tomkins represented the Grange Hill Ward of the District as a Conservative Councillor, from 1988 until 1996. He served on many of the Council's various member bodies during this time, including:

Audit and Business Rate Consultative Panel;
Creation of Parishes (Working Group);
Community Charge and Housing Benefits Panel (Review Board);
Council Strategy (Working Group);
Environment (Working Group);
Environmental Protection;
Epping Forest (unparished area) Advisory Forum;
Grant Aid Panel;
Hospital Services;
Housing Committee
Housing Benefits review Board;
Licensing Panel;
Personnel Sub-Committee;
Planning Applications (Roding Road);
Plans Sub-Committee 'B';
Policy & Co-Ordinating Committee

Public Health Committee;
Public Services (Working Group); and
Traps Hill Development.

5. ANNOUNCEMENTS

(a) Apologies for Absence

(b) Chairman's Announcements

(c) Change of Date for Council

To note that the Council meeting on Tuesday 25 July 2017 would now be held on Thursday 27 July 2017.

6. PUBLIC QUESTIONS (IF ANY)

To answer questions asked after notice in accordance with the provisions contained within Part 4 of the Council Rules of the Constitution on any matter in relation to which the Council has powers or duties or which affects the District:

(a) to the Leader of the Council;

(b) to any Portfolio Holder; or

(c) to the Chairman of the Overview and Scrutiny Committee.

Questions, if any, will follow if not received in time to be incorporated into the agenda.

7. QUESTIONS BY MEMBERS UNDER NOTICE

To answer questions asked after notice in accordance with the provisions contained within the Council Rules in Part 4 of the Constitution on any matter in relation to which the Council has powers or duties or which affects the District:

(a) to the Chairman of the Council;

(b) to the Leader of the Council;

(c) to any Member of the Cabinet; or

(d) the Chairman of any Committee or Sub-Committee.

The Council Rules provide that answers to questions under notice may take the form of:

(a) direct oral answer;

(b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or

(c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

Answers to questions falling within (a) and (b) above will be made available to the member asking the question one hour before the meeting. Answers to questions

falling within (c) above will be circulated to all councillors.

Questions, if any, will follow if not received in time to be incorporated into the agenda.

8. REPORTS FROM THE LEADER AND MEMBERS OF THE CABINET (Pages 87 - 124)

To receive reports and any announcements from the Leader and members of the Cabinet on matters falling within their area of responsibility:

(a) Report of the Leader;

(b) Report of the Assets and Economic Development Portfolio Holder; (attached)

(c) Report of the Environment Portfolio Holder; (attached)

(d) Report of the Finance Portfolio Holder; (attached)

(e) Report of the Governance and Development Management Portfolio Holder; (attached)

(f) Report of the Housing Portfolio Holder; (attached)

(g) Report of the Leisure and Community Services Portfolio Holder; (attached)

(h) Report of the Planning Policy Portfolio Holder; (attached)

(i) Report of the Safer, Greener and Transport Portfolio Holder; (attached) and

(j) Report of the Technology and Support Services Portfolio Holder (attached).

9. QUESTIONS BY MEMBERS WITHOUT NOTICE

The Council Rules provide for questions by any member of the Council to the Leader or any Portfolio Holder, without notice on:

(i) reports under the previous item; or

(ii) any other matter of a non operational character in relation to the powers and duties of the Council or which affects all or part of the District or some or all of its inhabitants.

Council Rules provide that answers to questions without notice may take the form of:

(a) direct oral answer from the Leader or, at the request of the Leader, from another member of the Cabinet;

(b) where the desired information is in a publication of the Council or other published work, a reference to that publication;

(c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner; or

(d) where the question relates to an operational matter, the Leader or a member of the Cabinet will request that a response be given direct to the questioner by the relevant Chief Officer.

In accordance with the Council Rules, a time limit of thirty minutes is set for questions. Any question not dealt with within the time available will receive a written reply. The Chairman may extend this period by up to a further 10 minutes at their discretion.

10. MOTIONS

To consider any motions, notice of which has been given under Council Rules.

Motions, if any, will follow if not received in time to be incorporated into the agenda.

Reports of the Cabinet

11. EPPING FOREST LOCAL HIGHWAYS PANEL - MATCH FUNDING (Pages 125 - 126)

(Safer, Greener & Transport Portfolio Holder) To consider the attached report regarding Epping Forest Local Highways Panel – Matching Funding.

12. PLANNING APPLICATION EPF/2550/16 – WOODVIEW, LAMBOURNE ROAD, CHIGWELL (Pages 127 - 142)

To consider the attached report of the District Development Management Committee for the Planning Application EPF/2550/16 – Woodview, Lambourne Road, Chigwell which was referred to the Council on 5 April 2017.

13. OVERVIEW AND SCRUTINY COMMITTEE (Pages 143 - 144)

(a) To receive the report of the Chairman of the Overview and Scrutiny Committee and to answer any questions without notice asked in accordance with Council Rules.

14. OVERVIEW & SCRUTINY RULE 53 (CALL-IN AND URGENCY) (Pages 145 - 146)

To note the attached decisions taken by the Chairman of the Council, to waive the call-in provisions of the Overview and Scrutiny Rules of the Constitution.

15. POLICE CRIME COMMISSIONER FOR ESSEX

The Police Crime Commissioner, Roger Hirst has approached the Council to attend a meeting in the new municipal year regarding the joint responsibilities around community safety and local solutions and approaches. The Council is asked to consider whether to accept this invitation.

Recommendation:

That the Police Crime Commissioner for Essex, Roger Hirst be invited to a future meeting of the Council in the new municipal year.

16. JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS (Pages 147 - 150)

(a) To receive the attached reports from Councillor R Brookes and Councillor G Chambers, as the Council's representative on the Loughton Leisure Centre Customer Forum;

(b) To receive from Council representatives any other reports on the business of joint arrangements and external organisations and to receive answers to any

questions on those bodies which may be put without notice; and

(c) To request written reports from representatives on joint arrangements and external organisations for future meetings.

17. EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers: Article 17 of the Constitution (Access to Information) define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

(a) disclose any facts or matters on which the report or an important part of the report is based; and

(b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

EPPING FOREST DISTRICT COUNCIL
COUNCIL MINUTES

Committee:	Council	**Date:**	21 February 2017
Place:	Council Chamber, Civic Offices, High Street, Epping	**Time:**	7.30 - 8.55 pm
Members Present:	Councillors J Lea (Chairman), D Stallan (Vice-Chairman), N Avey, R Baldwin, R Bassett, A Beales, N Bedford, R Brookes, R Butler, R Gadsby, S Heap, L Hughes, R Jennings, J Jennings, H Kane, S Kane, H Kauffman, J Knapman, A Lion, M McEwen, R Morgan, S Neville, A Patel, J Philip, C P Pond, C C Pond, C Roberts, D Roberts, B Sandler, M Sartin, G Shiell, S Stavrou, B Surtees, G Waller, E Webster, C Whitbread, H Whitbread, J H Whitehouse, J M Whitehouse and D Wixley		
Apologies:	Councillors A Boyce, H Brady, W Breare-Hall, G Chambers, K Chana, D Dorrell, L Girling, A Grigg, S Jones, P Keska, Y Knight, L Mead, A Mitchell, G Mohindra, S Murray and B Rolfe		
Officers Present:	G Chipp (Chief Executive), D Macnab (Deputy Chief Executive and Director of Neighbourhoods), C O'Boyle (Director of Governance), R Palmer (Director of Resources), A Hall (Director of Communities), S Hill (Assistant Director (Governance & Performance Management)), R Perrin (Democratic Services Officer), P Seager (Chairman's Secretary), T Carne (Public Relations and Marketing Officer) and A Rose (Marketing & Digital Content Officer)		

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89. WEBCASTING INTRODUCTION

The Assistant Director of Governance and Performance Management reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

90. FORMER COUNCILLOR RON BARNES OBE

It was with much sadness that the Chairman informed the Council of the death of former Councillor Ron Barnes OBE.

Ron Barnes had served as a Labour District Councillor representing the Shelley Ward from 1979 until 2003. He had served on various Committees including, the Benefits Review Board, Finance and General Purposes Sub-Committee, Grant Aid Panel, Housing Committee, Joint Staff and Joint Works Committees, North Weald Airfield Sub-Committee, Personnel Sub-Committee, Plans Sub-Committee ‘B’, Policy and Co-ordinating Committee, Public Health Committee, Recreation and Amenities (later Leisure Services) Committee, Resources Sub-Committee and Transportation Committee. He had also been the Chairman of Epping Forest District Council for the 1995/96 municipal year.

Members paid tribute to the memory of former District Councillor Ron Barnes OBE and stood for a minute’s silence in his memory.

91. MINUTES

RESOLVED:

That the minutes of the Council meeting on 20 December 2016 be taken as read and signed by the Chairman as a correct record subject to Councillor S Heap being shown as giving apologies for that meeting.

92. DECLARATIONS OF INTEREST

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

93. ANNOUNCEMENTS

(a) Announcements by the Chairman of Council

(i) Chairman's Events

The Chairman advised that she had attended the Essex Wing Awards, where an Epping Air Cadet had won one of the top honours. Furthermore she had recently attended the Epping Forest Youth Council meeting with the High Sheriff of Essex, to find out about their MiLife project, which concerned Mental Health Issues for young people.

(ii) Floral Display

The Chairman announced that she proposed to send the flowers from this evenings meeting to Waltham Abbey Town Council.

94. COUNCILLOR L WAGLAND - RESIGNATION

The Council noted that Councillor L Wagland had resigned on 22 December 2016. Following that notification and a public notice of the vacancy, a request for an election to fill the vacancy had been received, nominations had been made and the election would take place on 23 February 2017.

95. PUBLIC QUESTIONS (IF ANY)

The Council noted that there were no public questions submitted for consideration at the meeting.

96. QUESTIONS BY MEMBERS UNDER NOTICE

The Council noted that there were no questions by Members under notice for the meeting.

97. REPORTS FROM THE LEADER AND MEMBERS OF THE CABINET

(a) The Leader of the Council

The Leader advised that he had attended a number of meetings which included an invitation from the Leader of Broxbourne Borough Council with Harlow and East Herts Councils to discuss the proposed Waste Incineration Plant facility at Dobbs Weir. The proposed plant would take the whole of Hertfordshire's residual waste, operating 365 days a year. He advised that it would be an emotive planning

application with a number of environmental concerns for local residents and agreed that all the councils would liaise as the application proceeded. He also continued to attend the Duty to Co-operate meetings with Councillor J Philip and Councillor R Bassett for the Local Plan. Furthermore, the Leader advised that the Council had been successful in jointly securing £500,000 for the Harlow and Gilston Garden Town bid, which covered the strategic sites to the south and west of Harlow in this District.

In addition he had been looking into the feasibility of creating a Local Housing Company with the Housing Portfolio Holder, which he would be reporting back to members about.

Finally, he attended the public meeting with the Police Crime Commissioner (PCC), Roger Hirst, which he advised had been very informative and demonstrated PCC plans for the future of the district.

98. QUESTIONS BY MEMBERS WITHOUT NOTICE

(a) Rue De St Lawrence – Parking Issues

Councillor R Gadsby asked the Safer, Greener & Transport Portfolio Holder whether he could investigate the possibility of implementing yellow lines in Rue De St Lawrence, Waltham Abbey to prevent parked cars blocking the access of refuse and emergency vehicles, which had been an ongoing problem.

Councillor G Waller advised he was unable to given precise information on this scheme, although there were a great number of schemes still awaiting implementation and with a petition it would be prioritised higher in the list.

(b) Brooker Road – Parking Issues

Councillor R Gadsby asked the Safer, Greener & Transport Portfolio Holder whether Brooker Road, Waltham Abbey could also be added to the list of Highway schemes as parking was also an issue.

Councillor G Waller advised that he would investigate this scheme.

(c) Oakwood Hill Environment task Force

Councillor C Roberts asked the Housing Portfolio Holder about the progress of the Oakwood Hill Environmental Task Force, which included housing improvements and service enhancements funding. He advised that progress had been delayed due to ECC highways and would she support the council's officers to get the project back on track?

Councillor S Stavrou advised that she had no details of this scheme but she would investigate and report back to him via the Council Bulletin.

(d) Anti-Social Behaviour

Councillor H Whitbread asked the Safer, Greener & Transport Portfolio Holder, what was the council doing in partnership with Essex Police to reduce anti-social behaviour in the District.

Councillor G Waller advised that the police had rescinded its previous decision to not deal with anti–social behaviour (ASB) and the council continued to work very closely with the police on ASB cases within the district. With regards to Epping, around the

Christmas period PCSO were fitted with body cameras that recorded young people using nitrous oxide, resulting in anti social behaviour. After action involving the police, council officers and parents, reports of anti social behaviour had been reduced.

(e) St John's Development, Epping

Councillor N Avey asked the Leader for a progress report on the St John's Road, Epping development.

The Leader advised that progress had been made following the completion of the purchase from Essex County Council and he looked forward to reporting further information shortly.

(f) Electric Charging Points

Councillor J H Whitehouse asked the Safer, Greener & Transport Portfolio Holder to update members on the progress of electric vehicle charging points.

Councillor G Waller advised that he regarded these as a priority, as a green council. The Retail Park at Langston Road would have up to 20 electric charging points and once the usage had been assessed, the council could move towards the installing them within their own carparks.

(g) Development Forum

Councillor J M Whitehouse asked the Planning Policy Portfolio Holder whether the agendas and minutes of the Development Forum would be made available to the public and what opportunities would be available for other stake holders to discuss the issues raised from the Development Forum.

Councillor J Philip advised that the Development Forum was there to make sure that the council got the best possible developments for the sites identified and as part of that the council would be looking at where members and town/parish members could be involved. He would bring forward further details to the March 2017 Cabinet meeting. The agendas and minutes from the Development Forum would not be published as they were merely discussions like pre-application discussions but where appropriate the council would hold discussion with the relevant town/parish councils.

(h) Homeless Issues – The Broadway, Loughton

Councillor C C Pond enquired about progress with the homelessness person camped out near the Debden tube station, Loughton following the Council Officers interventions before Christmas.

Councillor S Stavrou advised that the Housing Officers had visited the individual before Christmas and all offers of help with the exception of food had been refused and they still remained. She advised the officers in the Communities Directorate had passed on issue to the Neighbourhood directorate who would now be dealing with it.

(i) Food in School Holidays Scheme

Councillor B Surtees asked Councillor H Kane whether they would be extending the Food in School Holidays scheme.

Councillor H Kane advised that there would be discussions with the appropriate organisations to extend the scheme.

(j) Recycling Rewards Scheme

Councillor S Neville asked the Environment Portfolio Holder if he could publish the identified 100 flats that would benefit from the Recycling Rewards scheme.

Councillor G Waller advised that he would ask Councillor W Breare-Hall to respond to Councillor S Neville with the information requested.

99. MOTIONS

The Chairman reported that there were no motions to be considered at this meeting.

100. PAY POLICY STATEMENT

Mover: Councillor A Lion, Technology & Support Services

Councillor A Lion presented a report on the Council's Pay Policy Statement for 2017/18 which was required by Section 38(1) of the Localism Act 2011 to be published each financial year. It specifically included the Council's approach to its highest and lowest paid employees.

Report as first moved **ADOPTED**

RESOLVED:

That the Council's Pay Policy Statement for 2017/18 attached as Appendices 1 to these minutes be adopted.

101. LEASE OF LAND BROOKER/CARTERSFIELD ROAD, WALTHAM ABBEY

Mover: Councillor C Whitbread on behalf of the Assets & Economic Development Portfolio Holder,

Councillor C Whitbread presented a report seeking a supplementary Capital Estimate of £990,000 to allow Glyn Hopkin to surrender their existing lease at Brooker Road and Cartersfield Road in Waltham Abbey.
Report as first moved **ADOPTED**

RESOLVED:

That a supplementary Capital Estimate of £990,000 be approved.

102. TREASURY MANAGEMENT STRATEGY STATEMENT 2017/18

Mover: Councillor C Whitbread on behalf of the Finance Portfolio Holder,

Councillor C Whitbread presented a report on the Council's Treasury Management Strategy, Annual Investment Strategy and the prudential indicators.

Report as first moved **ADOPTED**

RESOLVED:

That the following documents attached to these minutes as Appendices 2 and 3 be adopted;

(a) Treasury Management Strategy Statement 2017/18;

(b) Minimum Revenue Provision Strategy;

(c) Treasury Management Prudential Indicators for 2017/18 to 2019/20;

(d) Rate of interest to be applied to any inter-fund balances; and

(e) The Treasury Management Policy Statement.

103. BUDGET 2017/18

Mover: Councillor C Whitbread on behalf of Finance Portfolio Holder

Councillor C Whitbread presented a report on the Budget and Council Tax Declarations 2017/18.

Councillor S Stavrou requested that Members thanks for an excellent budget to the Director of Resources, Assistant Director (Accountancy), Finance Officers and Portfolio Holder for Finance be noted.

Amendment moved by Councillor J Knapman and seconded by Councillor C Whitbread

That an additional recommendation (13) be added;

'(13) That there was 0% increase in the District Council's precept for 2017/18.'

Carried

There voted for the recommendations as amended: (40) namely: N Avey, R Baldwin, R Bassett, A Beales, N Bedford, R Brookes, R Butler, R Gadsby, S Heap, L Hughes, B Jennings, J Jennings, H Kane, S Kane, H Kauffman, J Knapman, J Lea, A Lion, M McEwen, R Morgan, S Neville, A Patel, J Philip, C C Pond, C P Pond, C Roberts, D Roberts, B Sandler, M Sartin, G Shiell, D Stallan, S Stavrou, B Surtees, G Waller, E Webster, C Whitbread, H Whitbread, J H Whitehouse, J M Whitehouse and D Wixley.

RESOLVED:

(1) That the list of CSB growth and savings for the 2017/18 budget (Annex 1) be approved;

(2) That the list of District Development Fund and Invest to Save items for the 2017/18 budget (Annexes 2 and 3) be approved;

(3) That the revenue estimates for 2017/18 and the draft Capital Programme for 2017/18 be approved as set out in Annexes 4, 5 (a-f) and 6 including all contributions to and from reserves as set out in the attached Annexes;

(4) That the medium term financial strategy be approved as set out in Annexes 9 a and 9 b;

(5) That the 2017/18 HRA budget be approved on the basis that the contribution to the self-financing reserve continues to be suspended, and that the application of rent decreases resulting in an average decrease of 1%

from £97.14 to £96.17, be approved;

(6) That the Council's policy of retaining revenue balances at no lower than £4.0M or 25% of the net budget requirement whichever is the higher for the four year period to 2019/20 be amended to no lower than £4.0M or 25% of the net budget requirement whichever is the higher during the four year period up to and including 2020/21;

(7) That the report of the Chief Financial Officer on the robustness of the estimates for the purposes of the Council's 2017/18 budgets and the adequacy of the reserves (Annex 10) be noted.

Declaration of Council Tax

(8) That it be noted that under delegated authority the Director of Resources, in consultation with the Finance Portfolio Holder, calculated the Council Tax Base 2017/18:

(a) for the whole Council area as 53,029.2 (Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended); and

(b) for dwellings in those parts of its area to which a Parish precept relates as set out below and in Annex 7.

	Tax Base
Abbess, Beauchamp & Berners Roding	217.0
Buckhurst Hill	5,174.3
Chigwell	6,035.6
Epping Town	5,218.1
Epping Upland	405.9
Fyfield	421.0
High Ongar	555.1
Lambourne	870.8
Loughton Town	12,294.8
Matching	428.9
Moreton, Bobbingworth and The Lavers	577.6
Nazeing	2,042.7
North Weald Bassett	2,524.8
Ongar	2,695.6
Roydon	1,307.1
Sheering	1,330.8
Stanford Rivers	356.4
Stapleford Abbotts	519.3
Stapleford Tawney	78.7
Theydon Bois	1,983.9
Theydon Garnon	79.6
Theydon Mount	115.8
Waltham Abbey Town	7,559.2
Willingale	236.2

(9) That the following amounts be calculated for the year 2017/18 in accordance with sections 31 to 36 of the Local Government Finance Act 1992:

(a) £134,772,924 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils;

(b) £123,522,590 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act;

(c) £11,250,334 being the amount by which the aggregate at 9 (a) above exceeds the aggregate at 9 (b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act);

(d) £212.15 being the amount at 9 (c) above (Item R), all divided by Item T (the amount at 8 (a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts);

(e) £3,361,180 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (Annex 7);

(f) £148.77 being the amount at 9 (d) above less the result given by dividing the amount at 9 (e) above by Item T (8 (a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.

(10) That it be noted that the County Council, the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the category of dwellings in the Council's area as shown in Annex 8;

(11) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts in Annex 8 Part B as the amounts of Council Tax for 2017/18 for each part of its area and for each of the categories of dwellings.

(12) That in accordance with section 52ZB of the Local Government Finance Act 1992, Council determines that the amount of Council Tax shown at (9) (f) of £148.77 for 2017/18, being unchanged from 2016/17 is not excessive and therefore there is no need to hold a local referendum.

(13) That there was 0% increase in the District Council's precept for 2017/18.

104. COUNCILLOR T BOYCE - RESOLUTION TO EXTEND 6 MONTH RULE - SECTION 85 LOCAL GOVERNMENT ACT 1972

Councillor C Whitbread reported that Councillor T Boyce had requested an extension of the 6 month rule on ill-health grounds until the end of August 2017.

RESOLVED:

That a leave of absence for Councillor T Boyce until 31 August 2017 be approved.

105. OVERVIEW AND SCRUTINY COMMITTEE

The Council received a written report from Councillor M Sartin, the Chairman of the Overview and Scrutiny Committee which was noted.

Councillor M Sartin advised that the Principal of Epping Forest College would be attending the next meeting of the Overview and Scrutiny Committee on 28 February 2017 and members were welcome to attend and ask questions.

106. JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

(a) The Council received a written report regarding the Royal Gunpowder Mills from Councillor H Kane, the Council's representative.

(b) Councillor J H Whitehouse asked that West Essex Wellbeing & Health Joint Body representative report back to Council on the issues and priorities of the organisation.

(c) Councillor C Whitbread advised that Councillor G Mohindra had been elected to the Board of West Essex Clinical Commissioning Group.

CHAIRMAN

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Appendices 1

EPPING FOREST DISTRICT COUNCIL

PAY POLICY STATEMENT 2017/18

Introduction

Epping Forest District Council is located adjacent to three outer London boroughs and on the Central Line into the City of London. Also residents have easy access to major motorway routes as both the M11 and M25 run through the district. There is a high incidence of commuting from the district which impacts on the local labour market and levels of pay, particularly for jobs that require skills that are in relatively short supply. There are some long standing recruitment difficulties and retention issues in key skill areas, the situation is not static and is capable of changing very rapidly.

This Statement reflects the Council's current pay, pension and leave policies and strategies which will be amended over time to deal with changing circumstances. These documents play an important role in attracting and retaining the best people to the Council.

All decisions on pay and reward for Chief Officers will comply with the Council's current Pay Policy Statement. Salaries for Chief Officers will be considered by Full Council.

Glossary. *(Hyperlink to Glossary 1)*

Hutton Review 2011 *(Hyperlink to Review 2)*

The Hutton Review looked at the rise in executive pay in the private and public sectors. It suggested that the 'public overestimates how much public sector executives are paid' and that 'chief executive officers of companies with a turnover of between £101 million and £300 million earn more than twice their public sector counterparts'. It also suggested that pay multiples (between the highest and lowest paid employees) were much wider in the private than public sector.

The Review proposed that public bodies should publish information on senior managers pay and pay multiples between the highest and lowest paid employees and to that end some of these recommendations have been taken forward by the Localism Act 2011.

Legislation

Section 38 (1) of the Localism Act 2011 requires English and Welsh Councils to produce a Pay Policy Statement for 2012/2013 and for each financial year thereafter.

The Council's Pay Policy Statement;

- Must be approved formally by the Council;
- Must be approved each year;
- May be amended during the course of the financial year; and
- Must be published on the Council's website.

The Pay Policy Statement must include;

- The level and elements of remuneration for each of the Chief Officers;
- The remuneration of its lowest paid employees (together with its definition of 'lowest paid employees' and the Council's reasons for adopting that definition);
- The relationship between the remuneration of its Chief Officers and other Officers; and

- Other aspects of Chief Officers' remuneration; remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.

Remuneration is defined widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases/enhancements of pension entitlements and termination payments.

All salaries and calculations are based on full time equivalent (fte) figures and where applicable includes Inner Fringe Allowance.

Publication of the Pay Policy Statement

The Policy has been made available on the Council's website and contains hyperlinks to associated documents.

Effect of this Policy Statement

Nothing in this Policy Statement enables unilateral changes to employee's terms and conditions. Changes to terms and conditions of employment must follow consultation and negotiation with individuals and recognised trade unions as set out in other agreements and in line with legislation.

Single Status Agreement

In 1997, the National Joint Council (NJC) for Local Government Services (a body that brings together public sector employers and trade unions) came to an agreement to introduce a new pay and grading structure covering all employees whose terms and conditions are governed by the 'Green Book'. In 2004 the NJC set a timetable that required all pay and grading reviews to be completed by 31 March 2007. Epping Forest District Council met this timetable and implemented Single Status in July 2003.

As a result of this process a new salary structure (*hyperlink to structure 3*) and a Job Evaluation Maintenance Procedure *(hyperlink to procedure 4)* were agreed between the trade unions and the Council. Collective Agreements, which set out a number of terms and conditions and pay arrangements, were also agreed with the trade unions *(hyperlink 5, 6 & 7 to agreements).* The Agreements are applied consistently to all employees.

Pay Awards

Major decisions on pay, such as annual pay awards, are determined for most local authorities in England and Wales by the National Agreement on Pay, arrived at through a system of central collective bargaining mechanisms between representatives of Local Government Employers and representatives of the relevant trades unions on the National Joint Council. It is the Council's policy to implement national agreements.

Overtime and Evening Meeting Allowances

Payments for working outside normal working hours are set out in the Council's Collective Agreements. *(hyperlink to Agreements 5, 6,& 7).*

Annual Leave

The Council's Annual Leave Policy sets out leave entitlements for employees. *(Hyperlink to Policy 8).*

Flexi-Time Scheme

The Council's Scheme applies to all employees with some exemptions due to service delivery needs. The arrangements are set out in the Council's guidance. *(Hyperlink to Policy 9).*

Subsistence Policy

Subsistence Allowances are paid in accordance with the Council's Subsistence Policy. The policy sets out when employees are able to claim, what to claim and how. *(Hyperlink to Policy 10).*

Car and Cycle Allowance Policy

The Council pays Essential and Casual Car User allowances in appropriate circumstances which are in accordance with 'Green Book' rates. The Car and Cycle Allowance Policy sets out when employees are able to claim, what to claim and how. *(Hyperlink to Policy 11).*

The general principles of both policies are to ensure that employees only claim for additional expenses when undertaking work for the Council.

These policies are applied consistently to all employees.

Car Leasing

All leases under the Council's car leasing scheme will have terminated by the end of 2016/17. There is no scheme for 2017/18.

The Cabinet also agreed to implement a Green Car Salary Sacrifice Scheme for all eligible staff to access with no Council contribution towards the cost of an employee's lease payments. Currently there are **20** employees on this Scheme an increase of 4 employees on last year.

Professional Fees and Subscriptions

The Council will meet the cost of a legal practising certificate for all those employees where it is a requirement of their employment, in addition the professional fees for the statutory roles of the s151 Officer and Deputy s151 Officer. No other professional fee or subscription is paid. The Council does not differentiate between Chief Officers and other staff.

Pensions and Termination Payments

On ceasing to be employed by the Council, individuals will only receive compensation:

- in circumstances that are relevant (e.g. redundancy), and
- that is in accordance with our published Pension Policy on how we exercise the various employer discretions provided by the Local Government Pension Scheme (LGPS), and/or
- that complies with the specific term(s) of a compromise agreement.

All employees with contracts of 3 months or more are automatically enrolled into the Local Government Pension Scheme (LGPS), which is administered by Essex County Council. Details of the contribution rates are set out below. In addition, the Council will automatically enrol employees into the LGPS if they meet the relevant criteria in accordance with the automatic enrolment provisions.

The Council has the option to adopt a number of statutory discretions under the;

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

- The Local Government Pension Scheme (Administration) Regulations 2008.

- The Local Government (Discretionary Payments) Regulations 1996 (as amended).
- The Local Government Pension Scheme (LGPS) April 2014.

In general the Council has chosen not to exercise a range of discretions relating to the LGPS due to additional costs. The Council's Pension Policy *(hyperlink to Policy 12)* contains information regarding all its discretions and includes information regarding Flexible Retirement arrangements.

Payments on grounds of Redundancy are covered by the Council's Redundancy and Efficiency Payments Policy. *(hyperlink to policy 13)*

All employees are treated in the same way with regard to the calculation of severance payments in situations of redundancy.

Pension Contributions

Employee contribution rates since 1 April 2014;

Salary	Contribution
Up to £13,600	5.5%
£13,601 to £21,200	5.8%
£21,201 to £34,400	6.5%
£34,401 to £43,500	6.8%
£43,501 to £60,700	8.5%
£60,701 to £86,000	9.9%
£86,001 TO £101,200	10.5%
£100,201 to £151,800	11.4%
£150,801 and above	12.5%

Election Fees

Council employees engaged by the Returning Officer for election duties received payments under the relevant schedule of fees (i.e. polling and counting duties).

Remuneration of Employees, Grades 2-12

Pay Scale

For employees subject to the 'National Agreement on Pay and Conditions of Service of the National Joint Council (NJC) for Local Government Services' (commonly known as the 'Green Book'), the Council uses a pay spine that commences at national Spinal Column Point (SCP) 6 and ends at local SCP 58. This pay spine is divided into 11 pay grades; 2 – 10 contain five incremental points and grades 11 and 12 contain 4 incremental points. Grade 2 is the lowest and grade 12 is the highest of these pay grades. Posts are allocated to a pay band through a process of job evaluation.

As part of the national pay award, with effect from 1 October 2015 scp 5 was deleted from the pay spine, therefore grade 1 was deleted.

The Council uses the NJC Job Evaluation Scheme to evaluate all posts on grades 2 – 12. This also includes Craft Workers who are subject to the Joint Negotiating Committee (JNC) for Local Authority Craft and Associated Employees National Agreement on Pay and Conditions (commonly known as the 'Red Book').

The Council does not operate overlapping pay grades therefore, the minimum point of a pay grade is not lower than the maximum point of the preceding pay grade. *(Hyperlink to pay scale 3).*

Individuals will normally receive an annual increment, subject to the top of their grade not being exceeded. For grades 2 – 10 the 5th point each grade will only be awarded if the employee has at least 5 years continuous service with the Council.

An Inner Fringe Allowance of £8**32** per annum is paid to employees (this does not apply to Apprentices).

Assistant Directors

Assistant Directors are paid on grades 11 or 12 and are also subject to the NJC Job Evaluation Scheme. The salary ranges for these grades wef **1 April 2016** are;

Grade	Scale Column Points	Salary Range
Grade 11	SCP 51 – 54	**£47,867 - £51,560**
Grade 12	SCP 55 - 58	**£53,633 - £57,797**

The salary shown is inclusive of the Inner Fringe Allowance of £**832** per annum.

Definition of Lowest Paid Employees

For the purpose of this Policy Statement, employees on grade 2 are defined as our lowest-paid employees. This is because no employee of the Council is paid lower than SCP 6 which is contained in grade 2. With effect from 1 October 2015 SCP 5 and grade 1 was deleted from the pay spine.

Employees on scp 5 automatically progressed to SCP 6, which is currently the bottom of grade 2. These employees will not be subject to incremental progression and will remain on scp 6. At 1 **April** 2016, the fte annual value of this SCP 6 is **£15,346** which includes an Inner Fringe Allowance of £**832** per annum.

The exceptions to the lowest grade are Apprentices who are paid £120.00 per week.

General

The values of the SCPs in grades 2 – 12 are increased by pay awards notified from time to time by the National Joint Council for Local Government Services. A national pay award was implemented to these grades effective from 1 **April 2016** covering the period 1 April 2016 to 31 March 2018 of 1% for each year.

An Inner Fringe Allowance of £**832** per annum is paid to employees (this does not apply to Apprentices).

Annual salaries are paid pro-rata to part-time employees based on the hours contracted to work.

Remuneration of Chief Officers

The Council will not agree any pay arrangement which does not reflect the correct employment and/or tax/NI status of a Chief Officer or employee.

It will be the responsibility of Council to agree the initial salaries for Chief Officers following external advice/evaluation/benchmarking.

Chief Executive

The Chief Executive role was recruited to on a permanent and full-time basis in 2012. During the recruitment process the Council took external advice to set the appropriate salary for the role which took account of current economic circumstances and the recruitment market.

As at 1 April 201**6** the salary for the Chief Executive role will be a spot salary of £**113,120** per annum which includes the Inner Fringe Allowance of £**832** per annum and evening meeting allowances. **The national pay award wef 1 April 2017 will apply an increase of 1% to the salary of the Chief Executive**. The postholder is entitled to claim essential car allowance in accordance with the Council's policy. The salary and pay arrangements for the Chief Executive were agreed at Full Council on 18 June 2012.

The Chief Executive is also the Council's Head of Paid Service and from 16 June 2014 the Chief Executive took on the responsibility of the Returning Officer.

Returning Officer

The Returning Officer role attracts payment of fees and expenses, depending on the elections held in any year. The amount for such payments varies according to the particular elections held from year to year. These fees are taxable and subject to National Insurance and pension deductions.

The amount for such payments varies according to the particular elections held from year to year. These fees are taxable and subject to National Insurance and pension deductions.

Only a proportion of the fees were retained by the Returning Officer. The remainder were paid to employees who provide specific support in the organisation of elections which are outside the scope of the ordinary scale of election fees.

Returning Officer – Chief Executive

May 2016

District and Parish local elections and the Crime Commissioner: £18,545.40 (gross)

June 2016

EU Referendum: £4607 (gross)

Directors

The pay scale for Directors consists of 3 incremental points. The level of pay is locally determined following benchmarking with other public sector organisations and agreement by Council.

All Directors report to the Chief Executive. As at **1 April 2016**, the annual FTE salary range for the four Director posts will be **£84,962 - £91,031** which includes the Inner Fringe Allowance of £**832** per annum. The postholders are entitled to claim essential car allowance in accordance with the Council's Policy and can claim evening meeting allowances. There are three incremental points in this grade.

Any pay awards to Directors' salaries will be agreed at a national level as notified from time to time by the JNC for Chief Officers of Local Authorities. **The last pay award was agreed for the period April 2016 to end of March 2018 for an increase of 1% per year.**

The statutory roles of Monitoring Officer and 'Section 151' Officer will be carried out by the Director of Governance and the Director of Resources respectively. The postholders do not receive additional payments for these duties.

General Principles Applying to Remuneration of All Employees

On recruitment, individuals will be placed on the appropriate SCP within the pay grade for the post that they are appointed to. Usually new starters will be placed on the bottom of the pay grade unless their current salary is higher. In these circumstances their starting scale point will match their previous salary at least.

Access to appropriate elements of the Council's Relocation Scheme may also be granted in certain cases, when new starters need to move to the area.

The Council does not apply performance-related pay or bonuses.

Market Supplements will be paid in accordance with the Council's Policy for Payment of Market Supplements. *(Hyperlink to Policy 14)*

Honorarium or ex-gratia payments will be paid in accordance with our Additional Payments Policy*. (Hyperlink to Policy 15)*

These policies are applied consistently to all employees.

Pay Multiples

The Hutton Review raised concerns about multiples in the order of 20 or higher between the lowest and the highest paid employees in local authorities. However the Interim Report noted that the most top to bottom pay multiples in the public sector are in the region of 8:1 to 12:1. The Council is therefore content that having due regard for the level of responsibilities and personal accountability between the lowest and highest paid roles, the current multiple of 7.4 seems to be both justifiable and equitable.

The council does not set the remuneration of any individual or group of posts by reference to a multiple. However, as suggest by the Hutton Review the Council will monitor multiples over time to ensure they are appropriate and fair and will explain significant changes in pay multiples. The multiples are as following;

Role	**2014/2015**		**2015/2016**		**2016/2017**		**2017/2018**	
	Multiple	**Salary**	**Multiple**	**Salary**	**Multiple**	**Salary**	**Multiple**	**Salary**
Chief Executive compared to lowest salary	x8.5	£112,000	x7.8	£112,000	x7.8	£112,000	x7.4	£113,000
Directors compared to lowest salary	x6.8	£88,363	x6.3	£90,130	x6.3	£90,130	x5.9	£91,031
Assistant Directors compared to lowest salary	x4.2	£55,993	x4	£57,225	x4	£57,225	x3.8	£57,797
Average	x4.2	£27,000	x4.1	£27,500	x4.1	£27,500	x4.1	£27,775

salary compared to Chief Executive								
Average salary compared to lowest salary	x2	£27,000	x1.9	£27,500	x1.9	£27,500	x1.8	£27,775

- The Director salary used is the top point of the Director range
- The Assistant Director used is the top point of grade 12
- The average salary is based on fte and has not been pro rata'd for part-time employees
- The lowest fte salary in the Council is £**15,346**

Remuneration Panel

The Council is not at this time considering forming a separate Remuneration Panel to set pay rates for Council employees. The Council will continue to use an external body to evaluate Chief Officer roles when required and/or to provide benchmark pay information for these roles. It will also continue to use an internal job evaluation panel to evaluate those posts graded 2 – 12.

Annual pay awards will continue to be determined at a national level and implemented by the Council.

It will be the responsibility of Council to agree the initial salaries for Chief Officers following external advice/evaluation/benchmarking.

Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Our next Statement is scheduled to be for **2018/19** and will be submitted to Council for approval as reasonably practical before 31 March **2018**.

If it should be necessary to amend this **2017/18** Statement during the year that it applies, an appropriate decision will be made by the relevant Committee, however, Council will agree the Pay Policy Statement.

Appendices 2

Treasury Management Strategy Statement 2017/18

Introduction

In April 2002 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice (now the 2011 Edition)* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

In addition, the Department for Communities and Local Government (CLG) issued revised *Guidance on Local Authority Investments* in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year.

This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.

The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

In accordance with the CLG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, or in the Council's capital programme or in the level of its investment balance.

External Context

Economic background: The major external influence on the Council's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.

Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.

Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.

The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of the French presidential and general elections (April – June 2017) and the German federal elections (August – October 2017) have the potential for upsets.

Credit outlook: Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Council; returns from cash deposits however continue to fall.

Interest rate forecast: The Council's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18**.** The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view, and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at ***Appendix A***.

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.3%, and that new long-term loans will be borrowed at an average rate of 2.5%.

Local Context

On 31st December 2016, the Council held £185m of borrowing and £49m of investments. This is set out in further detail at ***Appendix B***. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance Sheet Summary and Forecast

	31.3.16 Actual £m	31.3.17 Estimate £m	31.3.18 Forecast £m	31.3.19 Forecast £m	31.3.20 Forecast £m
General Fund CFR	29.6	50.3	53.1	52.1	51.2
HRA CFR	155.1	155.1	155.1	155.1	155.1
Total CFR	**184.7**	**205.4**	**208.2**	**207.2**	**206.3**
Less: Other debt liabilities	0	0	0	0	0
Borrowing CFR	**184.7**	**205.4**	**208.2**	**207.2**	**206.3**
Less: External borrowing	-185.5	-203.8	-207.5	-206.5	-205.5
Internal (over) borrowing	**-0.8**	**1.6**	**0.7**	**0.7**	**0.8**
Less: Usable reserves	46.9	43.0	32.9	31.2	30.7
Less: Working capital	5.5	5.5	5.5	5.5	5.5
Investments	**51.6**	**50.1**	**39.1**	**37.4**	**37.0**

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

The Council has an increasing CFR due to the capital programme, but reducing investments and will therefore be required to borrow up to £25m over the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2017/18.

Borrowing Strategy

The Council currently holds £185 million of loans, the same as the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow up to £25m over the forecast period. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £230 million.

Objectives: The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently

much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2017/18 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2017/18, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the Essex Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- Other Local Authorities

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Council has previously raised all of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

Municipal Bond Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

Short-term and Variable Rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Debt Rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's investment balance has ranged between £55.8m and £48.5m, and reduced levels are expected to be seen in the forthcoming year.

Objectives: Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative Interest Rates: If the UK enters into a recession in 2017/18, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and falling returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2017/18. Only just over 50% of the Council's surplus cash is currently invested in short-term unsecured bank deposits and money market funds. This diversification represents a continuation of the new strategy adopted in 2015/16.

Approved Counterparties: The Council may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£5m 5 years	£5m 20 years	£5m 50 years	£5m 20 years	£1m 20 years
AA+	£5m 5 years	£5m 10 years	£5m 25 years	£5m 10 years	£1m 10 years
AA	£5m 4 years	£5m 5 years	£5m 15 years	£5m 5 years	£1m 10 years
AA-	£5m 3 years	£5m 4 years	£5m 10 years	£5m 4 years	£1m 10 years
A+	£2.5m 2 years	£5m 3 years	£5m 5 years	£2.5m 3 years	£1m 5 years
A	£2.5m 13 months	£5m 2 years	£5m 5 years	£2.5m 2 years	£1m 5 years
A-	£2.5m 6 months	£5m 13 months	£2.5m 5 years	£2.5m 13 months	£1m 5 years
BBB+	£2.5m 100 days	£2.5m 6 months	£1m 2 years	£1m 6 months	£1m 2 years
Pooled funds	£5m per fund				

This table must be read in conjunction with the notes below.

For 2017/18 it has been decided to remove counterparties with a BBB rating.

Credit Rating: Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. For the efficient management of the Council's cash flow it is necessary to allow a limit of £5 million to be held with the Council's banker, NatWest plc. This is restricted to overnight deposits and is always kept to a minimum.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is

secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Risk Assessment and Credit Ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other

available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Specified Investments: The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
    - the UK Government,
    - a UK local authority, parish council or community council, or
    - a body or investment scheme of "high credit quality".

The Authority defines "high credit quality" organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.

Non-specified Investments: Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-Specified Investment Limits

	Cash limit
Total long-term investments	£15m
Total investments without credit ratings or rated below A-	£5m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£5m
Total non-specified investments	£25m

Investment Limits: The Authority's revenue reserves available to cover investment losses are forecast to be £15 million on 31st March 2017. In order that no more than 33% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Local Authorities	£25m in total
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£15m per broker
Foreign countries	£5m per country
Registered Providers	£10m in total
Unsecured investments with Building Societies	£5m in total
Loans to unrated corporates	£5m in total
Money Market Funds	£20m in total

Liquidity Management: The Council uses its own cash flow forecasting techniques to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	Target
Portfolio average credit rating	A-

Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	Target
Total cash available within 3 months	£15m

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed will be:

	2017/18	**2018/19**	**2019/20**
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	75%	75%	75%

Fixed rate investments and borrowings are those where the rate of interest will not change during the life of the transaction. All other instruments are classed as variable rate.

Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	**Lower**
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2017/18	**2018/19**	**2019/20**
Limit on principal invested beyond year end	£15m	£5m	£5m

Other Items

There are a number of additional items that the Council is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

Policy on Use of Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Policy on Apportioning Interest to the HRA: On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Council's average interest rate on investments, adjusted for credit risk.

Investment Training: The needs of the Council's treasury management staff for training in investment management are assessed every three months as part of the staff appraisal and treasury planning processes, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.

Investment Advisers: The Council has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. The quality of this service is controlled by the Director of Resources.

Investment of Money Borrowed in Advance of Need: The Council may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £230 million. The maximum period between borrowing and expenditure is expected to be two years, although the Council is not required to link particular loans with particular items of expenditure.

Financial Implications

The budget for investment income in 2017/18 is £0.1m, based on an average investment portfolio of £34.6m at an interest rate of 0.3%. The budget for debt interest paid in 2017/18 is £5.6 million, based on an average debt portfolio of £185 million at an average interest rate of 3%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Resources, having consulted the Portfolio Holder, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast

Underlying assumptions:

- The medium term outlook for the UK economy is dominated by the negotiations to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.

- The global environment is also riddled with uncertainty, with repercussions for financial market volatility and long-term interest rates. Donald Trump's victory in the US general election and Brexit are symptomatic of the popular disaffection with globalisation trends. The potential rise in protectionism could dampen global growth prospects and therefore inflation. Financial market volatility will remain the norm for some time.

- However, following significant global fiscal and monetary stimulus, the short term outlook for the global economy is somewhat brighter than earlier in the year. US fiscal stimulus is also a possibility following Trump's victory.

- Recent data present a more positive picture for the post-Referendum UK economy than predicted due to continued strong household spending.

- Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment.

- The currency-led rise in CPI inflation (currently 1.0% year/year) will continue, breaching the target in 2017, which will act to slow real growth in household spending due to a sharp decline in real wage growth.

- The depreciation in sterling will, however, assist the economy to rebalance away from spending. The negative contribution from net trade to GDP growth is likely to diminish, largely due to weaker domestic demand. Export volumes will increase marginally.

- Given the pressure on household spending and business investment, the rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes to the negative effects of Brexit on economic activity and, ultimately, inflation.

- Bank of England policymakers have, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further monetary loosening looks less likely.

Forecast:

- Globally, the outlook is uncertain and risks remain weighted to the downside. The UK domestic outlook is uncertain, but likely to be weaker in the short term than previously expected.

- The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 25% possibility of a drop to close to zero, with a very small chance of a reduction below zero.

- Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	**0.12**
Arlingclose Central Case	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**
Downside risk	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	**0.40**
3-month LIBID rate														
Upside risk	0.05	0.05	0.10	0.10	0.10	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	**0.18**
Arlingclose Central Case	**0.25**	**0.25**	**0.25**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**	**0.29**
Downside risk	0.20	0.25	0.25	0.25	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	**0.34**
1-yr LIBID rate														
Upside risk	0.10	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	**0.23**
Arlingclose Central Case	**0.60**	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	**0.60**	**0.70**	**0.85**	**0.90**	**0.90**	**0.90**	**0.65**
Downside risk	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	**0.24**
5-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	**0.39**
Arlingclose Central Case	**0.50**	**0.40**	**0.35**	**0.35**	**0.35**	**0.40**	**0.40**	**0.40**	**0.45**	**0.50**	**0.55**	**0.60**	**0.65**	**0.45**
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	**0.47**
10-yr gilt yield														
Upside risk	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	**0.39**
Arlingclose Central Case	**1.15**	**0.95**	**0.85**	**0.85**	**0.85**	**0.85**	**0.85**	**0.90**	**0.95**	**1.00**	**1.05**	**1.10**	**1.15**	**0.96**
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	**0.47**
20-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	**0.39**
Arlingclose Central Case	**1.70**	**1.50**	**1.40**	**1.40**	**1.40**	**1.40**	**1.40**	**1.45**	**1.50**	**1.55**	**1.60**	**1.65**	**1.70**	**1.75**
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	**0.57**
50-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	**0.39**
Arlingclose Central Case	**1.60**	**1.40**	**1.30**	**1.30**	**1.30**	**1.30**	**1.30**	**1.35**	**1.40**	**1.45**	**1.50**	**1.55**	**1.60**	**1.41**
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	**0.57**

Appendix B – Existing Investment & Debt Portfolio Position

	31.12.16 Actual Portfolio £m	31.12.16 Average Rate %
External Borrowing:		
PWLB – Fixed Rate	**153.656**	**3.000**
PWLB – Variable Rate	**31.800**	**0.78**
Local Authorities	**0**	
LOBO Loans	**0**	
Total External Borrowing	**185.456**	
Other Long Term Liabilities:		
PFI	**0**	
Finance Leases	**0**	
Total Gross External Debt	**185.456**	
Investments:		
Managed in-house		
Short-term investments	**38.5**	**0.40**
Long-term investments	**0**	
Managed externally		
Fund Managers	**0**	
Pooled Funds	**10**	**0.26**
Total Investments	**48.5**	
Net Debt	**136.956**	

Appendix C –

Prudential Indicators 2017/18 to 2019/20

1. **Background:**

   There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

2. **Gross Debt and the Capital Financing Requirement:**

   This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

   If in any of these years there is a reduction in the capital financing requirement, this reduction is ignored in estimating the cumulative increase in the capital financing requirement which is used for comparison with **gross** external debt.

   The Director of Resources reports that the Council had no difficulty meeting this requirement in 2016/17, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

3. **Estimates of Capital Expenditure:**

3.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	**2016/17 Revised £m**	**2017/18 Estimate £m**	**2018/19 Estimate £m**	**2019/20 Estimate £m**	**2020/21 Estimate £m**
Non-HRA	21.445	10.551	2.096	1.464	1.312
HRA*	20.567	28.164	14.989	11.668	11.668
Total	**42.012**	**38.715**	**17.085**	**13.132**	**12.980**

3.2 Capital expenditure will be financed or funded as follows:

Capital Financing	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
Capital receipts	3.890	10.032	1.595	0.664	0.512
Grants	1.575	0.870	0.870	0.870	0.870
Borrowing	20.365	3.691	0	0	0
Revenue contributions	16.182	24.122	14.620	11.598	11.598
Total Financing	**42.012**	**38.715**	**17.085**	**13.132**	**12.980**

Table 1 shows that the capital expenditure plans of the Authority can be funded from a variety of sources, including external borrowing.

4. Ratio of Financing Costs to Net Revenue Stream:

4.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

4.2 The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Actual %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
Non-HRA	0.51	-0.85	-0.25	0.90	0.95
HRA	16.64	15.47	16.08	17.43	16.61

5. Capital Financing Requirement:

5.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing.

Capital Financing Requirement	2015/16 Actual £m	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
HRA	155.1	155.1	155.1	155.1	155.1
Non-HRA	29.6	50.3	53.1	52.1	51.2
Total CFR	**184.7**	**205.4**	**208.2**	**207.2**	**206.3**

5.2 The Council has embarked on a house building programme. The preliminary work started during 2012/13 with the works themselves starting in 2013/14. Given the need to borrow for any additional house building the Council took advantage of the competitive borrowing rates whilst it could, rather than borrowing in a few years' time when rates were predicted to increase. In the meantime this has allowed the General Fund to continue (as it has done for a number of years) to internally borrow from the Housing Revenue Account at an appropriate rate. This results in no detrimental impact on the General Fund from self-financing and is fair to the HRA as it will still broadly receive the same level of income that it would have had if it had invested the money, rather than loaned internally to the GF.

6. Incremental Impact of Capital Investment Decisions:

6.1 This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
Increase in Band D Council Tax	-1.03	1.90	0.06	0.60
Increase in Average Weekly Housing Rents	-4.73	-5.86	-12.96	-13.46

7. Authorised Limit and Operational Boundary for External Debt:

7.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

7.2 The **Authorised Limit** sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

7.3 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

7.4 The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

7.5 The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

	2016/17 **Approved £m**	**2017/18** **Estimate £m**	**2018/19** **Estimate £m**	**2019/20** **Estimate £m**
Authorised Limit for Borrowing	240.00	250.00	260.00	260.00
Authorised Limit for External Debt	**240.00**	**250.00**	**260.00**	**260.00**
Operational Boundary for Borrowing	230.00	240.00	250.00	250.00
Operational Boundary for External Debt	**230.00**	**240.00**	**250.00**	**250.00**

8. Adoption of the CIPFA Treasury Management Code:

8.1 This indicator demonstrates that the Council has adopted the principles of best practice.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at its meeting on 22 April 2002.

The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

9. Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:

9.1 These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

9.2 The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

	2016/17 Approved %	**2017/18 Estimate %**	**2018/19 Estimate %**	**2019/20 Estimate %**
Fixed				
Upper Limit for Fixed Interest Rate Exposure on Debt	100	100	100	100
Upper limit for Fixed Interest Rate Exposure on Investments	(100)	(100)	(100)	(100)
Variable				

Upper Limit for Variable Interest Rate Exposure on Debt	25	25	25	25
Upper Limit for Variable Interest Rate Exposure on Investments	(75)	(75)	(75)	(75)

9.3 The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

10. Credit Risk:

10.1 The Council considers security, liquidity and yield, in that order, when making investment decisions.

10.2 Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

10.3 The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);
- Sovereign support mechanisms;
- Credit default swaps (where quoted);
- Share prices (where available);
- Economic fundamentals, such as a country's net debt as a percentage of its GDP);
- Corporate developments, news, articles, markets sentiment and momentum;
- Subjective overlay.

10.4 The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

Appendix D –

Appendix D – Current Recommended Sovereign and Counterparty List as at 31/12/2016 (Section 8)

Country/ Domicile	Counterparty	Maximum Counterparty Limit £m	Maximum Group Limit (if applicable) £m	Maximum Maturity Limit
UK	Santander UK Plc (Banco Santander Group)	5.0		6 months
UK	Bank of Scotland (Lloyds Banking Group)	5.0	5.0	13 months
UK	Lloyds TSB (Lloyds Banking Group)	5.0		13 months
UK	Barclays Bank Plc	5.0		100 days
UK	Close Brothers Ltd.	5.0		6 months
UK	Goldman Sachs	5.0		100 days
UK	HSBC Bank Plc	5.0		13 months
UK	Nationwide Building Society	5.0		6 months
UK	Coventry Building Society	5.0		6 months
UK	Leeds Building Society	5.0		100 days
UK	NatWest (RBS Group)	5.0	5.0	35 days
UK	Royal Bank of Scotland (RBS Group)	5.0		35 days
Australia	Australia and NZ Banking Group	5.0		6 months
Australia	Commonwealth Bank of Australia	5.0		6 months
Australia	National Australia Bank Ltd (National Australia Bank Group)	5.0		6 months
Australia	Westpac Banking Corp	5.0		6 months
Canada	Bank of Montreal	5.0		13 months
Canada	Bank of Nova Scotia	5.0		13 months
Canada	Canadian Imperial Bank of Commerce	5.0		13 months
Canada	Royal Bank of Canada	5.0		13 months
Canada	Toronto-Dominion Bank	5.0		13 months

Finland	Op Corporate Bank	5.0		6 months
Denmark	Danske Bank	5.0		100 days
France	Credit Agricole CIB (Credit Agricole Group)	Suspended		Suspended
France	Credit Agricole SA (Credit Agricole Group)	Suspended		Suspended
France	Société Générale	Suspended		Suspended
Germany	Landesbank Hessen-Thuringen	5.0		6 months
Netherlands	ING Bank NV	5.0		100 days
Netherlands	Rabobank	5.0		13 months
Sweden	Nordea Bank AB	5.0		13 months
Sweden	Svenska Handelsbanken	5.0		13 months
Switzerland	Credit Suisse	5.0		100 days
US	JP Morgan	5.0		13 months
UK	Building Societies	See below		See below

The following 12 building societies have limits of £1m and 100 days – Darlington, Furness, Hinckley & Rugby, Leek, Loughborough, Mansfield, Market Harbrough, Marsden, Melton Mowbray, National Counties, Newbury and Stafford.

***Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools or a new suitable counterparty comes into the market. Alternatively, if a counterparty is downgraded, this list may be shortened.*

Group Limits - For institutions within a banking group, the authority executes a limit of that of an individual limit of a single bank within that group.

Appendix E – Non-Specified Investments

Instrument	Maximum maturity	Maximum £M	Capital expenditure?	Example
Call accounts, term deposits & CDs with banks, building societies & local authorities which do not meet the specified investment criteria (on advice from TM Adviser)	5 years	10	No	
Deposits with registered providers	5 years	10	No	
Gilts	5 years	10	No	
Bonds issued by multilateral development banks	5 years	5	No	*EIB Bonds, Council of Europe Bonds etc.*
Sterling denominated bonds by non-UK sovereign governments	5 years	5	No	
Money Market Funds and Collective Investment Schemes	5 years	20	No	*Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund*
Corporate loans and debt instruments issued by corporate bodies	5 years	10	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573	These funds do not have a defined maturity date	10	Yes	*Way Charteris Gold Portfolio Fund; Lime Fund*

Appendix F – MRP Statement 2017/18

CLG's Guidance on Minimum Revenue Provision (issued in 2010) places a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

NB This does not preclude other prudent methods.

MRP in 2017/18: Options 1 and 2 may be used only for supported (i.e. financing costs deemed to be supported through Revenue Support Grant from Central Government) Non-HRA capital expenditure funded from borrowing. Methods of making prudent provision for unsupported Non-HRA capital expenditure include Options 3 and 4 (which may also be used for supported Non-HRA capital expenditure if the Authority chooses). There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

The MRP Statement will be submitted to Council before the start of the 2017/18 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to the Council at that time.

The Council's CFR at 31st March 2012 became positive as a result of the Housing Subsidy reform settlement. This would normally require the Council to charge MRP to the General Fund in respect of Non-HRA capital expenditure funded from borrowing. CLG has produced regulations which mitigate this impact, and as such under Option 2 (the CFR method) there is no requirement to charge MRP in 2013/14 and subsequently for HRA Self-Financing.

If, as is likely, the Council undertakes General Fund borrowing in 2017/18 then in the following financial year, 2018/19, there will be a requirement to charge MRP.

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TREASURY MANAGEMENT POLICY STATEMENT

1. INTRODUCTION AND BACKGROUND

1.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code.

1.2 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
- Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

1.3 The Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

1.4 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Finance & Performance Cabinet Committee and for the execution and administration of treasury management decisions to the Director of Resources who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

1.5 The Council nominates the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES

2.1 The Council defines its treasury management activities as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2.2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

2.3 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the

principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management."

2.4 The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

2.5 The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned on investments remain important but are secondary considerations.

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Chief Executive	Corporate Policy Making	Flexible Working and Accomodation Review	(100)					
	Total Chief Executive		**(100)**	**0**	**0**	**0**	**0**	**0**
Communitites	Affordable Housing	Legal fees B3Living	(5)	(5)				
	Community Arts Programme	Additional Income (Savings made in expenditure)	(4)	(4)				
	Safeguarding	Safeguarding Officers	50	51				
	Safeguarding	Recharge to HRA	(31)	(31)				
	Homelessness Advice	Additional post			30			
	Homelessness Advice	Homelessness Reviews/Rough Sleepers			12			
	Total Communities		**10**	**11**	**42**	**0**	**0**	**0**
Governance	Building Control	Fees & Charges		(25)				
	Building Control	Ring Fenced Account		25				
	Conservation Policy	Bring Listed Building Service in house		(5)				
	Development Control	Fees & Charges	(75)	(145)				
	Development Control	Pre Application Consultation Fees	(10)	(10)				
	Governance Admin	Training	9	10	5			
	Governance Admin	Equipment New		6				
	Internal Audit	Corporate Fraud Team	10	5	8			
	Internal Audit	Shared Service (GF element)		(29)				
	Legal Services	Fees & Charges		(6)				
	Local Land Charges	Reduction Re Fees & Charges		12				
	Members Allowances	Increase in Basic Allowances	50	43	7			
	Planning Appeals	Fees & Charges		(4)				
	Public Relations & Information	Committee Attendance		5				
	Total Governance		**(16)**	**(118)**	**20**	**0**	**0**	**0**

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Neighbourhoods	Animal Welfare	Budget Savings	(16)	(16)				
	Countrycare	Additional Income	(12)	0				
	Engineering, Drainage & Water	New Post	27	37				
	Grounds Maintenance	Service Review (GF element)		(15)				
	Land and Property	Oakwood Hill Units	(8)	(8)				
	Land and Property	Brooker Road		(12)	(107)			
	Land and Property	Greenyards	(2)	(2)				
	Land and Property	Epping Forest Shopping Park			(490)	(1,450)	(220)	
	Land and Property	David Lloyd Centre		(69)				
	Land and Property	Broadway Gate development				(100)	(250)	
	Land and Property	Rental Income - Shops		(22)	(45)			
	Leisure Management	Savings from New Contract	(75)	0	(250)		(300)	(350)
	North Weald Airfield	Additional Income		(22)				
	Off Street Parking	Parking Fee Increases	(31)	(72)				
	Off Street Parking	New Chargeable Parking Spaces (ITS)			(11)	(4)		
	Off Street Parking	Machine Maintenance and collections	5	5	8			
	Off Street Parking	Additional Staffing			32			
	Off Street Parking	New Management Contract (ITS)			(88)			
	Off Street Parking	Lea Valley Management Fee (ITS)			(2)	(1)		
	Off Street Parking	Vere Road Pay & Display (ITS)			(5)	(5)		
	Planning Policy Group	Increase in Staffing	75	75				
	Waste Management	Inter Authority Agreement, reduced ECC Income	19	19				
	Waste Management	Waste Contract		427				
	Waste Management	Additional Staffing	31	26				
	Neighbourhoods	Savings		(2)				
	Total Neighbourhoods		**13**	**349**	**(958)**	**(1,560)**	**(770)**	**(350)**

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Resources	Cashiers	Self Service Machines (ITS)	(15)	(14)	(8)			
	Civic Offices	Solar Panel Energy Saving	(3)	(5)				
	Civic Offices	Non-Domestic Rates			68			
	Civic Offices	Cleaning contract		3	14			
	Finance Miscellaneous	Car Leasing (excluding HRA)	(15)	(35)	(25)			
	Housing Benefits Administration	Admin Reductions	73	59	42			
	Housing Benefits	Non Hra Rent Rebates	7	29	25			
	Human Resources	Apprenticeship Levy (Net)			69			
	Human Resources	Apprentices			60			
	ICT	Printer Migration		(7)	(13)			
	Revenues	Restructure	(9)	(9)				
	Resources	Savings		(4)	(9)			
	Total Resources		**38**	**17**	**223**	**0**	**0**	**0**
Other Items	Investment Interest	Reduction due to use of balances	100	157	93			
	New Homes Bonus				122	1,075	202	531
	Council Tax Collection	Technical Agreement Contributions		(200)				
	All Directorates	Additional Employers National Insurance	450	371				
	Pensions	Deficit Payments	43	43		22	31	
	Total CSB		**538**	**630**	**(458)**	**(463)**	**(537)**	**181**

DISTRICT DEVELOPMENT FUND

Directorate	Service	Description	Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Chief Executive	Chief Executive Policy Group	Transformation Staffing	77	78	90	58		
	Transformation	External Partnerships			100			
	Transformation	Transformation Projects		20	80			
	Total Chief Executive		**77**	**98**	**270**	**58**	**0**	**0**
Communitites	Communities	Externally Funded Projects	86	128	110			
	Communities	Externally Funded Projects	(86)	(128)	(110)			
	Communities	Museum Store License (Lease)	17	17				
	Homelessness	Legal Challenges	20	20	20			
	Private Sector Housing	Landlord Accreditation Scheme	1	1	1			
	Safer Communities	Analysts post	34	15				
	Safer Communities	Analysts post	(30)					
	Safer Communities	CCTV Trainee Assistant post	19	9	20	20	8	
	Youth Council	Enabling Fund	8	8				
	Grant - Citizens Advice Bureau	CAB Debt Advisors			4			
	Total Communitites		**69**	**70**	**45**	**20**	**8**	**0**
Governance	Building Control	Fees & Charges		(40)				
	Conservation Policy	Consultant Fees & Grants		(5)				
	Development Control	Pre Application Consultation Fees	(10)	(30)	(13)			
	Development Control	Fees & Charges	(75)	(175)	(175)			
	Development Control Group	Trainee Contaminated Land Officer	22	15	23	10		
	Development Control Group	Trainee Planning Officer	45	24	45	27		
	Development Control Group	Agency Staff		30				
	Development Management	Administrative Assistant	10	9	13			
	Development Management	Additional Temporary staffing	27	27	28			
	Development Management	Planning Validation Officer			26	26		
	Development Management	Document Scanning	68	79	113	113		
	Elections	Savings no district elections			(41)			
	Electoral Registration	Individual Registration Costs		25	37	23		
	Electoral Registration	Individual Registration Grant		(23)				
	Enforcement / Trees & Lanscape	Technical Assistant - Conservation	11	7				
	Legal Services	Transformation Programme	27	17	10			
	Legal Services	Additional Income		(10)				
	Local Land Charges	Government Grant - New Burdens		(8)				
	Planning Appeals	Contingency for Appeals	45	10	41	36		
	Standards Committee	Contribution from Other Local Authorities		(5)				
	Total Governance		**170**	**(53)**	**107**	**235**	**0**	**0**

DISTRICT DEVELOPMENT FUND

Directorate	Service	Description	Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Neighbourhoods	Contaminated Land & Water Quality	Contaminated land investigations	64	35	79	50		
	Countrycare	BRIE - SLA	4	4	4			
	Economic Development	Economic Development Strategy	4		8			
	Economic Development	Tourism Task Force	35	35				
	Economic Development	Town Centres Support	50	40	52			
	Economic Development	Portas Funding	9	9				
	Asset Rationalisation	Council Asset Rationalisation	27	48	61			
	Asset Rationalisation	New Development Project Officer	16	22				
	Food Safety	Inspections		4				
	Forward Planning	Local Plan	552	1,178	1,028	237		
	Forward Planning	Neighbourhood Planning		6	3			
	Highways General Fund	Contribution to ECC	50	50				
	Land and Property	David Lloyd Centre		(107)				
	Land and Property	Oakwood Hill Ind Est		(15)				
	Land and Property	Epping Forest Shopping Park Security		12				
	Land and Property	Rental Income - Shops		(10)				
	Leisure Management	New Management Contract			65	268	9	12
	Off street parking	Payment to NEPP for redundancies			20			
	Parks & Grounds	Open Spaces - Tree Planting	10		10			
	Parks & Grounds	Survey of River Roding errosion			15			
	Waste Management	Replacement Bins	53	10				
	Waste Management	DCLG recycling reward scheme		40	218			
	Waste Management	Additional Sacks and Recycling payment		147	(104)			
	Neighbourhoods	Salary Savings to fund restructure		30				
	Total Neighbourhoods		**874**	**1,538**	**1,459**	**555**	**9**	**12**

DISTRICT DEVELOPMENT FUND

Directorate	Service	Description	Estimate 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Resources	Accounts Payable	Implementation of E-Invoicing	2	7				
	Building Maintenance - Non HRA	Planned Building Maintenance Programme	110	103	104	99	152	122
	Cashiers	Consultants fees		7				
	Cashiers	License fees		6				
	Council Tax Benefits	Previous Year Clawback	(15)	(17)				
	Council Tax Collection	Collection Investment	(47)	(57)	(57)			
	Council Tax Collection	Local Council Tax New Burdens Expenditure - E-Services	108	101				
	Housing Benefits Administration	Hardship & Compliance	(82)	(71)	(71)			
	Housing Benefits Administration	Benefits Specific Grants - Online Forms	18	15				
	Housing Benefits Administration	Benefits Specific Grants - Data Matching	60	60				
	Housing Benefits Administration	Benefits Specific Grants - Unallocated		(51)	20			
	Housing Benefits Administration	Atlas upgrades		15				
	Housing Benefits Administration	Atlas upgrades		(15)				
	Housing Benefits	Hardship & Compliance - Benefits Officers	62	27	58	58	43	
	Housing Benefits	Benefits Specific Grants - Furniture		2				
	Revenues	Temporary Additional Staffing	234	149	207	104		
	Sundry Non Distributable Costs	Emergency Premises Works	8	4	9			
	Total Resources		**459**	**285**	**270**	**261**	**195**	**122**
	Total Service Specific District Development Fund		**1,649**	**1,938**	**2,151**	**1,129**	**212**	**134**
	Tranistional Grant		(54)	(54)	(53)			
	New Homes Bonus		(581)	(588)				
	Council Tax Collection	Technical Agreement Contributions	(316)	(200)	(200)	(200)	(200)	(200)
	Pensions	Deficit Payments			(8)			
			698	**1,096**	**1,890**	**929**	**12**	**(66)**

INVEST TO SAVE

				Estimate 2016/17 £000's	B/F from 2015/16 2016/17 £000's	Revised 2016/17 £000's	Estimate 2017/18 £000's	Estimate 2018/19 £000's	Estimate 2019/20 £000's	Estimate 2020/21 £000's
Chief Executive	Customer Services	Software prototype	Capital			6				
	Civic Offices	Accomodation reveiw	Revenue			83				
				0	**0**	**89**	**0**	**0**	**0**	**0**
Communities	Homelessness	Rental Loans Scheme	Revenue	30		30	30	30		
	Museum Resilience	Contribution	Revenue			20				
				30	**0**	**50**	**30**	**30**	**0**	**0**
Neighbourhoods	Car Parking	Replacement LED lighting	Capital	50		20	70			
	Car Parking	Termination of contract with NEPP	Revenue		11	26				
	Car Parking	New Car Parks	Capital				40			
	Car Parking	ICT infrastructure	Capital			75				
	Car Parking	Lea Valley pay & display	Capital				15			
	Car Parking	Vere Road Pay & Display	Capital				51			
	Car Parking	Vere Road Pay & Display	Revenue				4			
	Grounds Maintenance	Training	Revenue	2		2				
	North Weald Airfield	Extension to Vehicle Compound	Capital			12				
				52	**11**	**135**	**180**	**0**	**0**	**0**
Resources	Civic Offices	Alterations to cashiers hall	Revenue	10		10				
	Civic Offices	Reception area structural survey	Capital			15				
	Cashiers	Two payment kiosks	Capital	20		20				
	ICT	Ariel Camera System	Revenue		1	1				
				30	**1**	**46**	**0**	**0**	**0**	**0**
				112	**12**	**320**	**210**	**30**	**0**	**0**

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REVENUE EXPENDITURE, INCOME AND FINANCING

2016/17 ORIGINAL ALL REVENUE ITEMS £	2016/17 REVISED ALL REVENUE ITEMS £			GENERAL FUND ACCOUNT £	2017/18 ORIGINAL HOUSING REVENUE ACCOUNT £	ALL REVENUE ITEMS £
		Gross Expenditure				
1,174,360	1,335,720	Office of the Chief Executive	**5(a)**	1,458,820	0	1,458,820
4,858,260	4,901,890	Governance	**5(b)**	4,989,410	0	4,989,410
17,541,440	19,167,540	Neighbourhoods	**5(c)**	18,793,680	0	18,793,680
41,136,250	39,977,260	Resources	**5(d)**	38,857,260	0	38,857,260
33,279,900	36,463,860	Communities	**5(e)**	5,689,000	31,789,410	37,478,410
97,990,210	**101,846,270**	**Total Expenditure on Services**		**69,788,170**	**31,789,410**	**101,577,580**
5,656,150	5,574,000	Interest Payable (Inc HRA)		172,460	5,399,540	5,572,000
23,110,000	16,218,000	Revenue Contribution to Capital		176,000	23,952,000	24,128,000
201,252	201,252	Parish Support Grants		134,164		134,164
3,274,089	3,274,089	Precepts Paid to Parish Councils		3,361,180	0	3,361,180
130,231,701	**127,113,611**	**Total Gross Expenditure**	**9a**	**73,631,974**	**61,140,950**	**134,772,924**
		Gross Income				
37,491,180	36,458,130	Government Subsidies		35,642,010	0	35,642,010
32,031,530	31,788,190	Rents from Dwellings		0	31,613,000	31,613,000
5,462,930	5,552,750	Miscellaneous Rents, Trading Operations etc.		5,283,140	892,810	6,175,950
6,068,090	6,461,680	Fees and Charges		4,744,380	1,751,550	6,495,930
378,250	375,030	Interest on Mortgages and Investments		196,000	0	196,000
6,333,710	6,992,490	Grants and Reimbursements by other Bodies		6,160,530	0	6,160,530
87,765,690	**87,628,270**	**Total Operational Income**		**52,026,060**	**34,257,360**	**86,283,420**
486,188	280,091	Contribution from/(to) Revenue Reserves		99,980	1,673,590	1,773,570
291,000	(51,000)	FRS 17 Adjustment		(51,000)	0	(51,000)
698,000	896,000	Contribution from/(to) District Development Fund		1,890,000	0	1,890,000
171,000	345,000	Contribution from/(to) Other Reserves		252,000	0	252,000
(269,336)	(269,336)	Contribution from/(to) Collection Fund		9,734		9,734
24,127,000	21,349,000	Contribution from/(to) Capital Reserves		2,911,000	25,210,000	28,121,000
5,913,677	5,887,104	Exchequer Support & Business Rates		5,243,866		5,243,866
119,183,219	**116,065,129**	**Total Gross Income**	**9b**	**62,381,640**	**61,140,950**	**123,522,590**
11,048,482	**11,048,482**	**To be met from Council Tax**	**9c**	**11,250,334**	**0**	**11,250,334**
		Financed by:				
7,774,393	7,774,393	District Precept				7,889,154
3,274,089	3,274,089	Parish Council Precepts	**9e**			3,361,180
11,048,482	**11,048,482**	**Total Financing**				**11,250,334**

Office of the Chief Executive

Programme 2017/18

2016/17 Original £	2016/17 Original £	2016/17 Probable £	2016/17 Probable £	Revenue Expenditure	2017/18 Original £	2017/18 Original £
1,899,750		2,211,930		Corporate Activites	2,416,150	
	1,899,750		2,211,930	**Total Expenditure**		2,416,150
	725,390		876,210	Income from Internal Charges		957,330
	1,174,360		1,335,720	**Net Expenditure (see Annex 4)**		1,458,820
	1,174,360		1,335,720	**To be met from Government Grant and Local Taxation**		1,458,820
	-		-	**Capital Expenditure (see Annex 6)**		-

Governance

Programme 2017/18

2016/17 Original £	2016/17 Original £	2016/17 Probable £	2016/17 Probable £		2017/18 Original £	2017/18 Original £
				Revenue Expenditure		
570,570		585,740		Elections	607,860	
1,391,020		1,312,000		Member Activities	1,349,880	
3,113,610		3,198,450		Planning & Development	3,240,300	
3,813,570		3,869,340		Support Services	4,010,280	
	8,888,770		8,965,530	**Total Expenditure**		9,208,320
	4,030,510		4,063,640	Income from Internal Charges		4,218,910
	4,858,260		4,901,890	**Net Expenditure (see Annex 4)**		4,989,410
				Service Generated Income		
1,597,750		1,858,560		Fees and Charges	1,794,780	
145,000		192,380		Grants and Reimbursements by other Bodies	180,000	
	1,742,750		2,050,940	**Total Income**		1,974,780
	3,115,510		2,850,950	**To be met from Government Grant and Local Taxation**		3,014,630
	-		-	**Capital Expenditure (see Annex 6)**		-

Neighbourhoods

Programme 2017/18

2016/17 Original £	2016/17 Original £	2016/17 Probable £	2016/17 Probable £	Revenue Expenditure	2017/18 Original £	2017/18 Original £
1,379,990		1,390,650		Environmental Health	1,423,850	
390,830		397,900		Licensing	445,700	
1,918,520		2,039,610		Leisure Management	1,711,460	
1,072,690		1,025,490		North Weald	1,080,360	
124,660		103,840		Emergency Planning	120,470	
6,325,040		7,482,000		Waste Management	7,332,570	
740,200		812,210		Land and Property	793,390	
1,078,350		1,084,480		Parks and Grounds	1,138,040	
1,898,130		1,880,470		Technical Services	1,859,300	
1,908,000		2,228,870		Forward Planning & Economic Development	2,145,810	
4,486,340		4,783,810		Support Services	4,700,960	
	22,141,530		24,086,940	**Total Expenditure**		23,654,400
	4,600,090		4,919,400	Income from Internal Charges		4,860,720
	17,541,440		19,167,540	**Net Expenditure (see Annex 4)**		18,793,680
				Service Generated Income		
4,533,220		4,395,160		Miscellaneous Rents, Trading Operations etc	5,003,140	
1,701,880		2,078,400		Fees and Charges	2,093,420	
2,032,040		1,994,030		Grants and Reimbursements by other Bodies	2,017,590	
	8,267,140		8,467,590	**Total Income**		9,114,150
	9,274,300		10,699,950	**To be met from Government Grant and Local Taxation**		9,679,530
	16,511,000		20,036,000	**Capital Expenditure (see Annex 6)**		7,620,000

Resources

Programme 2017/18

2016/17 Original £	2016/17 Original £	2016/17 Probable £	2016/17 Probable £		2017/18 Original £	2017/18 Original £
38,772,290		37,414,270		Housing Benefits	36,703,670	
2,041,290		1,967,040		Local Taxation	1,987,780	
177,750		499,510		Other Activities	115,950	
2,942,730		2,944,600		Accomodation Services	2,971,250	
2,916,110		2,999,110		ICT Services	3,070,150	
2,875,790		2,923,410		Financial Services	2,848,660	
	51,318,110		50,407,240	**Total Expenditure**		49,472,260
	10,181,860		10,429,980	Income from Internal Charges		10,615,000
	41,136,250		39,977,260	**Net Expenditure (see Annex 4)**		38,857,260
				Service Generated Income		
37,491,180		36,458,130		Government Subsidies	35,642,010	
43,460				Miscellaneous Rents, Trading Operations etc		
322,750		364,870		Fees and Charges	350,420	
629,750		326,400		Grants and Reimbursements by other Bodies	300,000	
	38,487,140		37,149,400	**Total Income**		36,292,430
	2,649,110		2,827,860	**To be met from Government Grant and Local Taxation**		2,564,830
	1,024,000		964,000	**Capital Expenditure (see Annex 6)**		1,110,000

Communities

Programme 2017/18

2016/17 Original			2016/17 Probable				2017/18 Original		
General Fund £	Housing Revenue £	Total £	General Fund £	Housing Revenue £	Total £	Revenue Expenditure	General Fund £	Housing Revenue £	Total £
	28,065,650	28,065,650		30,856,660	30,856,660	Council Housing		31,789,410	31,789,410
1,340,340		1,340,340	1,470,830		1,470,830	Private Sector Housing	1,500,000		1,500,000
595,510		595,510	698,050		698,050	Homelessness	759,570		759,570
414,420		414,420	422,990		422,990	Voluntary Sector Support	435,940		435,940
1,097,070		1,097,070	1,183,930		1,183,930	Community services	1,234,110		1,234,110
563,980	4,058,620	4,622,600	600,150		600,150	Support Services	570,510		570,510
5,575,390	32,124,270	37,699,660	5,947,280	30,856,660	36,803,940	**Total Expenditure**	6,059,470	31,789,410	37,848,880
361,140	4,058,620	4,419,760	340,080		340,080	Income from Internal Charges	370,470		370,470
5,214,250	28,065,650	33,279,900	5,607,200	30,856,660	36,463,860	**Net Expenditure (see Annex 4)**	5,689,000	31,789,410	37,478,410
						Service Generated Income			
	32,031,530	32,031,530		31,788,190	31,788,190	Rents from Dwellings		31,613,000	31,613,000
	886,250	886,250	280,000	877,590	1,157,590	Miscellaneous Rents, Trading Operations etc	280,000	892,810	1,172,810
784,420	1,661,290	2,445,710	548,590	1,611,260	2,159,850	Fees and Charges	505,760	1,751,550	2,257,310
	250	250		30	30	Interest on Mortgages		0	0
795,920		795,920	1,341,680		1,341,680	Grants and Reimbursements by other Bodies	1,235,940		1,235,940
	(6,964,150)	(6,964,150)		(2,923,780)	(2,923,780)	HRA Interest & Reversal of Depn		(4,141,540)	(4,141,540)
	450,480	450,480		(496,630)	(496,630)	Use of Balances		1,673,590	1,673,590
1,580,340	28,065,650	29,645,990	2,170,270	30,856,660	33,026,930	**Total Income**	2,021,700	31,789,410	33,811,110
3,633,910	-	3,633,910	3,436,930	0	3,436,930	**To be met from Government Grant and Local Taxation**	3,667,300	0	3,667,300
865,000	28,127,000	28,992,000	440,000	20,692,000	21,132,000	**Capital Expenditure (see Annex 6)**	688,000	28,064,000	28,752,000

Non Service Budgets

Programme 2017/18

General Fund £	2016/17 Original Housing Revenue £	Total £	General Fund £	2016/17 Probable Housing Revenue £	Total £	Revenue Expenditure	General Fund £	2017/18 Original Housing Revenue £	Total £
(378,000)		(378,000)	(375,000)		(375,000)	Interest & Investment Income	(196,000)		(196,000)
70,000	23,040,000	23,110,000	150,000	16,068,000	16,218,000	Revenue Contribution to Capital	176,000	23,952,000	24,128,000
(2,731,000)		(2,731,000)	(3,138,000)		(3,138,000)	Other Items	(2,427,000)		(2,427,000)
204,000	5,452,150	5,656,150	258,220	5,315,780	5,574,000	Interest Payable (Inc HRA)	172,460	5,399,540	5,572,000
(2,599,000)	(25,000)	(2,624,000)	(2,889,000)		(2,889,000)	Depreciation Reversals & Other Adjs.	(2,911,000)		(2,911,000)
(5,434,000)	28,467,150	23,033,150	(5,993,780)	21,383,780	15,390,000		(5,185,540)	29,351,540	24,166,000
-	21,528,000	21,528,000	-	18,460,000	18,460,000	Transferred to Housing Summary	-	25,210,000	25,210,000
(5,434,000)	49,995,150	44,561,150	(5,993,780)	39,843,780	33,850,000		(5,185,540)	54,561,540	49,376,000
		(35,708)			(776,721)	Contribution (from)/to Revenue Reserves			(99,980)
		(291,000)			51,000	FRS 17 Adjustment			51,000
		(171,000)			(345,000)	Contribution (from)/to Other Reserves			(252,000)
		269,336			269,336	Contribution (from)/to the Collection Fund			(9,734)
		(698,000)			(896,000)	Contribution from District Development Fund			(1,890,000)
		43,634,778			32,152,615	**Reduction in Amount to be met from Government Grant and Local Taxation & other Housing Revenue Account items**			47,175,286

Capital Programme

Programme 2017/18

General Fund £	Housing Revenue £	2016/17 Original Total £	General Fund £	Housing Revenue £	2016/17 Probable Total £	Gross Expenditure	General Fund £	2017/18 Original Housing Revenue £	Total £
16,511,000		16,511,000	20,036,000		20,036,000	Neighbourhoods	7,620,000		7,620,000
1,024,000		1,024,000	964,000		964,000	Resources	1,110,000		1,110,000
865,000	28,127,000	28,992,000	440,000	20,692,000	21,132,000	Communities	688,000	28,064,000	28,752,000
18,400,000	28,127,000	46,527,000	21,440,000	20,692,000	42,132,000	**Total Capital Expenditure**	9,418,000	28,064,000	37,482,000
						Less:			
70,000	25,699,000	25,769,000	150,000	16,068,000	16,218,000	Revenue Contributions to Capital	180,000	23,952,000	24,132,000
18,330,000	2,428,000	20,758,000	21,290,000	4,624,000	25,914,000	**To be met from Capital Resources**	9,238,000	4,112,000	13,350,000
						Financed by:			
5,709,000	1,933,000	7,642,000	1,033,000	4,044,000	5,077,000	Capital Receipts	6,957,000	4,042,000	10,999,000
12,621,000		12,621,000	20,176,000		20,176,000	Borrowing	2,281,000		2,281,000
	450,000	450,000	5,000	70,000	75,000	Government Grants		70,000	70,000
	45,000	45,000	76,000	510,000	586,000	Other Grants			-
18,330,000	2,428,000	20,758,000	21,290,000	4,624,000	25,914,000	**Total Financing**	9,238,000	4,112,000	13,350,000

COUNCIL TAX RATES FOR DISTRICT & PARISH/TOWN COUNCILS 2017/18 **ANNEX 7**

Authorities	Tax Base No.'s	Precept 2017/18	Council Tax Band D	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
		£	£	£	£	£	£	£	£	£	£
District Expenses	53,029.2	7,889,154	148.77	99.18	115.71	132.24	148.77	181.83	214.89	247.95	297.54
Abbess, Berners and Beauchamp Roding	217.0	5,300	24.42	115.46	134.70	153.95	173.19	211.68	250.16	288.65	346.38
Buckhurst Hill	5,174.3	356,465	68.89	145.11	169.29	193.48	217.66	266.03	314.40	362.77	435.32
Chigwell	6,035.6	276,954	45.89	129.77	151.40	173.03	194.66	237.92	281.18	324.43	389.32
Epping Town	5,218.1	446,252	85.52	156.19	182.23	208.26	234.29	286.35	338.42	390.48	468.58
Epping Upland	405.9	14,954	36.84	123.74	144.36	164.99	185.61	226.86	268.10	309.35	371.22
Fyfield	421.0	11,067	26.29	116.71	136.16	155.61	175.06	213.96	252.86	291.77	350.12
High Ongar	555.1	12,939	23.31	114.72	133.84	152.96	172.08	210.32	248.56	286.80	344.16
Lambourne	870.8	33,000	37.90	124.45	145.19	165.93	186.67	228.15	269.63	311.12	373.34
Loughton Town	12,294.8	634,800	51.63	133.60	155.87	178.13	200.40	244.93	289.47	334.00	400.80
Matching	428.9	14,282	33.30	121.38	141.61	161.84	182.07	222.53	262.99	303.45	364.14
Moreton, Bobbingworth and the Lavers	577.6	14,481	25.07	115.89	135.21	154.52	173.84	212.47	251.10	289.73	347.68
Nazeing	2,042.7	71,964	35.23	122.67	143.11	163.56	184.00	224.89	265.78	306.67	368.00
North Weald Bassett	2,524.8	175,475	69.50	145.51	169.77	194.02	218.27	266.77	315.28	363.78	436.54
Ongar Town	2,695.6	287,485	106.65	170.28	198.66	227.04	255.42	312.18	368.94	425.70	510.84
Roydon	1,307.1	29,914	22.89	114.44	133.51	152.59	171.66	209.81	247.95	286.10	343.32
Sheering	1,330.8	33,958	25.52	116.19	135.56	154.92	174.29	213.02	251.75	290.48	348.58
Stanford Rivers	356.4	20,298	56.95	137.15	160.00	182.86	205.72	251.44	297.15	342.87	411.44
Stapleford Abbotts	519.3	5,716	11.01	106.52	124.27	142.03	159.78	195.29	230.79	266.30	319.56
Stapleford Tawney	78.7	1,537	19.53	112.20	130.90	149.60	168.30	205.70	243.10	280.50	336.60
Theydon Bois	1,983.9	106,615	53.74	135.01	157.51	180.01	202.51	247.51	292.51	337.52	405.02
Theydon Garnon	79.6	1,000	12.56	107.55	125.48	143.40	161.33	197.18	233.03	268.88	322.66
Theydon Mount	115.8	1,600	13.82	108.39	126.46	144.52	162.59	198.72	234.85	270.98	325.18
Waltham Abbey Town	7,559.2	800,400	105.88	169.77	198.06	226.36	254.65	311.24	367.83	424.42	509.30
Willingale	236.2	4,724	20.00	112.51	131.27	150.02	168.77	206.27	243.78	281.28	337.54
Town and Parish Total	*53,029.2*	*3,361,180*	*63.38*	*42.25*	*49.30*	*56.34*	*63.38*	*77.46*	*91.55*	*105.63*	*126.76*
District, Town and Parish Total	*53,029.2*	*11,250,334*	*212.15*	*141.43*	*165.01*	*188.58*	*212.15*	*259.29*	*306.44*	*353.58*	*424.30*

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PART A : ANALYSIS OF MAJOR PRECEPTING AUTHORITIES 2017/18

Authorities	Tax Base No.'s	Precept 2017/18	Council Tax Band D	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
		£	£	£	£	£	£	£	£	£	£
Essex County Council	53,029.2	61,710,080	1,163.70	775.80	905.10	1,034.40	1,163.70	1,422.30	1,680.90	1,939.50	2,327.40
Police and Crime Commissioner for Essex	53,029.2	8,328,236	157.05	104.70	122.15	139.60	157.05	191.95	226.85	261.75	314.10
Essex Fire Authority	53,029.2	3,660,606	69.03	46.02	53.69	61.36	69.03	84.37	99.71	115.05	138.06
District Expenses	53,029.2	7,889,154	148.77	99.18	115.71	132.24	148.77	181.83	214.89	247.95	297.54

PART B : SUMMARY - COUNCIL TAX RATES INCLUDING ALL PRECEPTS 2017/18

Abbess, Berners and Beauchamp Roding	217.0	5,300	24.42	1,041.98	1,215.64	1,389.31	1,562.97	1,910.30	2,257.62	2,604.95	3,125.94
Buckhurst Hill	5,174.3	356,465	68.89	1,071.63	1,250.23	1,428.84	1,607.44	1,964.65	2,321.86	2,679.07	3,214.88
Chigwell	6,035.6	276,954	45.89	1,056.29	1,232.34	1,408.39	1,584.44	1,936.54	2,288.64	2,640.73	3,168.88
Epping Town	5,218.1	446,252	85.52	1,082.71	1,263.17	1,443.62	1,624.07	1,984.97	2,345.88	2,706.78	3,248.14
Epping Upland	405.9	14,954	36.84	1,050.26	1,225.30	1,400.35	1,575.39	1,925.48	2,275.56	2,625.65	3,150.78
Fyfield	421.0	11,067	26.29	1,043.23	1,217.10	1,390.97	1,564.84	1,912.58	2,260.32	2,608.07	3,129.68
High Ongar	555.1	12,939	23.31	1,041.24	1,214.78	1,388.32	1,561.86	1,908.94	2,256.02	2,603.10	3,123.72
Lambourne	870.8	33,000	37.90	1,050.97	1,226.13	1,401.29	1,576.45	1,926.77	2,277.09	2,627.42	3,152.90
Loughton Town	12,294.8	634,800	51.63	1,060.12	1,236.81	1,413.49	1,590.18	1,943.55	2,296.93	2,650.30	3,180.36
Matching	428.9	14,282	33.30	1,047.90	1,222.55	1,397.20	1,571.85	1,921.15	2,270.45	2,619.75	3,143.70
Moreton, Bobbingworth and the Lavers	577.6	14,481	25.07	1,042.41	1,216.15	1,389.88	1,563.62	1,911.09	2,258.56	2,606.03	3,127.24
Nazeing	2,042.7	71,964	35.23	1,049.19	1,224.05	1,398.92	1,573.78	1,923.51	2,273.24	2,622.97	3,147.56
North Weald Bassett	2,524.8	175,475	69.50	1,072.03	1,250.71	1,429.38	1,608.05	1,965.39	2,322.74	2,680.08	3,216.10
Ongar Town	2,695.6	287,485	106.65	1,096.80	1,279.60	1,462.40	1,645.20	2,010.80	2,376.40	2,742.00	3,290.40
Roydon	1,307.1	29,914	22.89	1,040.96	1,214.45	1,387.95	1,561.44	1,908.43	2,255.41	2,602.40	3,122.88
Sheering	1,330.8	33,958	25.52	1,042.71	1,216.50	1,390.28	1,564.07	1,911.64	2,259.21	2,606.78	3,128.14
Stanford Rivers	356.4	20,298	56.95	1,063.67	1,240.94	1,418.22	1,595.50	1,950.06	2,304.61	2,659.17	3,191.00
Stapleford Abbotts	519.3	5,716	11.01	1,033.04	1,205.21	1,377.39	1,549.56	1,893.91	2,238.25	2,582.60	3,099.12
Stapleford Tawney	78.7	1,537	19.53	1,038.72	1,211.84	1,384.96	1,558.08	1,904.32	2,250.56	2,596.80	3,116.16
Theydon Bois	1,983.9	106,615	53.74	1,061.53	1,238.45	1,415.37	1,592.29	1,946.13	2,299.97	2,653.82	3,184.58
Theydon Garnon	79.6	1,000	12.56	1,034.07	1,206.42	1,378.76	1,551.11	1,895.80	2,240.49	2,585.18	3,102.22
Theydon Mount	115.8	1,600	13.82	1,034.91	1,207.40	1,379.88	1,552.37	1,897.34	2,242.31	2,587.28	3,104.74
Waltham Abbey Town	7,559.2	800,400	105.88	1,096.29	1,279.00	1,461.72	1,644.43	2,009.86	2,375.29	2,740.72	3,288.86
Willingale	236.2	4,724	20.00	1,039.03	1,212.21	1,385.38	1,558.55	1,904.89	2,251.24	2,597.58	3,117.10

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PART C : CHANGES IN BAND D CHARGES

Authorities	Council Tax Requirement			Council Tax Band D		Increase
	2016/17 £	2017/18 £		2016/17 £	2017/18 £	%
Essex County Council	59,058,108	61,710,080		1,130.13	1,163.70	2.97
Police and Crime Commissioner for Essex	7,948,411	8,328,236		152.10	157.05	3.25
Essex Fire Authority	3,536,808	3,660,606		67.68	69.03	1.99
District Expenses	7,774,393	7,889,154		148.77	148.77	0.00
Abbess, Berners and Beauchamp Roding	5,200	5,300		24.31	24.42	0.45
Buckhurst Hill	351,867	356,465		68.89	68.89	0.00
Chigwell	285,126	276,954		47.67	45.89	-3.73
Epping Town	436,751	446,252		85.52	85.52	0.00
Epping Upland	14,487	14,954		36.84	36.84	0.00
Fyfield	11,067	11,067		26.68	26.29	-1.46
High Ongar	12,686	12,939		23.31	23.31	0.00
Lambourne	32,695	33,000		38.09	37.90	-0.50
Loughton Town	594,600	634,800		49.18	51.63	4.98
Matching	14,196	14,282		33.30	33.30	0.00
Moreton, Bobbingworth and the Lavers	14,059	14,481		24.59	25.07	1.95
Nazeing	70,613	71,964		34.88	35.23	1.00
North Weald Bassett	172,034	175,475		69.24	69.50	0.38
Ongar Town	279,604	287,485		104.56	106.65	2.00
Roydon	29,327	29,914		22.69	22.89	0.88
Sheering	33,958	33,958		25.92	25.52	-1.54
Stanford Rivers	20,298	20,298		58.06	56.95	-1.91
Stapleford Abbotts	9,447	5,716		18.45	11.01	-40.33
Stapleford Tawney	1,537	1,537		20.88	19.53	-6.47
Theydon Bois	106,190	106,615		53.74	53.74	0.00
Theydon Garnon	1,000	1,000		13.00	12.56	-3.38
Theydon Mount	1,400	1,600		12.26	13.82	12.72
Waltham Abbey Town	771,765	800,400		103.86	105.88	1.94
Willingale	4,182	4,724		18.24	20.00	9.65

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Annex 9

Medium Term Financial Strategy

Introduction

1. For a number of years as part of the Council's sound financial planning arrangements a four-year financial strategy has been prepared. This document allows a considered view to be taken of spending and resources. Without a medium term financial strategy finances would be managed on an annual basis leading to sudden expansions and contractions in services. Clearly such volatility would lead to waste and be confusing for stakeholders.

2. Managing this Council's finances has been made easier by isolating one off fluctuations (District Development Fund or DDF) from the ongoing core services (Continuing Service Budgets or CSB). This distinction highlights the differing effects in the medium term of approving different types of initiative.

3. A key part of the strategy is future rises in Council Tax and the Council has a stated ambition to remain a low tax authority in the long term. To achieve this over the long term it is important to avoid the gimmick of one-off reductions. For 2017/18 it appears that most authorities across Essex will be increasing charges to just below the referendum limit.

4. At its 14 July 2016 meeting the Finance and Performance Management Cabinet Committee decided to recommend a 0% increase in the Council Tax. This recommendation was adopted by Cabinet on 1 September 2016.

Previous Medium Term Financial Strategy

5. The July meeting of the Cabinet Committee considered the annual Financial Issues Paper and an updated medium term financial strategy. At that time Members attention was drawn to a number of areas of significant uncertainty. Key amongst those were the structural reforms to the financing of local authorities through the local retention of NNDR and proposed changes to New Homes Bonus. The general state of domestic and European economies following the Brexit vote was a concern although most of the key income streams were now showing improvement. There were also questions over welfare reform, development opportunities and the Transformation Programme.

6. Against this background of risk and uncertainty a forecast was constructed that set a target of £13.11m for CSB expenditure for 2017/18 and maintained the requirement for annual CSB savings over the forecast period. At this time deficit budgets were anticipated for each year of the forecast, although these were reducing at the end of the forecast.

7. At that time the predicted General Fund balance at 1 April 2020 of £6.86m represented 55% of the anticipated Net Budget Requirement (NBR) for 2019/20 and was therefore somewhat higher than the guideline of 25%. It was also predicted at that time that there would be £1.3m left in the DDF at 1 April 2020.

Updated Medium Term Financial Strategy

8. In the period since the Financial Issues Paper the Government has provided the draft settlement figures for the period up to and including 2019/20. The reductions in grant are in line with what had been anticipated, with Revenue Support Grant going negative by the end of the period. However, the reductions in New Homes Bonus were surprisingly large and involved the imposition of a baseline that was significantly higher than the one that had been included as a possibility in the consultation. In constructing the forecast it has been necessary to make certain assumptions, these are set out below:

   a) CSB Growth – the net savings required for 2017/18 have been found and the CSB figure is very close to the target established in July. Budgets will be re-visited during the course of 2017/18 to seek further reductions, particularly areas like waste management that have seen growth. In common with the earlier version of the strategy, target CSB savings are included for the period 2018/19 to 2020/21. Additional development control income, the new leisure management contract and the shopping park have helped achieve the savings required for 2017/18. However, on top of known predicted savings, net savings targets of £300,000 for 2018/19, £250,000 for 2019/20 and £150,000 for 2020/21 are needed.

   b) DDF – all of the known items for the four-year period have been included and at the end of the period a balance of £0.38m is still available. This is only possible after the transfer in of £0.5m from the General Fund Reserve in 2018/19 due to the high level of expenditure on the Local Plan.

   c) Grant Funding – the amounts included are those from the draft settlement, including the negative amount in 2019/20.

   d) Other Funding – the amounts included for New Homes Bonus have been drastically reduced in line with the draft settlement. Only limited growth in funding has been anticipated from growth in the non-domestic rating list. It has been assumed that the allowance for losses on appeals will be adequate but there are hundreds of appeals still outstanding, including one against the largest item on our rating list. It has been assumed that the revised opening date for the retail park will be achieved.

   e) Council Tax Increase – Members have indicated that they wish to freeze the charge for the length of the strategy.

9. This revised medium term financial strategy has deficits throughout the period, although these are reducing and the use of reserves in 2020/21 is only £113,000. The predicted revenue balance at the end of the period is £5.5m, which represents 43% of the NBR for 2020/21 and thus comfortably exceeds the target of 25%.

10. It is worth repeating that savings of £0.7m are still to be identified for the last three years of the strategy and that identified savings of £2.33m in 2018/19 and 2019/20 will have to be delivered. In approving the medium term financial strategy Members are asked to note these targets. The strategy will be monitored during the year and updated for the July 2017 meeting of the Finance and Performance Management Cabinet Committee.

GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2016/17 - 2020/21

ORIGINAL 2016/17		REVISED 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21
£'000	**NET REVENUE EXPENDITURE**	£'000	£'000	£'000	£'000	£'000
12,714	Continuing Services Budget	13,138	13,567	13,683	13,458	12,831
949	CSB - Growth	1,408	595	1,097	233	531
-411	CSB - Savings	-778	-1,053	-1,560	-770	-350
0	Additional Savings Target	0	0	-300	-250	-150
13,252	Total C.S.B	13,768	13,109	12,920	12,671	12,862
810	One - off Expenditure	1,416	2,100	959	12	-66
14,062	Total Net Operating Expenditure	15,184	15,209	13,879	12,683	12,796
-112	Contribution to/from (-) Other Res	-320	-210	-30	0	0
-698	Contribution to/from (-) DDF Balances	-1,096	-1,890	-929	-12	66
-36	Contribution to/from (-) Balances	-577	-100	-119	-143	-113
13,216	Net Budget Requirement	13,191	13,009	12,801	12,528	12,749
	FINANCING					
1,329	RSG-Parish Support Grant	1,380	610	193	0	0
3,982	District Non-Domestic Rates Precept	3,979	4,500	4,600	4,400	4,500
400	Section 31 Grant	650	0	0	0	0
7,774	District Council Tax Precept	7,774	7,889	8,008	8,128	8,249
-269	Collection Fund Adjustment	-592	10	0	0	0
13,216	To be met from Government Grants and Local Tax Payers	13,191	13,009	12,801	12,528	12,749
	Band D Council Tax	148.77	148.77	148.77	148.77	148.77
	Percentage Increase %		0	0	0	0

GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2016/17 - 2020/21

	REVISED 2016/17	FORECAST 2017/18	FORECAST 2018/19	FORECAST 2019/20	FORECAST 2020/21
REVENUE BALANCES	£'000	£'000	£'000	£'000	£'000
Balance B/forward	7,272	6,495	6,395	5,776	5,633
Transfer out	-200	0	-500	0	0
Surplus/Deficit(-) for year	-577	-100	-119	-143	-113
Balance C/Forward	6,495	6,395	5,776	5,633	5,520
DISTRICT DEVELOPMENT FUND					
Balance B/forward	3,742	2,646	756	327	315
Transfer in	0	0	500	0	66
Transfer Out	-1,096	-1,890	-929	-12	0
Balance C/Forward	2,646	756	327	315	381
CAPITAL FUND (inc Cap Receipts)					
Balance B/forward	3,788	4,136	198	299	1,368
New Usable Receipts	5,425	7,061	1,696	1,733	845
Use of Capital Receipts	-5,077	-10,999	-1,595	-664	-512
Balance C/Forward	4,136	198	299	1,368	1,701
TOTAL BALANCES	13,277	7,349	6,402	7,316	7,602

Annex 10

The Chief Financial Officer's report to the Council on the robustness of the estimates for the purposes of the Council's 2017/18 budgets and the adequacy of the reserves.

Introduction

1. The Local Government Act 2003 section 25 introduced a specific personal duty on the "Chief Financial Officer" (CFO) to report to the Authority on the robustness of the estimates for the purposes of the budget and the adequacy of reserves. The Act requires Members to have regard to the report when determining the Council's budget requirement for 2017/18. If this advice is not accepted, the reasons must be formally recorded within the minutes of the Council meeting. Council will consider the recommendations of Cabinet on the budget for 2017/18 and determine the planned level of the Council's balances.

2. Sections 32 and 43 of the Local Government Finance Act 1992 also require billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the net budget requirement.

3. There are a range of safeguards, which exist to ensure local authorities do not over-commit themselves financially. These include:

   - The CFO's s.114 powers, which require a report to the Cabinet and to all Members of the local authority if there is or is likely to be unlawful expenditure or an unbalanced budget
   - The Prudential Code, which applied to capital financing from 2004/05.

The Robustness of the Recommended Budget

4. A number of reports to the Cabinet in recent years have highlighted the difficulties inherent in setting budgets, not least because of significant changes in the level and complexity of Government funding and continuing pressure to protect and develop services. At the same time major changes have been introduced to the way the Council is structured and managed and the way services like waste and leisure are delivered. These changes and the extended period of low economic growth are still ongoing and represent significant risks to the Council's ability to evaluate all the financial pressures it faces.

5. However the Council's budget process, developed over a number of years, has many features that promote an assurance in its reliability:

   - The rolling four year forecast provides a yardstick against which annual budgets can be measured
   - The early commencement of the budget process and the clear annual timetable for both Members and officers including full integration with the business planning process promotes considered and reasoned decision making
   - The establishment of budget parameters in the summer is designed to create a clear focus before the budget process commences

- The analysis of the budget between the continuing services and one off District Development Fund items smoothes out peaks and troughs and enables CSB trends to be monitored
- The adoption of a prudent view on the recognition of revenue income and capital receipts
- The annual bid process whereby new or increased budgets should be reported to Cabinet before inclusion in the draft budget
- Clear and reasoned assumptions made about unknowns, uncertainties or anticipated changes

6. With a Cabinet system the onus is on Portfolio Holders to work closely with Directors to deliver acceptable and accurate budgets. This role has been taken seriously and has helped enhance the detailed knowledge of the Cabinet. There is an established process that allows the Resources Select Committee to challenge and debate the detailed budgets with the Finance and Performance Management Cabinet Committee.

7. The budget is therefore based on strong and well-developed procedures and an integrated and systematic approach to the preparation of soundly based capital and revenue plans and accurate income and expenditure estimates. The risks or uncertainties inherent in the budget have been identified and managed, as far as is practicable, and assumptions about their impact have been made.

8. **The conclusion is that the estimates as presented to the Council are sufficiently robust for the purposes of the Council's overall budget for 2017/18.**

Factors to be taken into account when undertaking a Risk Assessment into the overall Level of Reserves and Balances

9. Guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) states that the following factors should be taken into account when the CFO considers the overall level of reserves and balances:

- Assumptions regarding inflation;
- Estimates of the level and timing of capital receipts;
- Treatment of demand led pressures;
- Treatment of savings;
- Risks inherent in any new partnerships etc;
- Financial standing of the authority i.e. level of borrowing, debt outstanding etc;
- The authority's track record in budget management;
- The authority's capacity to manage in-year budget pressures;
- The authority's virements and year-end procedures in relation to under and overspends;
- The adequacy of insurance arrangements.

10. These issues have formed the basis for budget reports in the past and they remain relevant for the current budget.

Factor Assessment

a. Inflationary pressures

11. Every year base budget estimates are produced and then different inflation factors are applied to the resultant figures to take budgets to out-turn prices. It is inevitable that there will be either over or under provision for the full cost of inflation, as prices will vary against the estimates made. Efforts have been made to predict the level of inflation in the coming year, although the uncertainty around the overall economic position makes this more difficulty. We have already seen some growth in inflation being caused by the weakness of the pound after the Brexit vote. How the Brexit negotiations proceed and the policy choices of the new president of the United States of America will have implications for the economy of the United Kingdom.

12. The Consumer Price Index (CPI) rose by 1.6% in the year to December 2016, up from 1.2% in November. This figure was above market expectations of 1.4% and represents the highest CPI rate since July 2014. It is likely that this increasing trend will continue through 2017 and the Bank of England's target rate of 2% will be breached. This is likely to result in reductions in real wage growth and restrain household spending. Pay increases for the year to November 2016 were running at 2.8%, inclusive of bonuses. However, pay rises in the public sector will not match those in the private sector so the Medium Term Financial Strategy (MTFS) includes an allowance of 1.5% for pay awards for 2017/18 and 1% for subsequent years. In the budgets the centrally held vacancy allowance has been maintained at 1.5%. This reflects the level of salary underspend currently being seen in 2016/17.

b. Estimates on the level and timing of capital receipts

13. The Council has always adopted a prudent view on the level and timing of capital receipts. Capital receipts are not recognised for budgetary purposes unless they have been received or their receipt is contractually confirmed prior to the budget being ratified. Currently, no significant disposals are anticipated in 2017/18.

14. The exception to this is receipts from council house sales. In this instance because sales occur throughout the year assumptions are made about their generation. Following the increase in Right to Buy discounts the number of sales increased significantly. During 2012/13 there were 13 sales but 2013/14 saw the number rise to 53, with a further 46 in 2014/15. This dipped back to 20 for 2015/16 but a higher level is evident again in 2016/17 with 44 sales estimated for the year. Going forward, it is anticipated that there will be 30 sales in 2017/18 and that this will then reduce to 24 per annum for subsequent years.

15. Even with the Authority's substantial capital programme, which exceeds £124m over five years, it is anticipated that the balance of usable capital receipts at 31 March 2021 will be just under £1.7m. By this stage the amount in the reserve will consist entirely of one four one receipts to be re-invested in new housing stock. Priority will be given to capital schemes that create future revenue benefit, either through increased income or reduced costs. The Treasury Management Strategy was amended last year to state that new borrowing will only be undertaken for capital schemes with positive revenue consequences.

c. Treatment of demand led pressures and savings

16. Demand led pressures are increasing on the benefits and homelessness services and additional resources have been allocated to address this. Locally the economy is improving, with increases in key income streams like development control and parking. The income from both these areas will be greater in 2016/17 than 2015/16.

17. The net savings for the budget have arisen from two main areas. Firstly, the new leisure management contract is predicted to generate CSB savings in excess of £1m per annum on average over the 20 year life of the contract. Payments fluctuate over the first few years of the contract so the MTFS matches this with savings of £250,000 in 2017/18, £300,000 in 2019/20 and £350,000 in 2020/21. Secondly, the income from the shopping park which, like the new leisure contract, is spread over the period of the MTFS. With the park scheduled to open in summer 2017 income of £490,000 has been included for 2017/18 followed by further amounts of £1.45m in 2018/19 and ££220,000 in 2019/20. A number of other smaller savings have also been identified and together these provide a sound base for the 2017/18 budget. However, there is still a need for further savings in 2018/19 and beyond and work is ongoing on a number of ideas to reduce net costs.

d. Risks inherent in partnership arrangements etc

18. There are several partnership arrangements, some of which carry risks of varying degrees in monetary terms. The risks have not been specifically identified in the budget but are underwritten through the Authority's balances.

e. Financial standing of the authority (i.e. level of borrowing, debt outstanding etc)

19. The only borrowing is due to self-financing for the Housing Revenue Account (HRA). This had not been a significant concern as the 30 year business plan for the HRA demonstrated that the Council would be considerably better off in the long term. However, the requirement to reduce rents and to contribute to the funding for the introduction of right to buy for housing association tenants mean the HRA business plan will need to be re-examined in 2017/18.

20. It is evident from the draft settlement that the future for local authorities is financial self-sufficiency, based on income from local taxation and service generated revenues. This Council has already moved a long way in that direction and the loss of Revenue Support Grant is not a major concern. The most worrying aspect of the draft settlement is what might happen to New Homes Bonus. The reductions in the draft settlement were substantially larger than had been anticipated in the MTFS. It is now predicted that our income from NHB will reduce the current £2.7m to just £0.2m in 2020/21.

21. Local retention of non-domestic rates has been helpful and has resulted in far higher levels of income to the Council than DCLG had predicted. The most significant concern now is the introduction of the new rates list from 2017 and changes to transitional relief and the appeals process. All of this change at one time makes it difficult to predict the amount of our income. There also remain several hundred appeals outstanding on the current rating list, including one against the largest item on our rating list, and it is difficult to robustly predict what the combined outcomes will be. It is also difficult to predict the outcome

from pooling and whilst this reduces the levy the Council pays there is additional risk in how other members of the pool perform.

f. The authority's track record in budget management, including its ability to manage in-year budget pressures

22. The Authority has a proven track record in financial management as borne out by the Annual Audit Letters from the Authority's external auditors. A comparison of actual net expenditure with estimates over a number of year's shows that the Council rarely experiences over spends of any significance.

23. Most managers have received training on budget management. A course involving an external trainer, the CFO and the Chief Internal Auditor has now been supplemented with additional detailed training on a directorate basis being provided by accountancy staff.

24. The quarterly budget monitoring reports on key budgets to both the Finance and Performance Management Cabinet Committee and the Resources Select Committee will continue throughout 2017/18. The production of these reports during the year is essential in identifying emerging problems at the earliest opportunity. This allows maximum benefit to be accrued from any corrective action taken.

g. The authority's virement and year-end procedures in relation to under and overspends

25. The Council has recognised and embedded virement procedures that allow funds to be moved to areas of pressure. Although underspends and overspends are not automatically carried forward, the Council does have an approved carry forward scheme for capital and DDF which is actioned through the formal provisional outturn report to the Finance & Performance Management Cabinet Committee in the summer of each year.

h. The adequacy of insurance arrangements

26. The Council is in a five year agreement following an OJEU procurement exercise. This exercise attracted interest from several insurance companies but the best overall package of cover was offered by the Council's existing insurer, Zurich Municipal. Despite the general increases seen in the market for insurance, the new long term agreement was procured at a lower cost with some increases in indemnities. The Council still maintains an insurance fund, which as at 31 March 2016 had a balance of £1.02m.

i. Pension liabilities

27. The latest triennial valuation as at 31 March 2016 showed an increase in the funding level of the scheme to 85% (the value of the scheme's assets cover 85% of the liabilities). This has allowed the actuaries to reduce both the deficit payments and the projected recovery period. However, ongoing contributions have increased from 15.9% to 18% and this results in small amounts of CSB growth in 2018/19 and 2019/20.

Statement on the adequacy of the reserves and balances

28. The Use of Resources assessment previously conducted by the external auditors moved on from the formulaic approach of CPA to achieve the 'good' ranking for reserves. The old formula had suggested that the Council should maintain a General Fund balance of at least £0.89m but no more than £17.86m. The Council's current best estimate of the General Fund balance at 31 March 2018 is £6.4m as shown in the Annex 5 b. This is clearly within the range specified but as a benchmark is not particularly useful. Therefore a risk assessment related to the Authority's individual circumstances is provided as a more meaningful benchmark against which the adequacy of the balances can be determined.

29. The following table lists those developments and cost pressures within the four-year forecast that offer the greatest risk to financial stability.

Item of risk	Estimated value of financial risk £000	Level of risk %	Adjusted level of risk £000
Basic 5% of Net Operating Expenditure			700
Negative RSG earlier and larger than draft settlement	500	20	100
Loss of New Homes Bonus more quickly than anticipated	2,000	40	800
Pay award being settled 1% in excess of estimate for 18/19 and future years	800	25	200
Inflationary pressures between 1-4% higher than budget	600	40	240
Loss of North Weald Market Income	2,800	10	280
Unintended consequences of HRA reform impacting on General Fund	2,000	10	200
Localisation of Council Tax Benefit - Increase in caseload not covered by funding	1,000	20	200
Retention of non-domestic rates – losses on appeals	2,000	40	800
Failure to build retail park	4,000	10	400
Renegotiating External contracts and partnership arrangements	4,000	25	1,000
Emergency Contingency	800	20	160
Total	20,500		5,080

30. A number of contracts have been granted to outside bodies for the provision of Council services. The failure of any of these contracts would lead to the Council incurring costs, which may not be reimbursed. Other than certain bond arrangements there is no specific provision made in the estimates for this type of expenditure, which therefore would have to be covered by revenue balances.

31. The presentation in this table is not a scientific approach, but a crude attempt to put a broad order of scale on the main financial risks potentially facing the Council. It is meant to be thought provoking rather than definitive. It is certainly

not a complete list of all the financial risks the Council faces but it shows the potential scale of some of the risks and uncertainties and the impact they may have on the Council's balances if they were to come to fruition.

32. Based on the old CPA formula there is an expectation that an authority should carry a level of balance that equates to at least 5% of the net operating expenditure (NOE) of the Authority. During the period of the four-year plan NOE is expected to average out at £13.6m, which suggests a figure of £682,000.

33. The Council has always been conscious of its balances position as can be demonstrated by budget reports over many years. Fortunately for the Council the question had not been whether it had a sufficient level of balance but rather that it had too much. The General Fund balance reduced by £2.02m in 2015/16 (after use of £3m to fund the capital programme) to leave a balance of £7.27m at 31 March 2016.

34. Policies have been determined previously to bring about reductions and the current policy reflects that deficit budgets are necessary to support the structured reduction in spending. The current policy allows for balances to fall to no lower than 25% of Net Budget Requirement (NBR). This is slightly different from the NOE stated above, the average NBR figure for the next four years is expected to be £12.8m therefore 25% of that figure equates to £3.2m. The current four-year forecast shows balances still at £5.5m at the end of 2020/21.

35. The risk assessment undertaken above suggests that 20-25% of NBR is about the range that this authority should be maintaining its balances within. By 31 March 2021 balances will represent 43% of NBR, which is more than adequate. However, Members are aware that this situation can only be achieved with CSB savings and have stated a clear target of reducing expenditure throughout the period of the medium term financial strategy.

36. The only balances in the capital fund going forward will be receipts from the sale of Council houses that will need to be re-invested in the new build programme. Additional borrowing will be required to fund the capital programme in 2017/18. Further borrowing is affordable but Members have stated that new borrowing should only be for capital schemes with positive revenue consequences.

40. The main earmarked reserve is the District Development Fund (DDF) which is used to keep one off items separate from the base budget. At 31 March 2016 the balance on the DDF was £3.74m, which was an increase of £0.14m in the year. The DDF is predicted to have a balance of £0.38m at the end of 2020/21, although this requires a transfer in from the General Fund Reserve of £0.5m in 2018/19 to fund the Local Plan. The only other earmarked reserve with a significant balance is the Insurance Reserve, which stood at £1.02m at the end of 2015/16. There were no significant movements in the year on this fund.

41. The HRA revenue balance of £3.2m at 31 March 2016 is expected to increase by £494,000 in 2016/17 and then decrease by £1.67m in 2017/18 to remain above £2m. The balance on the Housing Repairs Fund is expected to reduce slightly over the next year, from £1.3m to £1.2m. The Housing Major Repairs Reserve is predicted to decrease significantly from £9.1m to £2.1m. The HRA business plan will be reviewed during 2017/18 to assess the steps necessary to respond to Government policies such as the requirement to reduce rent and dispose of high value voids.

42. The conclusion is that the reserves of the Council are adequate to cope with the financial risks the Council faces in 2017/18 but that savings will be needed in subsequent years to bring the budget back into balance in the medium term. There are particular concerns about the new rating list which have been exacerbated by changes to transitional relief and the appeals system, also until all of the old business rates appeals are resolved these will continue to represent a significant risk.

Report to the Council

Committee: **Cabinet** **Date: 25 April 2017**

Subject: **Assets and Economic Development**

Portfolio Holder: **Councillor A Grigg**

Recommending:

That the report of the Assets and Economic Development Portfolio Holder be noted.

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1. Visitor Economy

Tourism Website - The new website went live during English Tourism Week with an initial 65 pages and 320 images. This compares with the previous site's 16 pages and 22 images. The new site's configuration allows smart searches based on options in every area for editorial, and the events function contains far more detailed and searchable information. The current task is to expand the businesses and attractions listed and to regularly update the editorial content.

Accommodation Study - Phase 2 of this work is well advanced and a review meeting with consultants, Hotel Solutions, to explore findings is scheduled for late April.

2. Town Centres

Town & Village Centres / District Economic Opportunities Fund - Work has continued to develop bids to the fund from a number of organisations. Funding for a floral town centre enhancement scheme has been approved as well as funding to support a young traders initiative which will see school-based teams forming trading businesses to compete against each other and will create a vibrant street market attraction in Summer 2017. Funding has also been approved for a project connecting primary schools with town centre businesses in order to raise awareness of the shops and services available in one of the district's town centres.

Waltham Abbey Wayfinding Project - The proposed fingerpost wayfinding scheme in Waltham Abbey has now moved into the beginnings of the Planning and Delivery Stage with the final design, locations and destinations having been agreed and signed off. The scheme aims to provide visitors to the town centre with an effective navigational system that will enable them to explore the town's attractions and encourage them to dwell longer within the town centre. The scheme is centred around the key town centre attractions such as the museum and the Abbey church and gardens and on movement between the town centre car parks but has also referenced attractions which sit outside the immediate town centre area.

3. Business Support

One Business Briefing - The Spring edition of One Business Briefing was published in March and issued to the Team's expanding business and partner contacts database of 2000-plus and shared via social media channels. As always, it contained a rich mix of articles and contributions from the Team and external partners, ranging from success stories to details on business funding and support programmes and initiatives such as the area's new tourism website, the ongoing delivery of ultrafast rural broadband and a new young traders market project.

LoCASE - As reported previously, LoCASE (Low Carbon Across the South East) is a new EU funded project set up to help small or medium enterprise businesses across the South

East Local Enterprise Partnership (SELEP) region to tackle and adapt to climate change, aiming to reduce business costs by cutting emissions and to promote the opportunities of the low carbon market. Economic Development Officers put CRATE on Oakwood Hill Industrial Estate in contact with LoCASE last year and they are the first in the district to have had a bid approved and to have implemented measures. A visit is being coordinated to understand more about the CRATE scheme (36 creative workspaces in upcycled shipping containers and a Costa Coffee) which is now complete and an impressive new facility for the district and to capitalise on opportunities for using it to further promote LoCASE in the district.

4. Major Development Projects

The Asset Management and Economic Development Cabinet Committee met on the 13 April and received an update on all the Council's Development Projects to include the regular item on progress with the construction and letting of Epping Forest Shopping Park. Full details are in the Agenda Pack.

Report to the Council

Committee: **Cabinet** **Date: 25 April 2017**

Subject: **Environment**

Portfolio Holder: **Councillor W Breare-Hall**

Recommending:

That the report of the Environment Portfolio Holder be noted.

Fly-tipping

Fly-tipping investigations can be very time consuming, with the Environment and Neighbourhood team currently diverting a lot of resources to investigate incidents. A lot of fly-tipping could be avoided if Epping Forest householders and businesses complied with their waste duty of care to ensure that their waste is only handed to authorised companies to dispose of legitimately. By complying with their duty, householders and businesses can provide enforcement officers with valuable evidence to help identify fly-tippers, and they can protect themselves from legal action if their waste is fly-tipped.

The Cleaner Essex Group (CEG), made up of representatives from all Essex local authorities, are currently negotiating with Keep Britain Tidy (KBT) to use their **"#Crime Not to Care"** campaign to raise the profile of the duty of care and fly-tip prevention: www.keepbritaintidy.org/crimenottocarepublic/2835

KBT state that "Thousands of people are contributing to the fly-tipping problem in England, and have no idea they are doing anything wrong. 47% of people don't know that they're responsible in law if their waste is fly-tipped by a third party and 36% of people think it is acceptable to get rid of an unwanted sofa or mattress in a way that is, legally, classed as fly-tipping".

Essex County Council has agreed to match the financial contribution from local authorities (£11,000) if all Essex local authorities participate in the campaign, commit to pursue fly-tippers and share prosecution results. EFDC have confirmed that we will be participating, subject to KBT providing full access to the campaign artwork as part of the fee agreed. The CEG are also looking at producing a short film, suitable for use on social media, to try and counteract rogue waste traders offering illegal services via social media links.

Fly-tipping prosecutions

Dirik Trading Limited, of 6 Lower Road, Loughton, was fined £2,000 and ordered to pay the Council's prosecution costs of £790.90 together with a Victim Surcharge of £170 after a prosecution in Chelmsford Magistrates Court on 2 March 2017.

The director, Mr Ozgur Dirik, pleaded guilty on behalf of the company in relation to the offence, which had been discovered following the fly-tipping of waste on a green at the junction of Ladyfields and Colson Road, Loughton.

The company had carried out renovation work to their premises at 6 Lower Road, Loughton, around June 2016. Prior to arranging a contract with a fully licensed waste removal company

it had employed a person whose details had been obtained on Google to take away the resulting waste without checking that the person taking the waste was a registered waste carrier. They also failed to complete a waste transfer note.

Housing Action Management Limited, of Colchester, was fined £3,300 and required to pay the Council's prosecution costs of £860 together with a Victim Surcharge of £170 due to failing their waste duty of care. Evidence gathered by the Council's Environment and Neighbourhood team led to a prosecution in Chelmsford Magistrates Court. At a hearing on 30 March 2017 the director, Mr Rajbinder Johal, pleaded guilty on behalf of the company.

The company had arranged for a property in London E7 to be cleared of waste. The waste was handed to a man-in-a-van without the necessary checks being carried out to ensure that he was registered to carry waste. No waste transfer notes were exchanged. The waste was found fly-tipped at Junction 5 of the M11 at Chigwell Lane, Loughton.

Unauthorised encampment (UE)

A group of five caravans and associated vehicles camped on EFDC Housing land in Ninefields, Waltham Abbey, arriving on 24 February 2017. Officers visited the next working day and requested that the UE leave the site immediately as they were not complying with the code for travellers in Essex.

The UE left the site after a few days, but entered EFDC land off Old Shire Lane, Waltham Abbey. Environment and Neighbourhood officers obtained evidence to link waste deposited on the site to members of the UE. The police used this evidence to justify using powers under s.61 of the Criminal Justice and Public Order Act 1994 to remove the UE from the site. The group complied with a s.61 direction to leave the site and then left the District. Although the group departed the area fairly quickly, the Council incurred waste clearance costs at both sites with little prospect of legal action to reclaim any costs incurred, although the evidence remains on file for further investigation should the group return.

Rough sleeper in Debden

A rough sleeper who refused all offers of assistance and rehousing was arrested for theft by the police on 14 March 2017. He was jailed for six months.

The Environment and Neighbourhood team were in the process of pursuing a possession order to ask the court to remove the rough sleeper, who was residing on Council Housing land on a footpath on the approach to Debden Tube station. Officers in Safer Communities are now preparing paperwork for an injunction application, should the rough sleeper decide to return to the same area when released from jail.

Public Health

We have just introduced a system whereby all food premises that are awarded a 5 star hygiene rating will be posted on social media (specifically Twitter) as a "pat on the back" from the authority.

Waste Management

Following the success of the recycling scheme in the Civic Offices it is now possible to investigate the feasibility of similar schemes for Oakwood Hill Depot in Loughton and Townmead Depot in Waltham Abbey. Officers in the Waste Management team, in conjunction with Facilities Management, will be looking at the options for the internal office bins. If deemed feasible new office recycling schemes will be introduced.

The DCLG project on Recycling Rewards is making good progress. Following market research, plans are being made for a procurement exercise for the appointment of a contractor to assist with the roll out of the scheme. It is the intention to have a contractor appointed by May 2017. I have asked officers to provide further details about the scheme to Members through the Council Bulletin. One of the key elements is 'door-stepping' in some of the more challenging communal blocks, with a view to informing residents of the recycling opportunities available to them. The scheme will also include the establishment of a website to promote and issue the recycling rewards to blocks of flats based on their recycling performance.

The Reuse Campaign with both Essex County Council and Epping Forest Reuse has been running well with two roadshows held, one in Epping and one in Waltham Abbey. The new logo and rebranding by Epping Forest ReUse has been completed and an information item on special collections has been set up on the Council website. At the moment it is unclear whether Epping Forest ReUse have the capacity to keep up with public demand so officers will continue to liaise with them.

WRAP (Waste and Resources Action Programme) have produced new recycling guidelines relating to the terminology used to communicate with residents. Officers have reviewed EFDC's calendars and the information contained within them to see if we can use any of the points made by WRAP to improve the way we communicate with our residents. We are also discussing with other Essex authorities to help standardise the information given out across the county, taking into account contract differences between authorities.

After experiencing a few mechanical issues, gum clearance has been working well. However this has highlighted the issue of excessive dirt on the rest of the pavement!

Grounds Maintenance (GM)

In March, the Epping Forest district (along with the rest of the country) took a severe buffeting from 'Storm Doris'. These types of extreme weather conditions keep the staff of the Grounds Maintenance section particularly busy, dealing with the numerous phone calls reporting hazardous trees and organising the subsequent clear-up operations. Storm Doris was no exception and the team dealt with approximately 40 tree-related enquiries requesting help to remove fallen trees blocking roads, or to make safe those severely damaged and posing a hazard to the public.

Staying on the tree theme, the GM service will always try to replace a tree that has to be removed, if possible in the same location or at least close by. As part of the annual tree planting programme and tree donation scheme, the GM service will plant 170 new trees this year. To ensure new trees successfully establish, a two-year programme of aftercare is carried out, including essential watering during any rare spell of dry weather.

Site investigation at Cascade Road, Buckhurst Hill.

Under Part IIA of the Environment Protection Act 1990, the Council has a duty to inspect land in its area for the purpose of identifying contamination. The Engineering, Drainage and Water Team, in conjunction with the Council's appointed specialist contractor, AECOM, is undertaking an intrusive investigation on land comprising Buckhurst Hill Community Primary School, an allotment and residential properties in The Windsors, Lower Queens Road, Albert Terrace and Tudor Place. This is because the land was previously used as a brickworks and landfill site. Newsletters have been sent to the residents and meetings have been held. A report on the investigation is likely to be available in July/August 2017. The next stages in

the process will be determined by the findings of the report. I will keep Members informed of the outcome.

Report to the Council

Committee: Cabinet **Date: 25 April 2017**

Subject: Finance

Portfolio Holder: Councillor G Mohindra

Recommending:

That the report of the Finance Portfolio Holder be noted

Accountancy

Since our last meeting in February the Chancellor of the Exchequer has delivered his Budget and I thought Members would find it helpful if I highlighted a few key points. The majority of the coverage in the media has concentrated on the proposed changes to National Insurance and their subsequent reversal but there were some important announcements for local government.

The most significant announcement was the additional £2 billion of funding over the next three years for adult social care services. It has also been acknowledged that wider reforms will be needed to put the system on a more secure and sustainable long term footing and the Government will be setting out their proposals in a green paper. Even though this Council is not responsible for adult social care we do provide many related services and this injection of funding should ease some of the pressure in this area.

There were several significant announcements on business rates, including support for businesses losing Small Business Rate Relief to limit the increases in their bills to £600 per year. Public houses were singled out for assistance and those with a rateable value of up to £100,000 will get a £1,000 discount off their business rates. A wider scheme of discretionary relief is also being consulted on with £300 million being made available over four years. Indicative allocations have been published and it is likely that we will have £300,000 in 2017/18 to assist those businesses that have been hit hardest by the revaluation. When the allocations and associated regulations have been confirmed I will bring a report to Cabinet with suggested qualifying criteria to apply in distributing this discretionary relief. The Budget did include a promise that local government would be compensated for the loss of income from the business rates measures so our overall funding position should not be harmed by these very welcome measures to support business.

The Budget also included announcements on supporting sustainability and transformation plans and accident and emergency services in the NHS, more money for both new schools and maintaining existing schools, £690 million for new local transport projects and support for 5G and full-fibre broadband. If Members are interested in finding out more of the detail I would strongly recommend the on the day briefing note provided by the Local Government Association. This is written in relatively plain English and at only eighteen pages is rather less intimidating than the Budget itself.

Benefits

The Welfare Cap, designed to improve Parliamentary accountability for the level of welfare spending, was reset by the Autumn Statement 2016. The Office for Budget Responsibility forecasts that welfare spending will remain within the cap and margin set at Autumn Statement 2016. In the Budget the Government stated that they would deliver the welfare savings already identified but had no plans for further savings in this Parliament beyond existing announcements.

The year-end position on the key performance indicators will be considered at the July meeting of the Resources Select Committee, but I will take this opportunity to give a brief update. The average time taken on processing a new claim was 21.83 days, which is better than the target of 22 days. The other processing indicator is for changes of circumstance and at 4.77 days this is also performing better than the target of 6 days.

Revenues

This is always a very busy time of year for staff in both Benefits and Revenues as the new-year bills and notifications generate a lot of calls and correspondence. As always, help and advice is being offered to support both residents and businesses that are facing changes in their bills.

The key performance indicators at the end of the year are positive for both Council Tax and Non-Domestic Rates. At the end of March the in-year collection rate for Council Tax was 97.99% which was ahead of the target of 97.0%. Similarly, Non-Domestic Rates was also ahead of the target of 97.7% with 97.75% having been collected.

I thought other Members may also be interested in some of the management information that the Revenues Service collects and the very good level of customer service this illustrates. The busiest week in March sees the service receive 2,000 phone calls of which only 8 were abandoned this year, compared to 36 and 158 in the two previous years. The average wait for callers was reduced to 36 seconds from 1 minute 12 seconds last year and 2 minutes 18 seconds in 2015. I would like to take this opportunity to thank the staff of the Revenues Service as this continuous improvement demonstrates how we are making good use of technology and putting residents at the heart of what we do.

Customer service has been further enhanced by the launch of on line self-service for Council Tax and Business Rates. This system allows users to view their accounts and check transactions, make payments and sign up for direct debit. The most exciting feature of the system is that users can chose to receive their bills electronically in future and do away with paper bills. So far we have had nearly 800 users register on the system and more than 200 have asked to receive their bills electronically in future. This system is secure, quick and easy and allows people to manage their accounts at a time that suits them so I would encourage both residents and businesses to sign up.

Report to the Council

Committee: Cabinet **Date 25 April 2017**

Subject: Governance and Development Management

Portfolio Holder: Councillor R Bassett

Recommending:

That the report of the Governance and Development Management Portfolio Holder be noted.

1. Development Management

The income figures for Development Control (DC) and Building Control (BC) continues to demonstrate increased planning and building control activity across the district. Although the increased levels of both planning and building control applications have been challenging to manage, both Development and Building Control have worked hard to ensure work is carried out within timescales to support their strong financial performance throughout 2016/17.

Building Control

BC income for 2016/17 recorded a very positive 98.4% of their revised budget of £490,000 (Original Budget £425,000). Given the strong competition from Approved Inspectors (AI's) for the second year running, BC have been able to closely match Expenditure with Income recording a 2% increase over the 2015/16 year's turnover. This is particularly significant as the Income for 2015/16 was a substantial 16% increase over the 2014/15 year.

The outlook for Building Control is very positive with a robust Workforce Development Plan in place combined with over 95% of BC establishment posts filled. This is particularly encouraging as all Local Authorities experience difficulties in filling Professional Technical Surveyor posts and will support BC's plans to compete strongly in a market where there is increased competition for Building Control Surveyor work. The recent growth in independent Approved Inspectors who are now competing for Building Control work means that BC needs to ensure they have enough professionally qualified staff available to respond to these competitive pressures.

Building Control has engaged in a multiple strategy to support and improve Building Control operations and performance throughout 2016/17;

- A key element of the BC Workforce Development Plan has been to develop two Trainee Building Control Surveyors during the course of 2016/17, one of whom is attending a Professional Building Control Surveyors Course at Anglia Ruskin University.
- BC has also been driving forward the use of their services for all 'in house' council assets and this is beginning to have a positive impact.
- In addition ongoing work in partnership with developers and architects is continuing to make a positive impact on BC income streams.

Development Control

Development Control has had another outstanding year achieving £975,188 against their revised budget of £970,000 for 2016/17.

In addition the Pre-Application income for DC was £120,922 for 2016/17 and added to the DC turnover brings the total DC income to £1,096,110. This shows a very favourable increase of 15% over the 2015/16 turnover of £849,842 and in particular demonstrates a £175,000 surplus over the original budget of £800,000.

The consistency of Pre-Application Fees has demonstrated an element of improvement where we now expect Pre-Application fees to exceed £100,000 each year.

Development Control has taken steps in their Workforce Improvement Plan to improve the processing of planning applications against a background of substantially increased planning applications to;

- Engage two Trainee Planners during the course of the 2016/17 year who are both attending Master's level development at two highly regarded London Universities'.
- Taken steps to employ a Trainee Contaminated Land Officer, engaged as part of a succession plan for this section.
- Created and employed a fixed term Technical Validation Officer to reduce delays in the validating planning applications. Development Management has identified the steps required to improve the workflow processing of planning applications to ensure that government targets for the processing of planning applications are met.

2. Internal Audit

The shared service arrangements have been formalised from the beginning of the financial year and staff are now fully integrated providing a shared internal audit service to Epping Forest, Broxbourne and Harlow. I reported at the last Council meeting that the service had been externally assessed and found to comply with the Public Sector Internal Audit Standards (PSIAS) providing an effective and efficient service to each Council.

The way in which the staff have embraced the changes has been crucial to this success.

The financial savings from economies of scale are of course welcome – but there are additional benefits of increased cover and shared learning.

3. Legal Services

<u>Leisure Contract</u>

The Contract renewal process commenced in June 2015 and over the next 21 months extensive work was undertaken in preparing tender documents, assessing PQQ's and tender documents returned and reviewing the Design Build Operate and Maintain Contract (DBOM) and associated Schedules 1 to 29 which comprised of 432 pages.

During this time the DBOM and accompanying Schedules were amended and populated to reflect the Council's requirements. Alongside this preparations were been made for the drafting of the four leases for the current leisure Centre's and the new Centre to be built on Hill House. All manner of conveyancing searches required on these sites were undertaken and the information provided to the Solicitor. Plans were produced identifying the sites and responsibility to be handed over to Places for People (PfP) under the Contract.

PfP had appointed Nabarro LLP as Solicitors acting on their behalf in preparation of the contract using a team of experts to advise and prepare documents in the various areas eg Conveyancing, Contract and TUPE and Pensions.

The Council's Contracts Legal team, Assistant Director (Legal), Director of Governance and Peter Charman (of the Neighbourhoods Directorate) worked tirelessly throughout this process to ensure the project was delivered on time by providing support, working weekends, long hours during the week and on occasions cancelling leave to deal with matters so work was progressing to schedule. During the last week officers worked into the night around 1.00 am 2.00 am.

On the day of the signing and sealing of the contract during those last few hours Fareeza Sheikh, the Senior Legal Officer was answering emails up to 1.00/1.30 am and got to work at 7.45 am to find a further 84 emails some with attachments had been sent to her by PfP's solicitors in that short time requiring her attention prior to the sealing of the contract later that morning which was set for 10.00/10.30 am. The good working relationship between Peter and Fareeza and their teamwork was a significant contribution which led to the contract being completed in a timely fashion.

On the day of the signing and sealing one of the many e-mails which had been sent by the PfP's solicitor requested Fareeza to provide a copy of their CD with PFP's Schedule 2, Part 2 (containing the Service Delivery Proposals) to be provided that morning as the solicitors had experienced technical issues last night with burning more CDs. This could have been a stumbling block but averted as Fareeza had the CD readily available and took it along so the contract could be executed.

Legal Officers have spent, during this process, some 1,063.44 hours on this project and the end result was as follows:-

- Project completed and signed before the Commencement date of 1April.
- DBOM Contract completed with accompanying Schedules 1 to 36 consisting of 1,077 pages in 3 volumes and 6 CD's which contain numerous number of documents which form part of this Contract consisting of EFDC's Technical Requirement, Facilities Requirement and Services Specification and PFP's Tender Submission Documents, TUPE and Pension info etc.
- Headleases, Underleases and Sub-underleases consisting of up to 38 to 47 pages for each Leisure Centre
- Operating Contract consisting of 153 pages
- Building Contract consisting of 263 pages
- Numerous Deeds of Appointments, Collateral Warranties, PCG, Consultants Appointments consisting of up to 6, 10, 12, 48 pages for Architect, Structural Engineer, Independent Certifier, Employers Agent to name but a few
- TUPE and Pensions Admission Agreement consisting of 34 pages

Off-Street Parking

The contract commenced in February 2016 and over the next 13 months extensive work was undertaken in preparing tender documents, assessing PQQ's, clarification questions and tender returns and reviewing and drafting the Conditions of Contract.

The volume of paperwork involved with this project was not as much as that of the Leisure Contract but in any event it was a project that also required completion by 1 April which was not something Legal had envisioned at the time they would be expected to take on.

Legal Contracts team worked tirelessly again in order to ensure the deadline was made by working weekends and long hours during the week.

This contract involved staff to be TUPE'd over which did cause some issues as the information required from the current provider NEPP was not always forthcoming.

Legal Officers have spent during this process some 599.38 number of hours on this project and the end result was as follows:-

- Project completed and contracts executed before the Commencement date of 1April
- Conditions of Contract consisting of 72 pages when started by the end 212 pages
- EFDC Contract Specification consisting of 82 pages
- NSL Tender Submission documents 715 pages
- PCG consisting of 10 pages

Fareeza Sheikh, the Senior Legal Officer who managers the Legal Contracts Team is pleased to inform members that both projects being run side by side were completed and signed by 31st of March 2017. This was only possible due to the excellent team work of the Legal Contract's team and the support of the Director of Governance and Assistant Director (Legal Services) and additional support staff paid for by Neighbourhoods to undertake the routine contract work in the office.

5. PR and Information

Future Proof

'Future Proof' - a new video produced in-house by the PR Team sets out some of the major achievements of the Council over the past few years and shows how the organisation is planning and preparing for the future. Starting with the freezing of Council Tax for a seventh year, the three and a half minute film features a range of success stories from savings on our own energy bills thanks to LED lights and solar panels through to major income generation schemes such as the Epping Forest Shopping Park. It also looks further into the future as we take the St John's Road developments forward. It can be viewed at https://youtu.be/rfM_sqf8eSU.

Using in-house expertise, a day and a half of filming (including aerial shots provided by the Council's drone), library footage from previous events and royalty-free music, the video was shot with the support of staff across the Council. It was shown for the first time to staff at the recent Transformation Roadshow where Council Leader Chris Whitbread and Chief Executive Glen Chipp provided the answers at a staff Q&A. It was then published online via various digital channels including the Council's website, You Tube, Facebook and Twitter to our wider audience of residents.

The Council's in-house production offers a very cost effective alternative to externally produced video services. In this instance the combined working time of 4.5 days FTE staff time equates to approximately £750 in production costs. An equivalent externally commissioned video would cost in the region of £5,000.

Report to the Council

Committee: **Cabinet** **Date: 25 April 2017**

Subject: **Housing**

Portfolio Holder: **Councillor S Stavrou**

Recommending:

That the report of the Housing Portfolio Holder be noted.

Outcome of the Stage 1 HRA Financial Options Review – Resumption of Council Housebuilding Programme and reversion to the Government's Decent Home Standard

At its meeting on 6th April 2017, the Cabinet agreed the recommendations of the Finance and Performance Management Cabinet Committee following its Stage 1 HRA Financial Options Review. The Cabinet Committee was informed by a report from the Council's HRA Business Planning Consultant, Simon Smith.

The Cabinet Committee considered the following four main options as part of its review, with some options having further sub-options:

Option 1: Continuing with the full Housing Building Programme (at least until the completion of Phase 6) and maintaining the Modern Homes Standard for existing Council homes (the Council's current policy);

Option 2: Continuing with the full Housing Building Programme and reverting to the Decent Homes Standard for existing Council homes;

Option 3: Ceasing the current Housing Building Programme and maintaining a Modern Homes Standard for existing Council homes; and

Option 4: Ceasing the current Housing Building Programme and reverting to the Decent Homes Standard for existing Council homes.

After detailed consideration, and taking into account the views of the Epping Forest Tenants and Leaseholders Federation, the Cabinet Committee recommended Option 2 to the Cabinet, which the Cabinet subsequently agreed. Accordingly, the Cabinet has now lifted the moratorium that it placed on the Council Housebuilding Programme, in order to enable Phases 4-6 of the Programme to be undertaken.

The Cabinet also agreed the recommendation of the Cabinet Committee that the phasing of the Housebuilding Programme be appropriately paced, with an acceptance that, in view of the anticipated continuation of a high rate of 141 Receipts for the foreseeable future, it is likely that some 141 Receipts will need to be paid over to the Government, since they will not be able to be spent within the required 3-year timescale. The Director of Resources has also been asked to report to a future meeting of the Cabinet Committee on the most appropriate way to arrange the required additional Housing Revenue Account borrowing.

Finally, the Cabinet agreed that, when it considers the marketing strategy for the proposed sale of land at the Pyrles Lane Nursery development site in Loughton, consideration be given to whether the proposed sale should be subject to a requirement that the purchaser must enter into a separate Development Agreement with the Council requiring the completed affordable homes on the development to be sold to the Council.

Letter to the Minister of State for Housing and Planning - Use of "one-for-one replacement" Right to Buy receipts ("141 Receipts")

Following the Finance and Performance Management Cabinet Committee's decision to recommend the resumption of the Council Housebuilding Programme, the Leader of Council wrote to Gavin Barwell MP, Minister of State for Housing and Planning, regarding the use of "one-for-one replacement" Right to Buy receipts ("141 Receipts"). The letter covered two main issues.

Firstly, it requested the Minister to review a decision made by his officials not to refund to the Council around £1.4million of 141 Receipts that the Council "temporarily" paid over to the DCLG (in accordance with advice and guidance received from one of his officials), in order to avoid the Council potentially having to pay interest to the DCLG whilst we paused our Council Housebuilding Programme and reviewed the likely resources we would have available to resource the Programme.

Secondly, it explained the real difficulties that we are experiencing with the restrictive terms of the Standard Agreement that us, and many local authorities, have entered into with the DCLG regarding the use of 141 Receipts - which is severely hampering the Council's ability to maximise the amount of council housebuilding that we are able to undertake and fund. The letter went on to suggest a couple of ways that the situation could be alleviated.

A copy of the letter was reproduced in a recent issue of the Council Bulletin for all members' information. Copies were also sent to the three MPs covering the Epping Forest District, as well as the Local Government Association (LGA) and the Association for Retained Council Housing (ARCH), for their information and support.

I will advise all members of the Minister's response to the Leader's letter when it is received.

Pilot Scheme for the provision of modular accommodation for single homeless people – Norway House, North Weald

In my last Portfolio Holder Report to the Council, I explained that I had asked the Director of Communities to investigate the feasibility of undertaking a small Pilot Scheme in the grounds of Norway House, North Weald to provide around 3 units of modular accommodation for single homeless people (referred to as "pods") together with a storage unit, stacked two-storied, to provide temporary accommodation for 6 single homeless people who would otherwise be accommodated in bed and breakfast accommodation, at a cost to the General Fund of around £8,280 per person per year.

The pods provide a good level of insulation that meets current Building Regulations, have flexible internal configuration arrangements, with the provision of carpets and white goods.

Following a feasibility study on the proposal by the Director of Communities, I reported on the proposed Pilot Scheme to the Cabinet in March 2017 which, subject to the receipt of planning permission, was approved by the Cabinet.

The next stage is for competitive tenders to be invited from contractors to supply and install the pods (supplied by the Council's Nominated Supplier, locally based at North Weald Airfield) and to undertake all the ground and infrastructure works.

The estimated cost of the Pilot Scheme is £345,000, with 30% of the costs being funded from the Council's 141 Receipts. The Cabinet also agreed that a review of the success of the Pilot Scheme should be undertaken 12 months after occupation.

Government introduction of additional requirements for licensing Houses in Multiple Occupation (HMOs)

The Government recognises that while the majority of private sector landlords provide a good service, this is not universal and certain parts of the sector, particularly at the lower end, house some of the most vulnerable people in our society. As an alternative, affordable housing is often not available to them, so tenants are sometimes housed illegally and unsafely in houses in multiple occupation (HMOs). In addition, some landlords exploit vulnerable tenants by renting sub-standard and dangerous accommodation, sometimes in overcrowded conditions.

Local authorities are currently required under the Housing Act 2004 to licence houses that consist of three storeys or more and are occupied by five or more people living as two or more households. While this legislation has been effective in tackling the larger high risk properties, some unscrupulous landlords have now moved into letting large one and two storey HMOs.

As a result, the Government has said that it intends to increase the number of properties that are required to be licensed by local authorities, so that:

- All houses (regardless of the number of floors) with 5 or more people, from 2 or more households, will require a licence.

- Mandatory licensing will be extended to flats above and below business premises (regardless of the number of storeys).

- There will be a minimum room size of 6.52m^2 in order to prevent landlords from letting rooms that are too small for an adult to occupy.

The Government consulted on these, and a number of other, proposals in December 2016. The responses are currently being analysed and the outcome of the proposal will be published shortly.

When introduced, it is likely that there will be a need to increase the amount of staffing resources in order to take on the additional work, which would be funded from the increased income from the additional licence fees received.

Flexible Homelessness Support Grant from the Government

The Government's new Flexible Homelessness Support Grant (the "new Grant") was introduced this month (April 2017) to replace the former Department of Work and Pensions' (DWPs') Temporary Accommodation Management (TAM) funding. The reason for this is that the Government wants to "encourage local authorities to spend money on stopping homelessness, instead of on costly temporary accommodation." The Government therefore no longer meets the cost of councils paying management fees to housing providers to lease private rented accommodation to accommodate homeless families through TAMF funding, but now provides a new grant, in the form of a "lump sum", to enable local authorities to tackle homelessness in more flexible and creative ways.

Through the new Grant, the Council will be receiving £277,000 in 2017/18 and £313,000 in 2018/19, compared to around £60,000 per annum previously received under the former TAM funding – a significant increase. I will be presenting a report to the Cabinet meeting in June 2017 on proposals for the use of the new Grant.

However, in the meantime, I have approved the use of a small amount of the Grant for the three months leading up to the Cabinet meeting, for the following urgent homelessness initiatives:

Zinc Arts, Ongar

As members will be aware, the Council is having to increasingly use bed and breakfast accommodation. At the time of writing this report, the Council is accommodating 30 homeless households in this way, primarily single vulnerable people.

Zinc Arts in Ongar has a residential block, comprising 25 units, which were originally designed for the use of students attending Zinc Arts' programmes. However, as there was limited interest from such students, many of the units are unused. Following the recent receipt of planning permission, Zinc Arts intends to let the rooms to people who require support through a "health and wellbeing" project - with a Duty Manager on-site 24 hours a day, 7 days a week.

The Council has therefore discussed with Zinc Arts a proposal that the Council uses some of the available accommodation for either homeless single people or single parents with a child. The accommodation is of a good standard and would be suitable for this purpose, thereby reducing B&B costs whilst also providing better accommodation.

Since the licence charge for each unit is above the Local Housing Allowance (LHA - the maximum amount of housing benefit that can be provided to occupants), I have agreed to the Council entering into an agreement with Zinc Arts to provide "top-up" funding, representing the difference between the licence charge and LHA. Initially, three homeless applicants will be placed in this accommodation for a pilot period of 3 months, with the total top-up cost of around £1,400 for the 3-month period being met from the Grant, resulting in an overall saving to the General Fund of around £4,800 for the 3-month period. I will be asking the Cabinet to consider the success of the scheme, and whether further placements should be made, at its meeting in June 2017.

Housing Association Leasing Direct (HALD) Scheme

The Council currently pays management fees of around £60,000 per annum to Genesis Housing Association to lease and manage 17 privately rented properties to some of the Council's homeless applicants. This cost has previously been met by the TAM funding. However, as this funding has been replaced by the new Grant, I have agreed that the cost of the management fees between April and June (around £15,000) should be met from the new Grant, until the Cabinet is able to consider whether or not this Scheme should continue to be funded at its June meeting.

Norway House Homeless Persons' Hostel, North Weald

Following the Cabinet's decision to undertake a pilot scheme for the provision of the 3 homelessness pods at Norway House, which I have explained above, a formal Risk Assessment will now be produced to identify any risks that arise as a result of the pilot scheme and how they can be mitigated.

The Council currently employs a Hostel Manager and two Deputy Hostel Managers, based at the Hostel, who provide support to homeless households living there and who also visit and provide support to homeless households living at Hemnall House, Epping and in B&B hotels.

Each of the staff are on-call for 1 week in every 3 weeks (including the weekend), which increases when there are absences through leave, sickness or vacancies which must be covered by the remaining staff.

When taking into account all of the additional pressures around the provision of temporary accommodation generally, the additional burdens of the Homelessness Reduction Act and the fairly onerous on-call arrangements, I have concluded that some additional staffing resources are required at the hostel. I have therefore agreed that the new grant should fund the

appointment of an additional part-time Deputy Hostel Manager for a temporary period of 2 years, in order to deal with the additional workload at the Hostel.

Proposed appointment of an independent consultant to advise on the future delivery of Housing Repairs Service

The existing Repairs Management Contract with Mears is now entering its final 3-year term, ending in 2020. How the Council provides its Housing Repairs Service for tenants beyond 2020 needs to be considered over the coming months to ensure that there is sufficient time to plan, consult, procure and appoint new arrangements from April 2020.

To this end, the Director of Communities is currently in the process of appointing an independent consultant to undertake a review of the options available for the future delivery of the Housing Repairs Service.

Without wishing to pre-empt what options may come out of the review, it is likely to include consideration of the following options:

- Outsourcing the whole of the Housing Repairs Service to a contractor
- Appointing a new Repairs Management Contractor (which is the arrangement the Council currently operates with Mears)
- Bringing the operation in-house
- Operating a shared service with another housing provider

I am working with officers on the formulation of the Brief for the consultant's appointment and will also be involved in the selection process as well.

Extension of services and opening hours at the Limes Centre, Chigwell

Following the re-development of the Limes Farm Hall, Chigwell, the Limes Centre was opened in February 2012. The Limes Centre is an important community facility on the Limes Farm Estate which, when first opened, accommodated a number of services, including a Housing Management Estate Office (open in the mornings), Benefits and Council Tax advisors available to give advice one day a week and a Debt Advice Service provided by the Epping Forest Citizens Advice Bureau one morning each week.

In 2015, the Cabinet agreed that an additional temporary part-time Housing Officer post should be created for a period of 18 months to enable the expansion of services and increased opening hours at the Council Office in the Limes Centre for a pilot period. At its meeting in March 2017, around 14 months after the new arrangement was introduced, the Communities Select Committee reviewed the success of the pilot.

The Select Committee were advised that, in advance of the pilot period commencing, the additional services and increased opening hours (closing at 4.40pm instead of 12.30pm, Mondays to Fridays) were publicised in a number of ways. A chip and pin facility has also been introduced in order to enable residents to pay their council tax, rent and other payments at the Limes Centre for the first time, resulting in payments of £132,000 being made there during the pilot period. Other additional services provided include:

- The introduction of a new local periodic newsletter for all local residents

- Additional properties being managed from the Limes Centre, through the transfer of a part-time member of staff from the Civic Offices to the Limes Centre, which has also further facilitated the extension of hours

- A weekly "surgery" being provided by the Housing Related Support provider, Family Mosaic

- The Citizens Advice Bureau's Debt Advisor Service being extended to two half days each week

- London and Quadrant Housing Trust, who own and manage properties on the estate, providing a monthly surgery for their tenants based at the Office

As a result of the expansion of hours and services, the number of residents accessing services at the Limes Centre has increased substantially, by more than double, from 933 visitors in 2015 to 1,982 in 2016.

A customer exit survey was undertaken throughout 2016, which established that 93% of respondents were in favour of the extended opening hours and 100% were satisfied with the service provided.

Following the review of this success, I was pleased to formally agree to the continued provision of extended services, longer opening hours and the additional part-time Housing Officer post on a permanent basis.

Introduction of a weekly HomeOptions choice based lettings cycle

The Council's Choice Based Lettings Scheme, HomeOptions, was introduced in November 2007. The Scheme is administered through an agency arrangement with Locata Housing Services (LHS), following an EU-compliant procurement process. Under the Scheme, all vacant Council and housing association properties are advertised to applicants through the HomeOptions website and a published Property List - giving details of location, type, rent, service charge, council tax band and landlord of the available accommodation. Applicants then express an interest in a vacant property by "bidding" for up to three properties for which they have an assessed need - either in person, by telephone, text, email or on-line.

Until recently, vacancies were advertised on a fortnightly cycle. At the end of the cycle, officers analyse the "expressions of interests" received and provide tenancy offers, following a prioritisation and selection process, in accordance with our Housing Allocations Scheme. In general terms, the property is offered to the applicant in the highest band, who has been registered the longest, who has expressed an interest for the specific vacancy.

Following discussions with LHS, officers have now been able to introduce a new *weekly* advertising cycle, which should assist with reducing void turn-around periods, as properties will be able to be advertised as soon as they become available rather than waiting for the next cycle.

Report to the Council

Committee: Cabinet **Date: 25 April 2017**

Subject: Leisure & Community Services

Portfolio Holder: Councillor H Kane

Recommending:

That the report of the Leisure and Community Services Portfolio Holder be noted.

Leisure Contract Update

I was pleased to be present, when the new 20 year Leisure Contract with Places for People Leisure Management Ltd (PfP) was formally signed and sealed on Wednesday 29th March at the Civic Offices. I joined senior officers and PfP executives, along with members of the legal teams from both organisations for the occasion.

The actual contract officially started on Saturday 1st April and overnight on Friday, the mobilisation team from PfP undertook deep cleaning of all the centres and installed new IT systems and some signage. On Saturday morning the only issues encountered were some short queues where members needed to exchange access cards and complete new forms. Existing staff transferring from the previous contractor were supported by PfP staff brought in specially to aid the transition. In general terms the handover went very well indeed.

Looking ahead, the site works start on the new Waltham Abbey Leisure Centre on July 17th followed by a construction period of around fifteen months. Barring unforeseen circumstances, the new centre should open to the public in November 2018. Members will have the opportunity to tour site before it opens.

The refurbishment works at both Loughton and Epping will start later this summer and should be completed by Spring 2018.

Community Services

As usual, our Community Services Teams have been very busy working to improve the quality of lives of our local residents and I am pleased to report on recent activities and initiatives across the service area.

<u>Museum, Heritage and Culture</u>

Epping Forest District Museum (EFDM): As part of the Arts Council funded No Borders Resilience Project, work on the commercial development of the MHC service continues to go from strength to strength, with a range of new income generating initiatives being established through the work of the Commercial Manager, Shane Bartley. This is building on the increased income generated through the new Museum Shop which has been 100% higher than original estimates At the same time, establishment of the Development Trust is well underway, with active recruitment of Trustees due to commence in mid-May with an open day and open evening. Trustee recruitment packs have been produced and in early April, members of Cabinet and senior management of the Council undertook training provided by Legal consultants, Winckworth Sherwood on the operation and role of the Trust.

Following a range of difficulties in recruiting to the No Borders Fundraising Manager post due to high levels of competing job opportunities, Gareth Gault has now been appointed to the role and will be working with Winckworth Sherwood on the recruitment of trustees and development of the Trust. The other key priority for the role is to identify and secure external funding from charitable organisations and to investigate opportunities for legacy giving and individual donations.

A funding application of £1445 has also been successful from SHARE East, which will fund a range of visual impairment and family workshops, connected to EFDM Rural Life exhibition October - December 2017.

A total of **420605 people** have accessed the museums, online.

Lowewood Museum: Once again, our officers have been successful in securing external funding, with a sum of £68,500 secured from the Heritage Lottery Fund, for a project focussing on Stephen Warner – 'One Man's Journey Through War'. The project will involve work with Hertford Regional College, John Warner Secondary School and the Essex Regiment Museum to explore Stephen's experiences during the First World War, told through his diaries held within the museum's collection. The project will culminate in an exhibition at the museum in 2018 marking 100 years since the end of the war.

Numbers of visits continue to increase at Lowewood, with over 4000 in the last few months. In addition, over 24,000 remote users have accessed Lowewood through its website and social media interactions as well as research enquiries. The museums' work was supported by over 156 volunteer hours during this period and programme highlights have included the successful launch of the Pulham's of Broxbourne project, which was a joint initiative with B3Living, which included restoration of elements of the former Pulham factory site, the opening of an exhibition at the museum and production of a virtual garden video tour accessible through the Council[s You Tube feed. A conference on James Pulham and Sons held at Lowewood in March, attracted people from across the country, including Scotland and was very successful. Other new initiatives at Lowewood have included a public event for British Science Week, where over 100 people undertook rock experiments, sand art and bulb planting. Finally, a new cake and coffee area for the museum is currently being developed as part of the Arts Council England (ACE) Resilience No Borders project.

'Paths Unseen': Through external funding, our Culture Team has been working with Poet Keely Mills, in provision of workshops at Epping Forest College and with local writers' groups; generating inspiration for poems which will form an exhibition at the Museum. The talents of illustrator Jef Winters, have also been acquired to provide illustrations to go with the poems and it is planned to launch the exhibition in May, when 'The Space' at the museum will be transformed into a woodland, and visitors will be able to share their own poems, stories and creativity. Both artists will be also running workshops for the public throughout the summer holidays (for children) and in September for adults and a live performance is planned to be held in the forest (weather pending) by theatre company 3 Acres and a Cow. The Paths Unseen exhibition will open at EFDM, in June

How to...Draw: Our How to Draw programme continues to be very successful and during February half term, two workshops were provided at the museum with level 1 and level 2 sessions available. Both sessions were very well attended, with level 1 being sold out. Participants learnt little tips and tricks to help develop their drawing skills and both level workshops will be repeated at Lowewood Museum in the May half term and again during the summer at a couple of venues. It is also planned to provide 'How to Draw level 3' sessions during the summer holidays.

Other Museum, Heritage and Culture work: A range of other exhibitions, events and activities have been provided by the team, which include:

- Design Icons EXhibition – celebrating iconic design in the last half of the 20th century
- Then and Now – a celebration of the district and how communities have developed over the last 100 years through our photographic and art collections
- 'Storybook' (at Lowewood) – celebrating 100 years of famous local children's authors in a family friendly exhibition

Onsite museum visitors to EFDM: It is worth noting that in the last six months since Epping Forest District Museum reopened, we've had over 7000 visitors onsite. We are now at the end of the HLF refunded refurbishment project so over the course of the first year since we reopened in March 2016, we have had over 15,000 people visit the new museum.

Schools: During this time, 206 pupils have visited the museum site to take part in workshops**,** 2201 pupils have engaged with the museum's collections through outreach workshops taking place in schools and 440 pupils have benefitted from museum loan box resources.

First 'TeachMeet' : The first joint meeting between Secondary and Primary History and Geography teachers was held at the museum in March 2017. This event focussed on projects, to share knowledge of what is being taught across the Key Stages and how best to support the transition between primary and secondary schools.

Special Groups: We have also had a range of visits from local groups including Beavers to to Lowewood Museum and Lea Valley U3A Art Group, who visited the District museum for a tour behind the scenes.

Motiv8: I was delighted to be able to attend the annual Motiv8 Youth Dance Platform, which took place on Monday 27th & Tuesday 28th March 2017 at Epping Forest College. Over 150 young people from the age of 5-20 years of age performed their latest routines at this fantastic showcase and as usual, I was very impressed with the high level of performance. Local groups, schools and colleges in the Epping Forest district took part. The event was also part of U.DANCE – a national programme that gives young people the opportunity to perform on stage at least once a year. The successful partnership with Epping Forest College sees Performing Arts students, Photography, Media, Beauty, Music and Fine Art students also taking part. Motiv8 is a project over several months for the college culminating in the final performance at the end of March each year.

Dance and Exercise classes for Older People: As part of the drive to improve the health and wellbeing of older residents, we have developed a new partnership with Loughton Voluntary Care, to provide seated dance/ exercise sessions for older people in Loughton. A successful 6 week pilot took place in February and March where up to 25 residents of Loughton from either the Oakwood Hill Senior Citizens Club, Loughton Voluntary Care or the Community 'Stay Well' events have come together on a Thursday afternoon. Loughton Voluntary Care have completed a thorough evaluation of this project and there is a great evidence of need and that older people really want these fun and beneficial sessions. Many have made new friends through attending the pilot.

Dance and Young People: EFDC After School Dance programme is continuing to blossom and in addition to Roydon, Moreton and Nazeing Primary Schools, High Ongar Primary School now has classes set up by the Council during the school day on a Thursday afternoon. All schools are given performance opportunities and over 100 children are taking part in these activities each week.

Keeping Dance Alive: This is a new project commencing after the Easter holidays, with Staples Road Primary in Loughton and St John's School, in Buckhurst Hill. The theme of the dance project is 'Bard to Bollywood' this year, designed to mark the 2017 UK-India Year of Culture and commemorate the 400th anniversary of the death of William Shakespeare and whose first folio of work will be touring India during 2017. An en masse dance piece will be taught over 8 weeks to these pupils and then they will perform together at The Loughton Community Day on Sunday 16th July. This will be a mix of Year 4 and Year 6 children. It also gives them the opportunity to contribute their creative ideas. We are working with Loughton Town Council on this.

Museum Buildings and Facilities: Huge steps forward have been made in starting to make the museum wider offer more accessible, through the installation of a new Collections Management System software (MuseumIndex+) and transfer of the first batch of data. This will enable us to link all images, audio, video, scans of related documents and any additional information (e.g. biographical details of previous owners, makers, etc; bibliographical references, results of research, etc) directly to the object record. Also, as the information recorded is enhanced, records can be made available to the public, through a 'Collections Online' portal (on the museum website), making the collections more easily and widely accessible. WE will also be able to record far more information than our previous system, speeding up enquiry-response time & aiding exhibition preparation/interpretation of displays.

We have also upgraded our Environmental monitoring systems across both Museums, with support of external funding, which includes coverage to detect water leaks and overflowing gutters, with the ability to activate remote alerts (through SMS message and/or e-mail to enable rapid response and avert /minimise risk of damage (to the museum collections, building & service). This provides accurate & detailed 24-hour data, which can be easily accessed & downloaded, helping us to make informed decisions about effective & efficient environmental controls for purposes of long-term preservation of the collections and enhancing our ability to attract loans from other museums, including national & potentially international museums.

Ultra-Violet light filtering has also been installed to all windows in EFDM & Lowewood Museum and both sites now conform to nationally recognised limits of U-V exposure (Ultra-Violet is the wavelength of light that causes the greatest, irreversible damage most quickly) so this is another contribution to collections care & again improves our standing for loan-requests.

Community, Health and Wellbeing

Sports Awards: As usual, our annual sports awards attracted a high level of applicants this year and a winner and runner-up were chosen from a very talented field. The winner for the Sports Award 2017, is Daniel Rowden from Buckhurst Hill, who is an excellent 800m runner. In 2016, his successes included being ranked number 1 in the UK at an under 20 Level and 6th in Europe. He is the UK national champion in the 800m at under 20's and also a World Championship semi-finalist. Daniels objectives for 2017 are to medal at the Under 23 European Championships, or to qualify for the senior World Championships, in London. He has deffered his place at Imperial College London to study mechanical engineering, so that he can focus on his 2017 objectives and is currently juggling a part time job to enable him to undertake his training regime. Furthermore, Daniel is also a mentor and tutor to young people through his church.

The Runner Up for 2017, is Callum Burnett from Stapleford Abbotts, who is an ice hockey player who has been consistently selected for the England teams since 2014 and in 2016

was selected for team GB at an under 16 level. In 2016, he helped GB win a silver medal at an international tournament in Madrid. Callum is well on his way to make the GB senior squad and has also been signed to play by the London Raiders. Callum's goals for 2017 are to consolidate his place in the GB team, but also head out to Canada to train with some of the best players in the world to improve his performance and make him a better player so that he can push for selection into GB's under 18's team.

Active Living: A new health and wellbeing programme has been developed by our CHWB team, which aims to encourage and assist people who are currently inactive, to take part in regular physical activity, through tailored 1:1 support. The Project will target people who are at risk of developing both mental and physical health issues related to physical inactivity or poor lifestyle choices, in order to help them improve their health and wellbeing. Our staff will work with participants to set a personal action plan that will make it simple for them to find ways to fit physical activity into their daily life. Participants will be referred to the project via GP's, Pharmacists and can self-refer. Once enrolled onto the project, participants will receive a 12 week induction, which aims to motivate behavioural change. Following the 12 week induction, participants will receive a free, three month pass to all community services activities, as well as on going 1:1 support to help keep them motivated. Active Living will initially be piloted in Epping and Waltham Abbey. At the end of the 12 months pilot, participants activity levels and health will be analysed to determine if the project has been successful and if so, it is planned to roll out the project across the district.

Senior Safety Day: Our team launched the first Senior Safety Day for the district, which took place at the Loughton Club, in Station Road, Loughton, on Wednesday 22nd March. Senior Safety Days have been designed to help our senior residents to keep safe in and around their homes. This is through a series of useful presentations from a range of partners, including Essex Fire and Rescue Service, Essex Police, Crime Stoppers and Neighbourhood Watch, who advise participants about fire and falls risk, fraud and scams. A number of Council departments and other agencies also provide information and advice at the event, including our Housing Services Care & Repair and Care line, Crime prevention, Essex Road Safety, Essex Ambulance Service, Age UK Community Agents and the NHS Community Nursing Team.

The event at Loughton Club was fully booked with 100 attendees, who gave really positive feedback about the Senior Safety Day, such as 'Very informative and interesting', 'Excellent and well presented', 'Thoroughly enjoyable, most useful, very good to meet organisations people could talk to, thank you very much'.

Another two 'Senior Safety Days' are being planned for later this year.

Grant Aid for Community Groups: Over the last financial year, £83,450 worth of grant aid has been awarded to community groups across the Epping Forest district to benefit local residents in a very wide range of ways. This has included use of the Council grants to purchase a wide variety of items, such as specialised camera equipment, security alarms, defibrillators, CCTV, camping equipment and much more. Local group 'Epping in Bloom' was one of the successful applicants earlier this year and responded by stating "Thank you very much we are so very pleased to receive this great news. This money will really help make a massive difference to the community garden and the new feature beds which will become brilliant floral and edible vegetable additions once they installed"

Grant Aid Celebration Event: The first ever Grant Aid Celebration Event took place on Friday 3rd March 2017 at the Civic Offices in Epping to say thank you to community and voluntary groups based in the district for their hard work in improving the health and wellbeing of our local residents. Representatives from 18 local community and voluntary groups in the Epping Forest district, who had received Grant Aid funding over the past year,

attended the celebration event. Presentations were delivered in the Council Chamber by the Chigwell Disabled Group, Ongar & Villages Voluntary Care and Lambourne End Centre showed how the money they received in grant aid helped their groups to operate and buy specialised equipment. If any Councillors are aware of any such groups who would benefit from Grant Aid funding please contact the Community & Grants Assistants Nicola Wilkinson or Louis Walton at grantaid@eppingforestdc.gov.uk or 01992 564 484.

Epping Forest Youth Council

Having only been elected in November 2016, our new Youth Councillors have been playing a very active role locally and have also had visits and presentations from Lorna Rolfe, High Sheriff of Essex, NHS NELFT (Mental Health Organisation) and the Essex Records Office.

On March 17th, four of the Youth Councillors provided their annual presentation to Members via the Communities Select Committee, and gave an outline of what the Youth Council had achieved over the last year, which had a particular focus on MiLife, our fantastic Emotional and Mental Health project for young people. They also told Members what other issues are concerning young people, as they will be considering these for work over the next year.

The Committee was so impressed with the presentation that it was suggested that EFYC be invited to have a co-opted representative at the Communities Select Committee.

Report to the Council

Committee: **Cabinet** **Date: 25 April 2017**

Subject: **Planning Policy**

Portfolio Holder: **Councillor J Philip**

Recommending:

That the report of the Planning Policy Portfolio Holder be noted

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Update on the Local Plan

1. The report to Cabinet on 9 March 2017 set out the initial high level findings from the consultation with summaries of the key points noted from the analysis of the questionnaire responses which represented about half of the total responses received. A summary of responses from National Bodies, Town and Parish Councils and other Local Planning Authorities was also included. Further work is currently being undertaken to fully analyse all of the responses received, including the 'written verbatim' responses received either as part of the free text in the questionnaire, or as a standalone report, letter or email and a further report will be considered at a future Cabinet meeting. Part of this work will be reviewing the responses to the consultation received from site promoters, landowners and developers. Most of these are from those promoting sites for inclusion within the Local Plan. The issues raised by them will be considered in further detail to inform further site selection work and the pre Submission Plan.

2. The Cabinet on 9 March 2017 also agreed an updated Local Development Scheme which would supersede the previous scheme agreed in July 2016 with the preparation of the single district wide local plan scheduled for submission to the Secretary of State for examination in May 2018. The key issues in managing the programme relate to resources, the ability of external organisations such as Essex County Council in providing timely inputs into plan preparation largely outside our control and the interconnectivity of the various workstreams. The importance of maintaining a full team of appropriately skilled and effective officers and consultants cannot be underestimated and there have been resource concerns with staff leaving/going on maternity leave. In addition the avoidance of diversion of resource to other tasks is a key concern yet matters such as neighbourhood plan advice, development monitoring and assistance do need to be provided. The key workstreams are:

- Update of employment land review to feed into the further site selection work
- Transport modelling
- Local plan viability work
- Joint work to update the employment need within the Functional Economic Market Area and the District to inform the work on site selection
- Sustainability Appraisal and Habitat Regulations Assessment
- Retail evidence to assess the impact of recent developments outside of the District (including at Chelmsford and Westfield)
- Site Selection work taking account of new sites submitted and

comments received up to a cut off date of 31 March 2017
- Further work on the Infrastructure Delivery Plan
- Open Space Study, Indoor Sports and Playing Pitch Strategy

3. The Council has established a Developer Forum alongside the progression of the Draft Local Plan to provide a basis for ongoing discussions with relevant landowners, site promoters and stakeholders. It is important that the Council liaises closely on an ongoing basis with relevant landowners and promoters of the sites proposed for allocation within the Draft Local Plan, and with other stakeholders as required in order to:

i. Demonstrate that the Local Plan is 'effective' and that the allocations in the Local Plan will be viable and deliverable, and therefore meet the 'tests of soundness' at Examination in Public; and
ii. Ensure that a joined up and 'frontloaded' approach is taken to the planning and delivery of the development of sites proposed for allocation and associated infrastructure, including promoting joint working for sites in multiple ownership, or adjacent allocations.

4. The Developer Forum is split into two groups, one to address the Strategic Sites around Harlow, and the other to consider those that are subject to a draft allocation across the rest of Epping Forest District. Two rounds of meetings have been held to date on 2 December 2016 and 24 February 2017. Terms of reference have now been agreed and this includes a provision for a summary of the areas discussed to be reported to the Neighbourhoods Select Committee. The first report went to the meeting on 21 March 2017.

Housing White Paper

5. The Government published the Housing White Paper '*Fixing Our Broken Housing Market*' on 7 February 2017. This sets out a broad range of reforms that Government plans to introduce to help reform the housing market and increase the supply of new homes. The White Paper includes proposals which may, in time, impact upon the production of Local Plans. However, in many cases the Government has committed to consulting on proposals prior to implementing specific changes to National Planning Policy or Regulations. The proposals in the Housing White Paper are not considered to materially impact upon the proposed modifications to the Local Plan at the current time.

6. The consultation period on the Housing White Paper closes on 2 May 2017. A draft response from the Council was agreed by Neighbourhoods Select Committee on 21 March 2017.

Garden Town Funding

7. The Council was successful (together with East Herts and Harlow Councils) in securing initial Garden Towns funding of £500,000 from DCLG for the Harlow and Gilston Garden Town to support the delivery of strategic sites in and around Harlow. On 31 March 2017 the Council was advised of a further £175,000 of funding for the Project. Unfortunately the three authorities were unsuccessful in the appointment of a Project Director and have agreed to externally commission some initial work to develop a joint vision/objectives for the project, a proposed structure for the team, future governance arrangements and the development of a work programme.

Community Housing Fund

8. EFDC has received funding from DCLG under the Community Housing Fund to promote self build and community led housing schemes. The Council has agreed to work with the other authorities in the SHMA Group on a joint project and reached agreement that the resources allocated to each individual Council will jointly pool the fund. This amounts to a total of £102,672. The SHMA Group is preparing to undertake a research project looking at all aspects of community led housing including self-build and Community Land Trusts. This project will identify existing and new participants for these models of housing delivery. The research will include a series of events and provide information to inform Councillors, Parish Councillors, Neighbourhood Plan groups, self-builders and local residents, about the objectives, benefits and potential, community led housing schemes can bring to communities and local authorities. In addition, the SHMA Group will work with developers of strategic and Garden Town sites to look at how community led housing can be included in future plans.

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Report to the Council

Committee: Cabinet **Date: 25 April 2017**

Subject: Safer, Greener & Transport

Portfolio Holder: Councillor G Waller

Recommending:

That the report of the Safer, Greener & Transport Portfolio Holder be noted.

Community Safety

High Sheriff of Essex Awards

The Council's excellent J9 Domestic Abuse training programme has been awarded a grant of £750 from the High Sheriff of Essex Fund to provide training for call centre staff at the Department of Work and Pensions national customer call centre in Basildon, to help identify and support victims of domestic abuse.

Lorna Rolfe, High Sheriff of Essex, together with Chairman of Essex County Council Councillor John Aldridge, presented Caroline Wiggins with the cheque at an evening dedicated to recognising the voluntary organisations and people that have made major contributions to reducing crime and increasing safety within communities, at a ceremony held at Hylands House in Chelmsford, when she was also presented with a special trophy for her contribution to Community Safety.

CCTV

As part of the Council's seven year CCTV Strategy, the CCTV team have recently completed a range of CCTV installations including full coverage of the Green Block at Limes Avenue, an Automated Number Plate Recognition system at the entrance to the Limes Farm estate and new car park CCTV systems in Traps Hill, Loughton and Lower Queen's Road, Buckhurst Hill.

Work that is nearing completion includes a system at North Weald playground in support of North Weald Mums Group, who raised all of the funding required themselves, and CCTV installations in three car parks (Quaker, Darby & Cornmill) in Waltham Abbey as part of the car park improvement scheme.

Other key work includes the development**,** design and quotation for improvements and enhancements to the Civic Offices CCTV system, including new CCTV to cover vulnerable external areas of the buildings, and work on the final design for the Epping High Street CCTV system, which is expected to be completed in May.

The Council now operates, maintains and manages 49 CCTV schemes across the district, has 629 cameras in operation and owns ten rapid deployment systems and three covert systems.

Over the last few months, CCTV has realized a range of successes, including the following:

- it helped arrest a male who had robbed an elderly lady in Debden and has subsequently received a custodial sentence;
  it captured two males allegedly committing criminal damage, theft and assault at Stuarts Market shop in Debden, to be dealt with at Crown Court;
- it captured the jewellery robbery in High St, Epping (live scene information provided via Airwave radio by CCTV staff)
- theft from a motor vehicle in Cottis Lane car park; identification of person and vehicle details captured and passed to the police.
- fly-tipping captured on new CCTV system in Green Block.
- a number of insurance cases also dealt with.
- 67 recorded downloads in the first quarter of this year.

The team has recently completed a seven week covert operation within the district which has successfully captured criminal activity. Images have now been passed over to other enforcement teams and agencies to further an investigation.

Partnership working and hot-desking arrangements:

I am pleased to report that our hot-desking arrangements with police and other partners are working well. The Police Partnership Analyst, who was previously based full time in our Community Safety office, still regularly works there. Essex Police's Crime Prevention Tactical Advisor (CPTA) has settled in well and is using the facility on a regular, but not permanent basis. He is now collaborating with our Community Safety Team and the Police Headquarters Strategic Designing Out Crime Officer to assist the Communities Directorate to achieve the Secured by Design Gold Standard on new housing developments that are currently under construction across the district. Sites in Waltham Abbey have recently been inspected and are on course to achieve this standard. The CPTA will now take local responsibility for the oversight of future developments in Epping, North Weald and Stanford Rivers and is well placed to carry out this work, allowing him to resolve any issues that arise.

Regular networking is working very well between the Community Safety team and Essex Police, and we now have very well established links with the District Management Team through daily briefings and tasking call conferences. In addition, we have developed professional and effective working relationships with the Community Policing Team, Integrated Offender Management, Operation Raptor (Gangs Intervention Team) and the Intelligence Team. Further links have been forged with Operation Juno, which is a pro-active team tasked with arresting outstanding wanted domestic abuse offenders. I am encouraged that early indications suggest that there have been a number of notable arrests for this team, based on intelligence supplied by Community Safety.

Through the Community Safety team's regular police networking, it is becoming an initial point of contact and a focal hub for many police departments, ensuring intelligence and investigation demands are effectively serviced, and enabling the team to have a bigger picture of policing activity in the district. This has been achieved by putting time into building professional relationships, having appropriate information sharing protocols and promoting confidence among the police in the integrity of our team, as all are vetted to a high standard.

The Office of the Essex Police and Crime Commissioner has agreed to provide funding of up to £4,000 for video conferencing equipment to assist the Community Safety team at the Civic Offices. This equipment, including cameras and monitors, will enable the team to link in to meetings across the Essex Police estate, leading to a considerable increase in effectiveness.

Social Media

The Community Safety team is working on two social media groups – for the Community Safety Partnership and for CCTV - enabling it to engage with sections of the public that have not always been easy to reach in the past.

Safeguarding

There has been a significant increase in new safeguarding cases reported during March, rising to a figure more than double that for February. The team is finding that many more requests are being received to provide advice to staff and occasionally members.

The new system of reporting by the Council's repairs staff is proving to be very effective and our contractors have been provided with 200 'Concern Cards' for their use. Repair staff concerns are not always related to safeguarding, but where there are other issues recorded such as tenancy problems, animal welfare and also cannabis use, the Safeguarding team is able to act on the information provided.

EFDC Safeguarding Referrals – March 2017

Total number of ongoing live cases with the Safeguarding team for this period 37

Total number of new concerns received by the Safeguarding team for this period: 35

(NB. the statistics below only apply to new referrals received this month)

No. of children-only concerns (where children were victims):	7
No. of adult-only concerns (where adults were victims):	24
No. of concerns that involved both (adult and children were victims):	4
Total no. of children involved:	17
Total no. of adults involved:	32

No. of new cases referred to Essex Social Care:	12
No. of new cases referred to Police	0
Referral to Mental Health Service:	0
Referral to other external agencies (eg. Family Mosaic; CQC; GP)	0
Updates sent to agencies where victim/perpetrator already known/on-going:	1
Referred to MARAC:	1
Not referred (doesn't meet threshold/not safeguarding at this time):	21

Categories:

Welfare concerns:	4	Physical Abuse:	0
Domestic Abuse:	6	Self Neglect/Hoarding:	8
Mental Health/Mental Capacity:	6	Homeless:	4
Neglect:	0	Substance Misuse:	1
Emotional/Psychological Abuse:	2	Exploitation/cuckooing:	0
Financial Abuse:	1	Child Sexual Exploitation:	0
Sexual Abuse:	0	Suicide/self-harm threats:	3
Modern Slavery/trafficking:	0	Other	0

Countrycare

Since my last report Countrycare has held some varied volunteer project days. Of the EFDC owned sites, time has been spent at Thornwood Common, Roughtallys Wood and Chigwell Row Wood. Regrettably the Thornwood Common day was simply to replant up an area with 150 trees that had been vandalised and the trees removed by someone with a chainsaw. At Norton Heath a very successful dead hedge was created along the boundary of the site which is both rustic and good for wildlife.

At Mutton Corner, a project continued to clear bramble for Essex County Council and liberate hornbeam coppices. Bluebells have already come up in the areas cleared in January. At Abbotts Drive a tunnel has been created through a thorny scrub area forming a circular path around the site, and more work will take place next winter to open up this site further. One day at this site was unfortunately cancelled on health and safety grounds due to high winds.

The dipping platform at Nazeing Triangle LNR was installed as part of the pond regeneration project. The next step is to plant up with native wildflowers around the edge of the pond, and this will be done with the help of volunteers in May.

All four members of the team took their chainsaw refresher course and passed with flying colours.

Energy Efficiency and Fuel Poverty

Home Energy Conservation Act

EFDC has completed its Home Energy Conservation Act (HECA) report for 2017. This is a bi-annual report to the Government to update what each local authority has been doing to reduce the energy usage in its housing stock. There is an action plan each authority puts together of ambitions for the next two years, plus an update of its previous actions. The reports are signed by the local authority's Chief Executive and submitted to the Secretary of State.

Since the 2015 report, the EFDC Housing team has managed to do the following:

- Replace 200 old gas heating systems with new efficient, A-rated boilers
- Ensure that none of our housing stock is in the lowest EPC (Energy Performance Certificate) band G, and only a handful of properties are in the F band
- Carry out ECO (Energy Company Obligation) work on 767 properties, putting in additional loft or cavity wall insulation, with some Government funding
- Install double glazing and upgrade doors to airtight uPVC in many properties
- Replace 142 inefficient electric storage heaters (for those not on the gas grid) with efficient renewable air-to-water systems in several properties.

Over the next two years the Council will continue to improve its housing stock in order to help residents who may be at risk of fuel poverty to keep their homes warm.

Green Corporate Working Party

The Working Party continues to operate across departments within EFDC. Some things from the commitments and actions plan include:

- A new round of Essex Energy Switch will start in May. This is a scheme to help local residents purchase lower-cost electricity through a county-wide auction. In our district

there are relatively low numbers who take this up each year. We will continue to promote the Switch, especially to those we feel would benefit.

- The roll out of smart meters across the country is gaining pace. EFDC are arranging training for the Private Sector Housing teams for any queries residents may have. The smart meters are being installed by individual energy companies, meaning that residents will have meters installed at different times depending on their company.

Parking

Off Street enforcement

I am pleased to inform Members that the mobilisation of the NSL Limited contract for enforcement and associated activities in the Council car parks was successful and the new service commenced from Saturday 1 April. I met with the Civil Enforcement Officers and NSL managers before the commencement of the service, and shall be updating members in due course about the performance of this very important contract.

Loughton Broadway Parking Review

The first phase of the review consists of addressing issues at eight locations that are experiencing severe parking problems, often due to inconsiderate commuter parking. Traffic Regulation Orders for the following were advertised on the 23rd March 2017: Oakwood Hill Road, Oakwood Hill Industrial Estate, Honeycroft, Lenthall Road, Rectory Lane, Chigwell Lane, Colson Road and Torrington Drive.

North Essex Parking Partnership (NEPP)

Each member of NEPP can nominate three minor parking restriction schemes twice a year; additional resident parking schemes can be considered, subject to having majority resident support. At the most recent meeting of the Joint Committee on 30 March, I was able to nominate five schemes: Abridge Road, Theydon Bois, Stradbroke Grove/The Meadway, Buckhurst Hill, Tidys Lane, Epping, Stonnards Hill, Epping and Milton Street, Waltham Abbey.

Parking outside schools

The NEPP meeting on 30 March received an update from the South Essex Parking Partnership (SEPP) on their initiatives to deal with the inconsiderate and unsafe parking outside schools. They have undertaken a trial project called 3PR (3 Parking Rules), these being: Care, Consideration and Caution when parking in and around schools when dropping and picking up pupils. The scheme is still in a trial stage in the SEPP area, but I shall be watching it closely, and once the Committee decides to introduce such a scheme in the NEPP area, I will be keen to nominate a number of schools in the Epping Forest district.

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Report to the Council

Committee: Cabinet **Date: 25 April 2017**

Subject: Technology and Support Services

Portfolio Holder: Councillor A Lion

Recommending:

That the report of the Technology and Support Services Portfolio Holder be noted.

Facilities

Three major facility contracts have recently been let, these cover for EFDC portfolio buildings the monitoring and maintenance of water services quality; passenger and goods lift maintenance and servicing; and the maintenance of heating and hot water installations at Sheltered Housing facilities.

We have been organising asbestos re-surveys for various properties, management records and register of information correlate and are up-to-date.

Security, Health and Safety works have been completed at Townmead depot, including the removal of some asbestos and the infilling of vulnerable window openings with brickwork.

Oakwood Hill depot Health and Safety works have been completed including demarcation line marking, the provision of speed control humps and additional warning signage.

Prior to the signing of the new Leisure Management Contract with Places for People, patch work repairs were carried out to the car park at Waltham Abbey Swimming Pool and roofing maintenance works at Loughton Leisure Centre.

Technology

The rollout of Multi-Function Devices (MFD) to remote sites is now complete, this includes the office at The Broadway in Loughton. Usage of the MFDs to date is in line with expectations of 4.5 million printed sides and 10% colour usage. Regular monitoring and reporting of usage will commence shortly to identify and report any unexpected peaks in printing levels for action by directorates.

ICT have progressed the implementation of the new corporate Programme and Performance Management System as part of Transformation project. The prototype is now complete for a planned ‘go live’ in April. Once trials have proved successful, it is now proposed to roll this system out to include Internal Audit and Corporate Risks.

The prototype corporate Customer Relationship Management system developed for Customer Services is now largely complete and gives a basic recording of general enquiries, such as a number of recycling sacks issued. This information will give a better measure to the types of transactions that are taken and the trial stage will commence in Mid-April with Reception.

Information@Work (I@W), the Corporate Document Management System was successfully upgraded by ICT staff over the weekend of the 1 and 2 April. This essential work was done out of hours to minimise the disruption to staff and services.

Changes to our voice telephony services using Session Initiation Protocol (SIP) project was successfully implemented with minimal disruption to residents and staff. The Council will benefit from this project financially, operationally and from a Business Continuity and Disaster Recovery perspective. ICT is in the process of cancelling the legacy telephony provision, so that financial savings can be realised.

The Council has been engaged in a license review commissioned by Microsoft. The audit has concluded with Microsoft satisfied the Councils current licensing position.

A disaster recovery audit has taken place and ICT has fully co-operated with this assurance review attaining an overall assurance assessment of substantial.

The Geographical Information System (GIS) team who manage the mapping tools used for the Gazetteer, have now completed the Councils migration from MapInfo to the ESRI ArcGIS Platform. MapInfo and ArcGIS are GIS software solutions for editing, viewing, printing and sharing maps and from the 1 April all the Councils map editors have been using the ESRI ArcGIS solution for viewing, editing and sharing mapping data. The GIS team will now be concentrating on migration of any remaining back office systems and the creation of a user group to steer future developments of this solution.

The GIS team has now made a number of flights using the Unmanned Aerial Vehicle (UAV) for Planning Enforcement, Housing and most recently a fly over of the development site at Langston Road for Public Relations. Further flights are taking place on a weekly basis as flight plans are completed.

Superfast Broadband High Speed Internet

Smart Places

Essex County Council (ECC) recently held a Smart Essex event at the BT Tower in Central London to launch their work on smart initiatives for Essex. Having engaged with ECC at an early stage on this Council's own smart place work, Members and Officers were invited to attend this event and present to the audience on one of the workshop topic areas.

Since that event, the Economic Development Team have delivered a very well received Smart Places Seminar at Epping Forest College, which drew together not just key Council Officers and Members but also representatives from ECC, Broxbourne and Harlow Councils, the West Essex Clinical Commission Group (CCG) and Princess Alexandra Hospital as well as a number of local private sector partners. The event was well attended and saw presentations from Virgin Media, Easel TV and ECC that explored the real opportunities for collaborative applications, initiatives and ongoing partnership working that are being opened up by this district's commitment to delivering greater levels of superfast broadband infrastructure. A commitment to reconvene the gathered partners in the near future to continue this work as a digital taskforce was made at the meeting and the Economic Development Team will be looking to explore a number of digital/smart place strands of work coming out of the seminar.

Broadband Rollout

The ongoing networks build of ultrafast rural broadband remains on track to complete before the end of the calendar year although the last two cabinet areas in Hastingwood/North

Weald and Ongar remain in the planning stage and the exact start dates for these areas cannot yet be confirmed.

The Council is exploring, with Superfast Essex, the potential for further funding to be made available, to be matched by Broadband Delivery UK (BDUK), to be used to progressively fill in the areas of non-coverage and take our level of superfast broadband coverage closer to 100%. As reported to Cabinet on 9 March 2017 a letter of intent has been submitted to Superfast Essex and BDUK indicating that the Council will provisionally allocate an amount of up to £350,000 as a potential local contribution to a further rollout programme, with the exact amount to be confirmed once bids for the procurement have been received and the size and scope of the local investment can be more clearly defined.

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Report to the Council

Committee: **Cabinet** **Date: 25 April 2017**

Subject: **Epping Forest Local Highways panel – Match Funding**

Portfolio Holder: **Councillor G Waller (Safer, Greener & Transport)**

Recommending:

(1) That a supplementary District Development Fund estimate in the sum of £50,000 for 2017/18 be agreed to match fund the contribution from Essex County Council to the Epping Forest Local Highways Panel in order to implement Highway Improvement Schemes across the District.

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1. The Epping Forest Local Highway Panel was formed in 2009 when the membership and constitutional arrangements proposed under the Essex Localism Agenda were agreed. The scope and membership of the Panel has since changed, however its focus remains the delivery of highway improvement schemes within the District. The current membership of the Panel consists of the District's seven County Council members and an equal number of District Council members, and in 2016/17 was allocated a budget of £450,000 by the Essex County Council (ECC) to carry out capital improvement schemes.

2. The Panel can only undertake capital improvement schemes, all revenue and maintenance schemes are delivered directly by Essex Highways, and the types of schemes that the Panel can undertake include:

(a) passenger transport;

(b) public rights of way schemes;

(c) traffic management schemes; and

(d) walk way schemes.

In addition the Panel keeps an oversight on any highway related Section 106 schemes as well as the work of the Highway Rangers.

3. Although the Panel has a significant budget allocation, there is a high demand for highway improvement and new road safety schemes, which forces scheme prioritisation and some schemes lose out. There are currently 50 approved, both minor and major, highway schemes on the work programme, with a further potential 49 schemes that the Panel will review for consideration for 2017/18.

4. Last year the Council match funded the County Council's £50,000 for highway improvements. This funding enabled feasibility studies, detailed designs and the

implementation of capital schemes. The schemes funded through the match funding budget are listed below:

- Honey Lane (east of Wood Green Road), Waltham Abbey.
- A121 Woodridden Hill approach to Wakes Arms Roundabout.
- B 181 Epping Upland by Chambers Manor.
- Alderton Hill junction with Alderton Hall Lane, Loughton.
- Middle Street Nazeing – South of golf course entrance.
- B 181 Epping Road junction with Common Road, Broadley Common.
- Traps Hill junction Rowans Way and Church Lane, Loughton.
- Horseshoe Hill, Waltham Abbey.
- Reeves Lane/Typers Road/Hamlet Hill, Roydon Hamlet.
- Alderton Hall lane/Alderton Hill, Loughton.
- Vicarage Lane junction with Manor Road.
- A113 Abridge Road, Chigwell.
- Moreton Bridge, Moreton Road, Moreton.
- Ivy Chimney Road, Epping – installation of a bus cage.
- Daws Hill/Sewardstone Road, Sewardstone.
- St Leonards Road.
- A113 Ongar Road, Abridge.
- Ivy Chimneys Primary School, Centre Drive, Epping.
- B1393 London Road junction with access to MacDonalds – pedestrian safety scheme.
- Milton Crescent – Shelley Primary School.
- Church Road, Moreton.

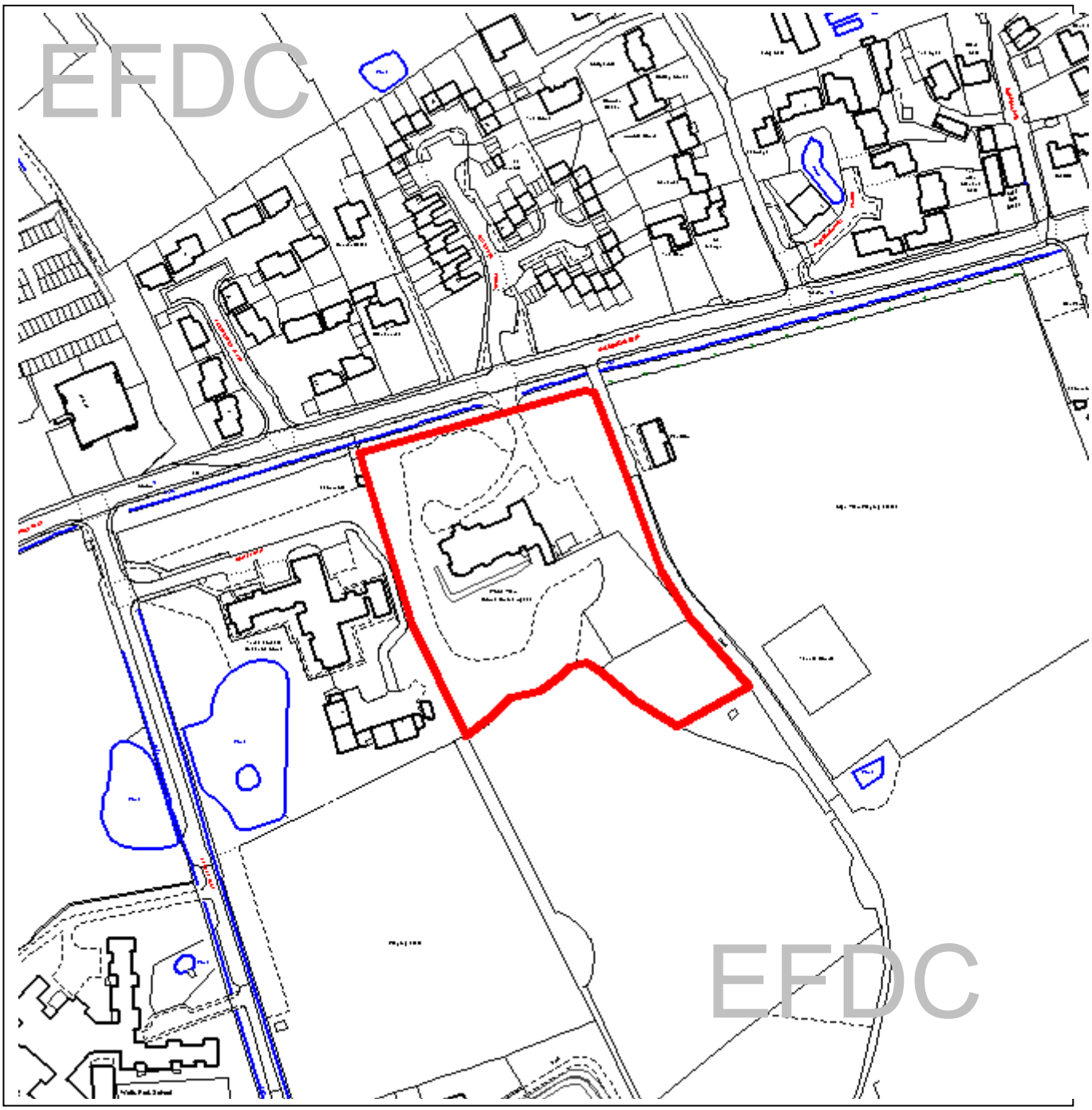
5. The County Council Cabinet Member for Highways and Transportation, Councillor Eddie Johnson, wrote to the Leader of the Council on 3 March 2017 letter attached at appendix) and offered to match fund up to £50,000 of District Council contribution to the Panel. Given that the additional funding, £100,000 in total, will enable the delivery of a number of priority schemes which would otherwise not be possible, the Cabinet agreed at its meeting on 6 April 2017 to accept the offer of match funding by Essex County Council.

6. A District Development Fund allocation of £50,000 will be required to match fund the contribution made by Essex County Council. This is being requested as a supplementary estimate as the offer from the Essex County Council was made on 3 March, after this Council's budget for 2017/18 had been set on 21 February 2017.

7. We recommend as set out at the commencement of this report.

Epping Forest District Council

Agenda Item Number 9



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Application Number:	EPF/2550/16
Site Name:	Woodview, Lambourne Road, Chigwell, IG7 6HX
Scale of Plot:	1/1250

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Report to Council

Committee: District Development Management Committee **Date:** 25 April 2017

Subject: Planning Application EPF/2550/16 – Woodview, Lambourne Road, Chigwell, Essex IG7 6HX - Demolition of the existing 22 bedroom residential dwelling, the associated 3 bedroom retirement dwelling and garages/outbuildings, and replacement with a new three storey 72 bedroom care home, and one three storey block containing 25 retirement living apartments, together with the provision of 51 car parking spaces and landscaping.

Responsible Officer: Nigel Richardson (01992 564110)

Recommendations:

A) That the Council considers that planning permission be granted subject to

(1) the following conditions:-

1. The development hereby permitted must be begun not later than the expiration of three years beginning with the date of this notice.

2. No construction works above ground level shall take place until documentary and photographic details of the types and colours of the external finishes have been submitted to and approved by the Local Planning Authority, in writing. The development shall be implemented in accordance with such approved details.

3. No development shall take place, including any works of demolition, until a Construction Method Statement has been submitted to, and approved in writing by, the Local Planning Authority. The approved Statement shall be adhered to throughout the construction period. The Statement shall provide for:

- **The parking of vehicles of site operatives and visitors**
- **Loading and unloading of plant and materials**
- **Storage of plant and materials used in constructing the development**
- **The erection and maintenance of security hoarding including decorative displays and facilities for public viewing, where appropriate**
- **Measures to control the emission of dust and dirt during construction, including wheel washing**
- **A scheme for recycling/disposing of waste resulting from demolition and construction works**

4. No development, including works of demolition or site clearance, shall take place until a Tree Protection Plan Arboricultural Method Statement and site monitoring schedule in accordance with BS:5837:2012 (Trees in relation to design, demolition and construction - recommendations) has been submitted to the Local Planning Authority and approved in writing. The development shall be carried out only in accordance with the approved documents unless the Local Planning Authority gives its written consent to any variation.

5. All material excavated from the below ground works hereby approved shall be removed from the site unless otherwise agreed in writing by the Local Planning Authority.

6. If any tree, shrub or hedge shown to be retained in Sharon Hosegood Associates 'Supplementary Arboricultural Report' dated 23rd December 2016 (Ref : SHA 270 Rev A) is removed, uprooted or destroyed, or dies, or becomes severely damaged or diseased during development or within 3 years of the completion of the development, another tree, shrub or hedge of the same size and species shall be planted within 3 months at the same place, unless the Local Planning Authority gives its written consent to any variation. If within a period of five years from the date of planting any replacement tree, shrub or hedge is removed, uprooted or destroyed, or dies or becomes seriously damaged or defective another tree, shrub or hedge of the same species and size as that originally planted shall, within 3 months, be planted at the same place.

7. Soft landscaping shall be implemented as shown on Tim Moya Associates, 'Tree and Hedgerow planting plan', Drawing number 160836-L-01 rev b, dated December 2016; and ; Tim Moya Associates, 'soft landscaping - shrub, herbaceous, grass and bulb planting plan', drawing number 160836-L-02 Rev a, dated December 2016 ; unless the Local Planning Authority gives its prior written approval to any alterations

8. No works shall take place until a detailed surface water drainage scheme for the site, based on sustainable drainage principles and an assessment of the hydrological and hydro geological context of the development, has been submitted to and approved in writing by the local planning authority. The scheme shall subsequently be implemented prior to occupation and should include but not be limited to:

i) Limiting discharge rates to 2l/s for all storm events up to an including the 1 in 100 year rate plus 40% allowance for climate change.

ii) Provide sufficient storage to ensure no off site flooding as a result of the development during all storm events up to and including the 1 in 100 year plus 40% climate change event.

iii) Sufficient storage should be provided to ensure that in the event of pump failure no flooding will occur during a 1 in 30 year event.

iv) Provide sufficient treatment for all elements of the development. Treatment should be demonstrated to be in line with the guidance within the CIRIA SuDS Manual C753.

9. No works shall take place until a scheme to minimise the risk of offsite flooding caused by surface water run-off and groundwater during construction works has been submitted to, and approved in writing by, the local planning authority. The scheme shall subsequently be implemented. The scheme shall be implemented as approved.

10. No works shall take place until a Maintenance Plan detailing the maintenance arrangements including who is responsible for different

elements of the surface water drainage system and the maintenance activities/frequencies, has been submitted to and agreed, in writing, by the Local Planning Authority. Should any part be maintainable by a Maintenance Company, details of long term funding arrangements should be provided.

11. The applicant or any successor in title must maintain yearly logs of maintenance which should be carried out in accordance with any approved Maintenance Plan. These must be available for inspection upon a request by the Local Planning Authority.

12. An internal/external bat survey of the main house and trees (if affected) shall be undertaken to include emergence re-entry surveys for bats if necessary. These surveys should be submitted to EFDC. Should the surveys reveal presence of bats, then a detailed mitigation strategy must be written in accordance with any guidelines available from Natural England (or other relevant body) and submitted to EFDC. In some cases a European Protected Species Licence may be required from Natural England. All works shall then proceed in accordance with the approved strategy with any amendments agreed in writing.

13. The ponds within 250m of the application site be subjected to a Habitat Suitability Index survey and the results submitted to EFDC for approval. Should the HSI survey reveal the suitability of the ponds for Great crested newts then a full survey needs to be carried out. These surveys should also be submitted to EFDC. If these surveys reveal the presence of GCNs then a detailed mitigation strategy must be written in accordance with any guidelines available from Natural England (or other relevant body) and submitted to EFDC. In some cases a European Protected Species Licence may be required from Natural England. All works shall then proceed in accordance with the approved strategy with any amendments agreed in writing.

14. A method statement be written and submitted for pre- and during the construction for issues concerning hedgehogs, birds, reptiles, invertebrates and invasive species. Details in the Phase 1 habitat survey by CGO Ecology Ltd submitted May 2016.)

15. The development be carried out in accordance with the flood risk assessment (RPS - Flood Risk Assessment including SuDS Strategy, Ref HLEF47138/001R, October 2016) and drainage strategy submitted with the application unless otherwise agreed in writing with the Local Planning Authority.

16. No conversion/demolition or preliminary groundwork's of any kind shall take place until the applicant has secured the implementation of a programme of archaeological work in accordance with a written scheme of investigation which has been submitted by the applicant and approved by the local planning authority.

17. Prior to the first occupation of the development the vehicle parking and turning areas as indicated on the approved plans shall be provided, hard surfaced, sealed and marked out. The parking and turning areas shall be retained in perpetuity for their intended purpose.

18. There shall be no discharge of surface water onto the Highway.

19. The proposed use of this site has been identified as being particularly vulnerable if land contamination is present, despite no specific former potentially contaminating uses having been identified for this site. Should any discoloured or odorous soils be encountered during development works or should any hazardous materials or significant quantities of non-soil forming materials be found, then all development works should be stopped, the Local Planning Authority contacted and a scheme to investigate the risks and / or the adoption of any required remedial measures be submitted to, agreed and approved in writing by the Local Planning Authority prior to the recommencement of development works. Following the completion of development works and prior to the first occupation of the site, sufficient information must be submitted to demonstrate that any required remedial measures were satisfactorily implemented or confirmation provided that no unexpected contamination was encountered.

20. The development hereby permitted will be completed strictly in accordance with the approved drawings numbered H.16.01 (9-) 5; (9-) 4 Rev B; (9-) 2 Rev F; (21) 6; (21) 5; (00) 13; (00) 7; (00) 15; (00) 14; (00) 5; (00) 6; (00) 4; (00) 12; (21) 2; 21(10.)

21. Prior to the undertaking of any demolition or preliminary groundworks, details of a programme of historic building recording in accordance with a written scheme of investigation shall be submitted to the local planning authority for approval in writing. The development shall approve in accordance with the agreed details.

22. The 25 elderly retirement living apartments hereby approved shall only be occupied by residents who are 60 or more years old, except where the partner of a resident is 55 or more years old.

And,

(2) that planning permission be issued after the completion of a legal agreement (Section 106 of the Town and Country Planning Act 1990) that ensures a satisfactory financial contribution in respect of:-
(a) £443,885 for off-site Affordable Housing; and
(b) £55,720 for provision of local early years childcare places.

Report

This planning application was reported to District Development Management Committee meeting on 5 April 2017. The recommendation to grant planning permission subject to the legal agreement and planning conditions above, together with the Officer tabled addition of condition 22, was lost and the subsequent refusal was also lost on the Chairman's casting vote. The Members of that committee voted and referred the application to this committee for determination. The original report is set out below.

1. This application was put to the Area Plans Sub Committee South on 1st March 2017. However, it was referred directly up to the District Development Management Committee for a decision, and also to allow for the submission and assessment of a Heritage Impact Assessment - to determine what weight should be given to the proposed loss of the existing dwelling at Woodview when assessing the overall merits of this redevelopment proposal.

2. Since 1 March 2017, a Heritage Statement has been submitted on behalf of the applicants examining the history and significance of this large house built in 1881. The Council's Senior Conservation Officer has, since receiving the Heritage Statement on 20 March 2017, visited the site and inspected the exterior and interior of the house. Her assessment of the building, and the submitted heritage report, is set out in Appendix A attached to this report.

3. The Senior Conservation Officer concludes that

> '*Woodview is of local heritage interest and its loss would be regrettable, however, it is recognised that some of the authenticity and character of the building has been lost through later interventions. In addition, it makes little contribution to the local street scene. At the very least, a full photographic and building recording survey should be carried out to preserve a record of the building should its loss be judged to be outweighed by the benefits of the proposal'.*

4. The benefits of this proposal are the provision of modern and purpose built accommodation for elderly people in the form a new 72 bed care home and 25 retirement living units on a site which constitutes previously developed land. The demand for this form of accommodation is high and its provision would also assist in freeing up existing family houses in Chigwell and the local area for occupation by younger and larger households. The proposed development would also generate a significant commuted sum to assist in the provision of affordable homes in the locality. Officers are of the view that these benefits outweigh the heritage merits of retaining the building, which is not considered to be listable but is a possible non-designated heritage asset, and it is therefore recommended that conditional planning permission be granted subject to the completion of appropriate S106 agreements.

5. The officer's recommendation therefore remains to grant planning permission, but with the addition of condition no.22. The report submitted to the 1 March 2017 Area Plans Sub Committee South is re produced below:-

Description of Site:

A large two and three stories Victorian mansion style residential house located within extensive grounds on the south side of Lambourne Road, and which lies opposite a residential cul de sac of Shillibeer Walk. The house is heavily screened from view from Manor Road by mature trees and indeed many other mature trees, some of which are protected and lie in the grounds, especially near the boundaries of the site. The property is not listed nor does it lie within a conservation area.

Description of Proposal:

Demolition of the existing 22 bedroom residential dwelling, the associated 3 bedroom retirement dwelling and garages/outbuildings, and replacement with a new three storey 72 bedroom care home, and one three storey block containing 25 retirement living apartments, together with the provision of 51 car parking spaces and landscaping.

The proposal has been amended since it was originally submitted - in that a third 3 storey building containing 15 retirement living apartments has been omitted from the scheme following discussions with officers.

Relevant History:

This large house was used as an old persons home for many years in the late 1990's, but permission was granted in 1996 for its conversion back to a single dwelling.
.

Policies Applied:

Adopted Local Plan:
CP2 – Protecting the quality of the rural and built environment.
CP3 – New development
GB2A – Development in the Green Belt
GB7A – Conspicuous development
NC4 – Protection of established habitat
H2A – Previously developed land
H5A - Provision for affordable housing
CF2 – Health care facilities
DBE1 – Design of new buildings.
DBE9 – Loss of amenity.
LL10 – Adequacy of provision for landscape retention
ST6 – Vehicle parking

NPPF:
The National Planning Policy Framework (NPPF) has been adopted as national policy since March 2012. Paragraph 215 states that due weight should be given to relevant policies in existing plans according to their degree of consistency with the framework. The above policies are broadly consistent with the NPPF and should therefore be given appropriate weight.

Draft Local Plan:
At the current time, only limited weight can be applied to the Draft Local Plan, however the Draft Plan and evidence base should be considered as a material consideration in planning decisions. The relevant policies in this case are as follows:

SP5 – Green Belt and District Open Land

H2 – Affordable housing
DM9 – High Quality Design
DM5 – Green infrastructure; design of development
D4 – Community, Leisure and Cultural Facilities.

Summary of Representations:

CHIGWELL PARISH COUNCIL – No objections to the amended and reduced proposal. The Parish had concerns over the original proposal for example the risk of overdevelopment and inadequate car parking.

87 NEIGHBOURS CONSULTED on the original proposal, and those that made comments were also consulted on the amended proposal:-

7 OBJECTION LETTERS or letters of concern were received:-

1, LODGE CLOSE - on the original proposal concerned that 66 car spaces would be inadequate, and that an in an out entrance on to Lambourne Road should be considered to reduce hindrance to traffic flow on Lambourne Road.

15, CANTERBURY CLOSE – Although the plans have been amended my original comments are still relevant. The access to the site is inadequate in terms of its width, particularly for construction traffic, and insufficient car spaces are being provided.

2, DOVES COTTAGES, GRAVEL LANE – I repeat my earlier objection that the demolition of the existing historic Victorian dwelling should not be allowed. It is an imposing and substantial residence with many fine interior details, and this non designated heritage asset should be retained.

2, LAKESIDE CLOSE - Given that a 72 bed care home is proposed account needs to be taken of the poor state of the footpath that runs along Lambourne Road from the site to Manford Way – it is too narrow and uneven for wheelchair users.

2, SHILLIBEER WALK – object to the original proposal on grounds of traffic generation both during construction and afterwards, concern over access and highways safety, the overbearing nature of the proposal, layout and density of buildings, overshadowing, noise and disturbance from the development, and setting of precedent.

10, LODGE CLOSE – on the original proposal – insufficient space allocated for car parking, and increased levels of traffic along Lambourne Road will cause danger.

ABILITY HOUSING ASSOCIATION – as owners of the 4 bungalows for disabled people in Lakeside Close, (on the original proposal) the siting of 3 blocks could give rise to loss of privacy, more residents and noise could affect residents in Lakeside Close, the vehicular access to the site would need to be widened, there would be a lot of comings and goings from the site, the pavement along Lambourne road should be extended/improved via a contribution if permission is given, and trees should be protected.

SOME 100 LETTERS OF SUPPORT have been received from a wide area including Chigwell, Loughton, Woodford and beyond. These letters all contain the same text and support the proposal because a) the site is ideally located for a care home and retirement apartments as it is in close proximity to Grange Hill and Chigwell which will

allow residents to continue to be part of the community, b) the site is well connected to public transport connections eg 0.5 miles to Grange Hill station, c) up to 100 jobs will be created in addition to supporting local businesses, d) there will be a reduction on pressure on primary care services such as GP practices, hospitals etc as the first stage of care and triage can be provided in the development, e) there is an under provision of care home beds in the area – this care home will be a state of the art facility that promotes person centred care for the elderly and will be run by an experienced operator, f) the retirements apartments present a synergy with the care home so that as people's needs progress to requiring care the care can be accessed within the same site, g) a 72 bed care home and 40 retirement properties potentially frees up 112 houses, h) the site is well screened and the development will not impact views from the road, and i) there is minimal traffic generated by a care home and retirement properties and plenty of car parking provision is made.

ESSEX COUNTY COUNCIL HIGHWAYS – The applicant has submitted a robust Transport Statement supporting the application and the Highway Authority is satisfied that the application is not contrary to current National/Local policy or safety criteria. The existing access has appropriate visibility and geometry onto Lambourne Road. Consequently the proposal will not be detrimental to highway safety, capacity, or efficiency at this location or on the wider highway network.
From a highway and transportation perspective the impact of the proposal is therefore acceptable to the Highway Authority subject to conditions being imposed requiring the proposed parking and turning areas to be provided before occupation of the development, and requiring that there is no discharge of surface water onto the highway.

EFDC TREES AND LANDSCAPE SECTION – Revised plans omitting one of the blocks, and revised tree reports have been received. These plans address previous concerns about loss of trees in the north east corner of the site, and the proximity of trees to the block which has now been now omitted .We have no objections to the amended proposal subject to conditions being attached.

ESSEX CC ARCHAEOLOGICAL SECTION – it is possible that the proposed block on the eastern part of the site is sited in an undisturbed area which may contain archaeological evidence relating to the early development of Chigwell. No objections subject to a condition requiring a scheme of investigation to take place before any preliminary groundworks are carried out.

ESSEX CC SUSTAINABLE DRAINAGE TEAM – having reviewed the submitted Flood Risk Assessment and associated documents we do not object to the granting of permission subject to appropriate conditions being applied.

EFDC LAND DRAINAGE TEAM – No objections subject to imposition of conditions.

ESSEC CC INFRASTRUCTURE OFFICER – The proposed development is expected to give employment to 100 people which would generate an (educational) requirement for up to 4 early years and childcare (EY&C) places. It is the case that additional EY&C places are needed within the Chigwell Row Ward, and that this development would add to this need. A developer contribution of £55,720 for EP&C within the Chigwell Row Ward is therefore sought to mitigate the impacts on local EY&C provision. In conclusion, I request that any permission is granted subject to a S106 agreement requiring this contribution, or if the application is refused then the lack of childcare provision be made an additional reason for refusal.

EFDC HOUSING DIRECTORATE – The application proposes 25 dwelling units in a settlement where the population is more than 3000. Therefore 40% of the 25 units should be affordable homes. The Council accepts that the provision of affordable homes within a private extra care, or assisted living, development is not practical or suitable, and hence an appropriate financial contribution for off site provision would be needed. Negotiations on the agreed level of this contribution and the outcome will be referred verbally at the Committee meeting.

Issues and Considerations:

Nature of the proposed development

The amended application now proposes the demolition of the existing house and the erection of a 3 storey 72 bed care home and a 3 storey block of 25 retirement living units. Originally a third block of 15 retirement living units was also proposed in the north east corner of the site close to the access to the site. However, this block has now been omitted from the proposal following concern from officers that too much additional volume and footprint of building was being proposed on a site located in the Green Belt, and that the this third block would have adversely affect tree cover in the site, and could have reduced the tree screen on the Lambourne Road frontage making the development more conspicuous.

Witten submissions have accompanied this application and the following extract illustrates much of the concept of the proposed development:-

> *In addition to the care home, the proposals provide for retirement living apartments. There will be a functional link between the two elements. Most importantly, the two elements are integral to the concept of "comprehensive senior living". A key objective of the concept is to provide an opportunity for elderly local people to "step down" to living in smaller accommodation, but within a safe environment -a consequential benefit being the freeing up of larger properties in the local area and thereby assisting in meeting local housing requirements. Residents of the retirement living units will have the option to move into the care home, in accordance with their needs. The synergy between the two facilities and the availability of health care professionals is a clear advantage to prospective occupiers. Comprehensive senior living is a new concept in elderly care and represents a significant benefit to Chigwell.*
>
> *It should be noted that Oakland have an existing care home at Woodland Grove, Loughton, also within Epping Forest district. Albeit the Loughton care home serves a different catchment to the proposal at Woodview, which is very much aimed at Chigwell and the immediate area. However, the facility at Loughton provides a benchmark and is indicative of the quality of facility developed and managed by Oakland.*

Protection of trees

A particular characteristic of this site is the dense amount of mature trees that lie close to its boundaries such that only glimpses of the inside of the site are available. Bearing in mind the site's location in the Green Belt, and the emphasis in the emerging Draft Local Plan of maintaining and enhancing green infrastructure (policy DM5), it is important to ensure that any new development on this site does not materially reduce this attractive screening of the site. To this end negotiations have

resulted in a revised tree plan being submitted, and removal of one block of retirement living units that could have resulted in an unacceptable thinning of the boundary tree screen. From the perspective of protection of trees, the proposal is now satisfactory.

Green Belt and sustainability issues

Although located in the Green Belt this site, containing a large mansion, outbuildings and hard surfaced area, constitutes previously developed land (or brownfield land). Therefore redevelopment is acceptable in principle. However, the NPPF also states that new development is inappropriate if (its volume) would have a greater impact on the openness of the Green Belt compared to the existing buildings to be removed. It is estimated that the volume of the two proposed blocks is 80% larger than the existing buildings on the site and consequently it does represent inappropriate development that by definition is harmful to the Green Belt. This harm can only be set aside if a proposed development gives rise to very special circumstances that support the grant of planning permission. Officers feel that in this case there are special circumstances. Firstly, the site lies adjoining a sizeable settlement of Chigwell on the opposite side of Lambourne Road, it lies adjoining another care home Alder House which has a large footprint, and in its appearance, context, and location the site has more of a feel of an urban location as opposed to open countryside. Secondly, the site lies in a fairly sustainable location next to the large settlement of Chigwell, its services, and the tube station at Grange Hill lies a half a mile away. Lastly, the new development will provide care accommodation and retirement living units for more elderly people and households in an area and district where there is a proven need for this form of accommodation.

Whilst not a reason for very special circumstances to outweigh Green Belt harm in principle, the site is heavily screened from view by trees and hence the new development would be largely hidden from view. The visual impact of the proposed development on the surrounding area is therefore considered acceptable.

Car parking, layout and design issues

A detailed transport assessment was submitted with the application and Essex CC, as Highways Authority, have no objections to the proposal. Although some concerns have been raised by local residents about the width and nature of the existing vehicular access to the site the Highways Authority confirm that it has an acceptable geometry and has appropriate visibility sight lines on a straight stretch of road. The provision of 55 off street car spaces for a care home and 25 retirement living units is an adequate provision. The two proposed blocks on the site will be 3 stories in height with pitched roofs, elevations will be ‘broken up’ by projecting bays with gable roofs over. Their design and appearance will be acceptable. The additional areas of driveways and car parking areas will be softened by new tree and shrub planting and areas to be laid to grass, and an acceptable landscaping scheme is to be provided for this form of development.

Other matters

Lastly, one objection received argues that the proposal involves the loss of a non designated heritage asset. It is the case that the existing dwelling is not listed or locally listed, and it does not lie in a conservation area. Some of its interior décor has been removed or damaged, possibly during its time as an old person’s home. In addition its recessed hidden position means that it is not a recognisable building that would be lost to the local townscape. Consequently the removal of the existing

dwelling – to make way for a modern development meeting the current housing needs of the elderly – is acceptable in this case.

S106 issues regarding affordable housing and childcare provision.

As mentioned in the Summary of Representations section above the proposed development needs to make provision for a commuted sum to assist in affordable housing on other sites in the locality. The applicants have made an offer in this instance and have recently submitted an appraisal to back up this offer. The Councils housing directorate and their consultant's, Kift, are currently considering this submission and the outcome of this and any final negotiations will be reported verbally at Committee.

In a similar vein the Essex CC 's request for 4 local childcare places was based upon the originally submitted 40 retirement living units and not the 25 now proposed in the amended scheme – consequently the original quoted figure of 100 employees needs to be reduced. More pertinently, this 100 figure included a large number of part time jobs and hence the final FTE figure will be reduced more significantly. It is intended to report verbally at Committee on the results of current discussions on this issue.

Conclusions:

The proposal seeks to provide much need accommodation for the elderly on a site that does lie in the Green Belt but which in other respects has an urban feel to it and, in any event, is effectively screened by mature trees, so that its visual impact on the street scene and the open character to the rear, is minimal. For these reasons, and those set out above, it is recommended that conditional planning permission be granted subject to a S106 agreement being signed.

Appendix A – Senior Conservation Officer, Maria Kitts, comments, post Area Plans South Meeting.

As detailed within the Heritage Statement (March 2017) Woodview was built in 1881 by the then owner Philip Savill (as commemorated on a terracotta date stone). There had been a dwelling on the site since at least 1778 but the previous house appears to have been completely demolished before the current 1881 house was constructed as no physical evidence of a previous building has been discovered. According to the Pevsner *Buildings of England* Essex edition, the architect was William Gibbs Bartleet (1829-1906) who was born near Birmingham and based his practice in New Broad Street, London and Brentwood, Essex. Three of his works have been recognised for national listing; the parish church of St George in Beckenham, the rebuilding of St Mary's Church in Basildon, and the refronting of nos. 5 and 6 Henrietta Street, Covent Garden for the London and County Bank. Little has been uncovered about his work in domestic architecture.

Woodview is a substantial red brick house, typical of the late Victorian period. It displays elements of the 19th century "Queen Anne" architectural movement including the use of red brick and terracotta panels, square-headed windows, Dutch gables, and a deep porch. The asymmetrical arrangement of the façades (other than the western façade) and the combination of the use of steeply pitched gables with decorative bargeboards, Dutch gables, and high quality brick detailing and terracotta panels, results in an imposing and visually interesting building. Externally, the house has been altered at the eastern end but remains relatively unaltered elsewhere. Further architectural description can be found within the Heritage Statement.

Internally, the original windows, grand staircase, lantern, ground floor mantel pieces, some wainscot panelling, some doors, and the porch screen all remain. However, the house underwent significant alterations to convert it to a nursing home and then back to a single dwelling. Although it is an accurate replica of the original panelling, a significant amount of the timber panelling was installed in the 1990s when the building reverted to a single house. Some of the doors, flooring and all but one of the fireplaces were also replaced in the 1990s. On the first and second floors, little remains of the original fixtures and fittings other than some cornicing and skirting boards. Interesting original features of a service bell (tucked below the eaves externally) and a dial within the entrance hall to depict the wind direction (connected to a weather vane on the roof) also survive along with some mosaic floors and stained glass panels to some windows. These features are all accurately described within the Heritage Statement.

It is clear that the building is of merit as an attractive and substantial example of typical domestic architecture of the early 1880s. It is of aesthetic value given the quality of the materials used and the surviving decorative features both externally and internally, however, there have been alterations to the interior in particular, including the introduction of replica and imitation features, which have slightly limited this value. Equally, its historic value as a Victorian suburban villa has been limited by the internal alterations and the insertion of a modern kitchen and bathrooms which have obscured some of its original form and function and damaged its authenticity. Judging by the

criteria set out in Historic England's *Listing Selection Guide* for Suburban and Country Houses, Woodview is not considered to be of listable quality. Given the number of surviving examples, houses that post-date 1840 must be of exceptional quality or historic interest to warrant listing and Woodview is not considered to be exceptional.

With regards to its local interest, and its potential identification as a 'non-designated heritage asset' as per paragraph 135 of the NPPF, it has to be judged against the adopted criteria for local listing, including authenticity, architectural or townscape significance, and historical significance. It does have a degree of authenticity (although somewhat curtailed by later alterations and additions), it demonstrates architectural significance as a late Victorian villa, and has some local historical significance in its link to Philip Savill who, as well as being the chairman of the Savill Bros. law firm and a JP for Essex, was the first chairman of Chigwell Parish Council. Woodview does, however, lack in townscape value. It is set back from the road and is very well screened, making a negligible contribution to the streetscene and the appearance of the area. It could be considered as a non-designated heritage asset given that it does meet some of the local listing criteria. It would therefore be tested under paragraph 135 of the NPPF which states that the significance of the asset to be taken into account when making planning decisions and requires a balanced judgement to be made with regards to the scale of loss and its significance.

Woodview is of local heritage interest and its loss would be regrettable, however, it is recognised that some of the authenticity and character of the building has been lost through later interventions. In addition, it makes little contribution to the local streetscene. At the very least, a full photographic and building recording survey should be carried out to preserve a record of the building should its loss be judged to be outweighed by the benefits of the proposal.

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Report to Council

Date of meeting: 25 April 2017

Subject: Overview and Scrutiny Report to Council

Contact for further information: Councillor M Sartin (Chairman, Overview and Scrutiny Committee)

Committee Secretary: Adrian Hendry, ext.4246

Recommendations/Decisions Required:

That the Overview and Scrutiny progress report from February 2017 to the present be noted.

Report:

Overview and Scrutiny Committee Meeting – 28 February 2017

1. At our meeting on Tuesday 28th February, we received a short presentation from the Principal of Epping Forest College, Ms. Famili. She outlined the measures she had put in place to remedy the 'inadequate' report received from the latest Ofsted inspection. We noted that she was changing the culture of the College to deal with the problems raised and making it into a more open environment where problems were dealt with and not ignored. She told us that there was a long way to go as this was not something that could be changed overnight but she was confident that the college could be turned around. Their next full inspection by Ofsted is due in 12 to 15 months time and she hoped that it would show a significant improvement.

2. Following her presentation we opened up the meeting and took questions from members in attendance and following this I thanked Ms Famili and invited her to return to us in the future to give us an update on the progress being made in response to the next Ofsted report. Ms Famili said that she was happy to do so and that her invitation still stood for any Councillors to come and visit the college.

3. We next considered the call-in made by Councillor Lea on the waste and recycling policies and reported that a review meeting had been held the day before with the Portfolio Holder and two of the call-in signatories. During this meeting a way forward was identified and we were able to formally withdraw the call-in, pending a follow up report addressing the points raised from the Portfolio Holder.

4. Also at this meeting we considered the Cabinet's Key Decision List for February 2017 and noted the progress on the Council's Corporate Plan Key Action Plan for quarter 3. We also reviewed the current situation on the scrutiny of the Princess Alexandra Hospital National Health Service Trust and the Highways Service. We also noted the latest information received from Transport for London following on from their recent visit to us in December.

5. We then considered the PICK form which had been submitted by Councillor Patel concerning the Council's Transformation Programme. Members agreed that this would be a valuable study and asked that it be taken on by the Resources Select Committee who would add it to their work programme to scrutinise as they would be able to take a longer term view of this programme. It was felt that a task and finish panel, by is very nature, would restrict the time necessary for this study.

6. Finally, we agreed that officers should draft a reply for my signature to go to the Government's Communities and Local Government Committee inquiry into Overview and Scrutiny in local government, this was signed and dispatched on Monday 6 March.

Report to the Council

Date: 25 April 2017

Subject: Overview and Scrutiny Rule 53 (Call-In and Urgency)

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1. PLANNING APPLICATION FEES - GOVERNMENT INCREASE

Recommending:

To note that the Chairman of Council agreed that the following decisions of the Cabinet (9 March 2017) be treated as a matter of urgency and not be subject to the call-in provisions of the Constitution, in accordance with Overview and Scrutiny Rule 53 (Call-In and Urgency):

(a) That the Cabinet accepts the offer from the Department for Communities and Local Government (DCLG) to increase planning application fees by 20% from July 2017;
(b) That the Cabinet commits to spending the additional income on planning functions; and
(c) That the Director of Resources be authorised to complete the Proforma required by the DCLG to accept the offer.

1.1 On 7 February 2017, the Department for Communities and Local Government (DCLG) had published the white paper 'Fixing our broken housing market', which set out a need to boost local authority capacity and capability to deliver. To address this aim, DCLG had stated that it would increase nationally set planning fees.

1.2 An offer had subsequently been received from DCLG and local authorities were required to respond to this by 13 March 2017. Acceptance of the offer would allow the Council to benefit from a 20% increase in planning application fees from July 2017, although DCLG required a commitment from the Council that the additional income would only be spent on planning functions.

1.3 The Chairman of Council agreed to waive the call-in procedure set out in the Constitution, as any delay likely to be caused by the call-in process would seriously prejudice the Council's interests, as it would not be possible to accept the fee increase proposed by DCLG within the required timeframe.

2. FORMER WALTHAM ABBEY POLICE STATION – POTENTIAL PURCHASE

Recommending:

To note that the Chairman of Council agreed that the following decisions of the Cabinet (6 April 2017) be treated as a matter of urgency and not be subject to the call-in provisions of the Constitution, in accordance with Overview and Scrutiny Rule 53 (Call-In and Urgency):

(a) That officers of the Council's Asset Management Service be authorised to seek to obtain the property at the best possible price, but within the parameters set out in the body of the report;
(b) That if an agreement is reached with Essex Police Estates (subject to contract) within these parameters, a further report seeking the necessary funding for the capital expenditure within the Council's Capital Programme and any resulting revenue consequences be presented to a future meeting of the Cabinet; and

(c) That officers of the Communities Directorate be instructed to continue to pursue every possible external funding opportunity to contribute to the potential costs.

2.1 Following a review conducted by Essex Police with the objective of reducing the cost of its estate, Waltham Abbey Police Station had been declared surplus to requirement and was to be marketed for disposal.

2.2 An opportunity had therefore presented itself for the Council to acquire the property, which could assist in the delivery of its accommodation strategy, as well as enhancing the Museum Culture and Heritage Service for the benefit of local people. The closing date for the submission of bids for the purchase of the former police station was 12 April 2017.

2.3 The Chairman of Council agreed to waive the call-in procedure set out in the Constitution, as any delay likely to be caused by the call-in process would seriously prejudice the Council's interests, as it would not be possible to submit a bid for the purchase of the former police station within the required timeframe.

3. EPPING FOREST SHOPPING PARK – AUTHORITY TO ENTER INTO AGREEMENTS FOR LEASE AND LEASES WITH RETAIL TENANTS

Recommending:

To note that the Chairman of Council agreed that the following decisions of the Cabinet (6 April 2017) be treated as a matter of urgency and not be subject to the call-in provisions of the Constitution, in accordance with Overview and Scrutiny Rule 53 (Call-In and Urgency):

(a) That the Cabinet agree the Terms of the Agreement for Lease and Lease with Next Holdings Ltd as contained in Appendix 1 of the report and authorise the Director of Neighbourhoods (in consultation with the Director of Resources, the legal advisors the Asset Management and Economic Development Portfolio Holder) to enter into the lease;

(b) That delegated authority be granted to the Director of Neighbourhoods (in consultation with the Director of Resources, the legal advisors and the Asset Management and Economic Development Portfolio Holder) to waive the Council's Financial Regulations to authorise him to enter into further leases with tenants at the Epping Forest Shopping Park in the future, on the condition that they too are in accordance with the previously agreed development appraisal and planning conditions;

(c) That, subject to (1) and (2), above delegated authority be granted to the Director of Neighbourhoods (in consultation with the Director of Resources, the legal advisors and the Asset Management and Economic Development Portfolio Holder) to enter into documentation associated with the Leases;

(d) That the waiving of the call-in procedure with respect to this and future Leases be sought to reflect the timescales required to achieve a September 2017 opening; and

(e) That Procurement Rules 18.2(b) be waived to allow for the Lease and future Leases to be signed rather than sealed.

3.1 The Cabinet had considered arrangements for the completion of lease arrangements with prospective retail tenants of the Epping Forest Shopping Park, which was due to open in September 2017.

3.2 The Chairman of Council agreed to waive the call-in procedure set out in the Constitution, as any delay likely to be caused by the call-in process would seriously prejudice the Council's interests, as this would present the risk of the loss of potential tenants and potentially compromise the target opening date for the Shopping Park.

Loughton Leisure Centre Customer Forum - Monday 5th December 2016

Report by Councillor R Brookes

This meeting had a lower attendance than normal owing to a number of seasonal events but included two of the management team of Everyone Active, Peter Charman (EFDC), a representative from Epping Forest Swimming Club and several regular users.

Peter Charman spoke about the new contract takeover on 1st April, 2017. After a competitive tendering process a new company called Places for People would take over the running of all the Epping Forest Leisure Centres for twenty years. Some of the users were concerned about who would monitor the contract and whether the new company would be increasing prices. It was explained the Epping Forest District Council and Quest would monitor the contract and Places for People could not just put the prices up without consultation with the partnership monitoring board. Forum members asked when the extension to Loughton Leisure Centre would take place. It was explained that any extension would be subject to the usual planning application process. Places for People had also submitted plans for a new Waltham Abbey pool which is due to be opened in October, 2018. The award of the contract still has to be ratified at the full Council meeting on 20th December 2016.

The organiser of the petition for a reduction in parking charges for Centre members reported that she had gathered over a thousand signatures and it would be presented to Jackie Leither of Democratic Services later in the week.

Centre users raised a number of issues including the poolside showers being dirty on several occasions first thing in the morning for the Early Bird swimmers, lane management in the pool during adult swimming, a request for anti- bacterial wipes to be available in the gym as the spinning bikes are often very sweaty and not being cleaned in between classes. The Everyone Active staff explained that the showers are cleaned five times a week. They are not always cleaned between the pool closing in the evening and the centre opening in the morning. All staff had just had a big cleaning training session but the managers would follow up to check the showers were being thoroughly cleaned. One member commented that the male dry changing room had been much cleaner lately.

Epping Forest Swimming Club representative asked if there was any news on getting new starting blocks as the current ones were dangerous. Ian Ling responded that he had obtained various quotes as part of Everyone Active's bid and he wasn't sure what the new operators would be doing about purchasing them.

The date of the next forum was set for Monday 6 March at 7.00.pm.

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Loughton Leisure Centre Customer Forum - Monday 5th March 2017

Report by Councillor R Brookes and Councillor G Chambers

Unlike most of the Loughton Leisure Centre Customer Forums, this meeting had no agenda and had been given over to three of the managers from *Places for People,* to talk through their plans for LLC and the other centres in the Epping Forest District. The forum was well attended and including several members of Epping Forest Swimming Club's Committee, Peter Charman (EFDC) and many regular centre users keen to find out what the new company had planned.

Places for People had began as a housing association and had branched out into managing leisure centres on behalf of local Councils, where they currently managed over a hundred leisure centres.

Places for People were in the process of appointing a new manager for Loughton and *Everyone Active* had been generous in the access given to the new company prior to the takeover of the contract on 1 April 2017. The new IT systems would be introduced and from the middle of March the data handover would begin with the online booking system temporarily being unavailable. The Centre would have a new phone number from 17 March 2017 (01992 564574). All members would receive new cards and the booking system for classes would change with the removal of the waiting list. Places for People would introduce free swimming for children under eight years of age and parents would need to register their children for this scheme. A new type of membership for swimming only would be introduced and a direct debit of £24.99 a month would give a full paying adult unlimited swimming. There would be new pool cover and Poolview would be installed in all the Epping Forest pools. The Poolview was an above and below water camera system, which would help the lifeguards survey the water and should improve the safety of swimmers. The intention of the new contractor was not to make any major changes to the programme of classes or pool-timetables for the first three months until they had observed how things were running. Places for People had a different policy towards personal trainers to Everyone Active and the new company's policy was to employ them directly and not on a self- employed basis on their premises.

One of the first projects would be building the new Leisure centre in Waltham Abbey and the members of Epping Forest Swimming Club had asked to look at the plans for the new pool. They had submitted comments during the public consultation in 2016 and expressed disappointment that there would only be a small viewing area to the teaching pool and no viewing area for the main pool, thus making it not suitable for galas. It was hoped that a large extension to Loughton Leisure Centre (subject to the usual planning process) would start in the autumn and a refurbishment of Epping and Ongar Sports Centres later on. The extensions would be two storeys and create a one hundred and fifty station gym. The existing gym would be turned into two studios and there would be a purpose built cycling studio. As far as possible they would try to keep the centre open during the building work and this year the LLC would open on both Easter Bank holidays (Friday 14 April and Monday 17 April 2017) and six hour openings of the both pools and the gym.

The lead petitioner of the parking petition raised the question of parking subsidies for Centre members and expressed her disappointment with the Council. The new management made no commitment to a subsidy and the swimming club asked for something in writing to protect their pool time with the new company.

Members of the forum raised a number of other matters including cleanliness issues, broken showers and the new company's complaints procedures. The forum expressed their thanks

to Kirsty, who had been acting centre manager with Kim since the beginning of January 2017.

The date of the next meeting of the forum was set for Monday 10 July at 7.00 p.m.