

# Council Agenda



## 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, 29 March 2011 for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink, appearing to read 'D Macnab'.

**DEREK MACNAB**  
Acting Chief Executive

**Democratic Services  
Officer:**

Council Secretary: Ian Willett  
Tel: 01992 564243 Email: [iwillett@eppingforestdc.gov.uk](mailto:iwillett@eppingforestdc.gov.uk)

#### WEBCASTING 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.

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 and copies made available to those that request it.

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

If you have any queries regarding this, please contact the Senior Democratic Services Officer on 01992 564249.

## **BUSINESS**

### **1. WEBCASTING INTRODUCTION**

1. This meeting is to be webcast. Members are reminded of the need to activate their microphones before speaking.

2. The Chief Executive will read the following announcement:

“This meeting will be webcast live to the Internet and will be archived for later viewing. Copies of recordings may be made available on request.

By entering the chamber’s lower seating area you consenting to becoming part of the webcast.

If you wish to avoid being filmed you should move to the public gallery or speak to the webcasting officer”

### **2. MINUTES (Pages 7 - 80)**

To approve as a correct record and sign the minutes of the meeting held on 22 February 2011(attached).

### **3. DECLARATIONS OF INTEREST**

(Chief Executive) To declare interests in any item on the agenda.

### **4. ANNOUNCEMENTS**

**(a) Apologies for Absence**

**(b) Announcements**

To consider any announcements by:

- (i) the Chairman of the Council;
- (ii) the Leader of the Council; and
- (iii) any other Cabinet Member.

### **5. PUBLIC QUESTIONS (IF ANY)**

To answer questions asked after notice in accordance with the provisions contained in paragraph 9.3 of the Council Procedure 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 the Chairman of the Overview and Scrutiny Committee; or
- (c) to any Portfolio Holder.

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

## **6. REPORTS FROM THE LEADER, CHAIRMAN OF THE OVERVIEW AND SCRUTINY COMMITTEE AND MEMBERS OF THE CABINET (Pages 81 - 84)**

To receive reports from the Leader, Chairman of the Overview and Scrutiny Committee and members of the Cabinet on matters falling within their area of responsibility:

- (a) Report of the Leader;
- (b) Report of the Chairman of the Overview and Scrutiny Committee;
- (c) Report of Environment Portfolio Holder;
- (d) Report of Finance and Economic Development Portfolio Holder;
- (e) Report of Housing Portfolio Holder;
- (f) Report of Legal and Estates Portfolio Holder;
- (g) Report of Leisure and Wellbeing Portfolio Holder;
- (h) Report of Operational Planning and Transport Portfolio Holder;
- (i) Report of Performance Management Portfolio Holder;
- (j) Report of the Safer and Greener Portfolio Holder.

## **7. QUESTIONS BY MEMBERS WITHOUT NOTICE**

Council Procedure Rule 10.6 provides for questions by any member of the Council to the Leader, Chairman of the Overview and Scrutiny Committee or any Portfolio Holder, without notice on:

- (i) reports under item 6 above; 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 Procedure Rule 10.7 provides 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) direct oral answer from the Chairman of the Overview and Scrutiny Committee or, at their request, from another member dealing with that issue as part of an Overview and Scrutiny review;
- (c) where the desired information is in a publication of the Council or other published work, a reference to that publication;
- (d) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner; or
- (e) where the question relates to an operational matter, the Leader, Chairman of the Overview and Scrutiny Committee 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 Procedure Rule 10.8, a time limit of twenty 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 to ensure that all political groups and independent members may have their questions answered.

## **8. MOTIONS**

To consider any motions, notice of which has been given under Council Procedure Rule 11.

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

## **9. QUESTIONS BY MEMBERS UNDER NOTICE**

To answer questions asked after notice in accordance with the provisions contained in paragraph 10.3 of the Council Procedure 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 Chairman of the Council;
- (b) to the Leader of the Council;
- (c) to the Chairman of the Overview and Scrutiny Committee or
- (d) to any Member of the Cabinet;.

Council Procedure rule 10.4 provides 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.

## **10. REPORT OF THE CABINET - ADOPTION OF THE WEST ESSEX LOCAL INVESTMENT PLAN (Pages 85 - 160)**

To consider the attached report.

## **11. REPORT OF THE CABINET - ON STREET DECRIMINALISED PARKING ENFORCEMENT (Pages 161 - 166)**

To consider the attached report.

## **12. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - HEAD OF PAID SERVICE, MONITORING OFFICER AND CHIEF FINANCE OFFICER PROTOCOLS (Pages 167 - 180)**

To consider the attached report.

## **13. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - MEMBER ACCOUNTABILITY STATEMENTS (Pages 181 - 204)**

To consider the attached report.

**14. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - ANNUAL COUNCIL APPOINTMENTS (Pages 205 - 210)**

To consider the attached report.

**15. JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS**

To receive any reports, ask questions and receive answers on the business of joint arrangements and external organisations.

**16. 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):

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
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.

**Confidential Items Commencement:** Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

**Background Papers:** Paragraph 8 of the Access to Information Procedure Rules of the Constitution 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 (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

## EPPING FOREST DISTRICT COUNCIL COUNCIL MINUTES

**Committee:** Council

**Date:** 22 February 2011

**Place:** Council Chamber, Civic Offices,  
High Street, Epping

**Time:** 7.30 - 9.30 pm

**Members Present:** Councillors Mrs A Grigg (Chairman), K Angold-Stephens (Vice-Chairman), R Barrett, R Bassett, A Boyce, Ms R Brookes, K Chana, Mrs T Cochrane, R Cohen, Mrs D Collins, D Dodeja, Ms C Edwards, Mrs R Gadsby, P Gode, A Green, Ms J Hart, D Jacobs, D C Johnson, Mrs S Jones, B Judd, J Knapman, Ms Y Knight, Mrs J Lea, L Leonard, A Lion, J Markham, Mrs M McEwen, G Mohindra, R Morgan, S Murray, J Philip, Mrs C Pond, Mrs P Richardson, B Rolfe, B Sandler, Mrs M Sartin, Mrs P Smith, P Spencer, D Stallan, Ms S Stavrou, Mrs J Sutcliffe, H Ulkun, Mrs L Wagland, Ms S Watson, C Whitbread, Mrs J H Whitehouse, J M Whitehouse, D Wixley and J Wyatt

**Apologies:** Councillors W Breare-Hall, Mrs P Brooks, J Collier, C Finn, J Hart, Ms J Hedges, W Pryor and Mrs E Webster

**Officers Present:** D Macnab (Acting Chief Executive), R Palmer (Director of Finance and ICT), I Willett (Assistant to the Chief Executive), G Lunnun (Assistant Director (Democratic Services)), A Mitchell (Assistant Director (Legal)), S G Hill (Senior Democratic Services Officer), P Seager (Chairman's Secretary) and J Boreham (Assistant Public Relations and Information Officer)

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### 123. WEBCASTING INTRODUCTION

The Assistant to the Chief Executive, on behalf of the Chairman of the Council, 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.

### 124. MINUTES

**RESOLVED:**

That the minutes of the Council meeting held on 14 December 2010 be taken as read and signed by the Chairman as a correct record.

### 125. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Staff Code of Conduct, Mr D Macnab, Acting Chief Executive declared a personal interest in agenda item 16A (Report of the Committee for the Appointment of a Chief Executive) by virtue of reference to him in the report. He advised that he had determined that his interest was prejudicial and that he would leave the meeting for the consideration and voting on the matter.

**126. ANNOUNCEMENTS****(a) Announcements by the Chairman of the Council****(i) Attendance at Events**

The Chairman reported on her attendance at a Musical Concert held at West Hatch School which had been a very enjoyable evening.

The Chairman also reported on the Civic Carol Service held at St Andrew's Church, North Weald. She thanked members and officers for attending despite the inclement weather.

Councillor Mrs Grigg advised that she had attended Mansion House together with four children who had taken part and had great fun at the Lord Mayor's Children's Fancy Dress Party.

The Chairman announced that nearly £1,000 had been raised for her charities at the Charity Quiz held at Theydon Bois Village Hall. She thanked members and officers who had participated and the officers who had organised the event.

**(ii) Flowers from the meeting**

The Chairman advised that the flowers from the meeting would be sent to Cunningham House, North Weald, recently acknowledged as the best Care Home in the South East Region.

**(b) Announcements by the Leader of the Council**

There were no announcements by the Leader under this heading.

**(c) Announcements by Portfolio Holders**

There were no announcements by Portfolio Holders under this heading.

**127. PUBLIC QUESTIONS (IF ANY)**

The Council noted that there were no public questions for this meeting.

**128. REPORTS FROM THE LEADER, CHAIRMAN OF THE OVERVIEW AND SCRUTINY COMMITTEE AND MEMBERS OF THE CABINET**

The Council received written reports from the Chairman of the Overview and Scrutiny Committee, the Environment Portfolio Holder, the Finance and Economic Development Portfolio Holder, the Housing Portfolio Holder, the Legal and Estates Portfolio Holder, the Leisure and Wellbeing Portfolio Holder, the Operational Planning and Transport Portfolio Holder, the Performance Management Portfolio Holder and the Safer and Greener Portfolio Holder.

The Chairman invited the Leader to provide an oral report and other members of the Cabinet to give an oral update of their written reports.



**(a) Leader of the Council**

The Leader advised that she had attended a meeting of the West Essex Alliance together with the Deputy Leader. There had been a discussion regarding local proposals for consideration for Local Enterprise Partnership funding and these were to be pursued by an Executive Committee to which Councillor Whitbread had been appointed. The first meeting of the Executive Committee was to take place later this month.

Councillor Collins advised that she had also attended the first meeting of the Essex/Kent/East Sussex Local Enterprise Partnership which had been held at Dartford. There had been 44 delegates at the meeting which had been considered too many and agreement had been reached on setting up a smaller Executive Board of 24 members. The Executive Board would formulate bids for consideration by the main body.

The Leader reported that Robert Halfon MP for Harlow, had met with representatives of the Youth Council on 28 January 2011.

Councillor Collins reported that Improvement East had agreed to support the Council in relation to a number of issues.

The Leader reminded members of the success of the Future Jobs Fund in West Essex which had resulted in approximately 170 young people gaining employment in councils, schools, businesses etc. She advised that 60% of the young people whom had taken part in the first phase of the scheme had obtained full time employment or had returned to full time education. The Leader advised that in November 2011 the scheme would be discontinued and that a new Government Scheme would follow, although details of the latter were not expected until later in the year.

Councillor Collins reported on her attendance at a meeting with other Council Leaders at which there had been a discussion about future Central Government funding. She advised that, subject to legislation, business rates would be retained by local authorities in future and this should enable the Council to increase its assistance to local businesses. However, this would result in less grant being received from Central Government.

The Leader reported on her attendance at an Away Day at Loughton College at which the Rt Honourable Eric Pickles, Secretary of State for Communities and Local Government had spoken about the "Big Society" proposals.

The Council noted that the recently appointed Deputy Portfolio Holders were now working with Portfolio Holders in order to gain experience.

Councillor Collins advised that she would shortly be signing the Memorandum of Understanding with other West Essex authorities which had been agreed by the Council at its last meeting.

**(b) Environment Portfolio Holder**

Councillor Sartin drew attention to the visit which had been arranged to the SITA Material Recycling Facility (MRF) in Barking on 8 March 2011 and asked members wishing to attend to e-mail the Director of Environment and Street Scene by 23 February 2011.

**(c) Legal and Estates Portfolio Holder**

Councillor Wagland drew attention to her written report on T11/Langston Road Depot Joint Re-development Site advised that she had been asked to clarify the statement that Loughton Town Council had declined the opportunity of a presentation. She advised that earlier in the day she had received an e-mail from County Councillor Chris Pond who had advised that the Town Council had accepted the offer of a presentation but that subsequently a planning application had been received and in accordance with the Town Council's Standing Orders any such presentation would have been required to have not exceeded three minutes. Accordingly, it had been decided that such presentation would not be of benefit.

**(d) Operational Planning and Transport Portfolio Holder**

Councillor Stavrou advised that a further meeting of the Shadow Board of the North Partnership for Decriminalised Parking Enforcement was to be held on 28 February 2011.

**(e) Safer and Greener Portfolio Holder**

Councillor Smith advised that the next meeting of the Safer, Cleaner, Greener Scrutiny Panel on 8 March 2011 would be held at St Mary's Church Hall, Loughton and the main item on the agenda would be presentations from Council Officers and Essex Police on the processing, monitoring and enforcement of licensing conditions and on the Police powers and their recent operations in relation to licensed establishments. Councillor Smith encouraged members of the public to attend the meeting.

**129. QUESTIONS BY MEMBERS WITHOUT NOTICE****(a) Town Centre Manager**

Councillor Spencer drew attention to the decision not to renew the contract for the Town Centre Manager after July 2011 and asked what assistance would be given to local traders after that time.

Councillor Whitbread advised that the decision regarding the Town Centre Manager was the subject of a call-in to be considered by the Overview and Scrutiny Committee on 28 February 2011. He pointed out that the post had been funded by Section 106 Agreement money which came to an end in July 2011 and that this had been a difficult decision for the Cabinet. He said he looked forward to a healthy debate at the Overview and Scrutiny meeting.

**(b) Parking Review – Buckhurst Hill**

Councillor Spencer pointed out that the Epping Parking Review was due to be completed by 31 July 2011 following which work would commence on the Buckhurst Hill Review. He asked if the Buckhurst Hill Review would start in August which was a holiday period or later.

Councillor Stavrou, Operational Planning and Transport Portfolio Holder, advised that work on the Buckhurst Hill Review would commence as soon as possible after the Epping Review. She reported that the Epping Review was currently on target and she would keep members informed of progress.

**(c) Sports Leisure Management Contract**

Councillor R Brookes drew attention to the negotiations which were nearing completion regarding a contract extension from January 2013 to January 2016. She asked whether any major changes were being put forward especially in relation to the opening of facilities during Bank Holidays.

Councillor Rolfe, Leisure and Wellbeing Portfolio Holder, advised that he was not yet in a position to provide details of the negotiations and that he would make these available to members as soon as possible.

**(d) Safeguarding of Children**

Councillor Boyce stated that he had recently attended a seminar on Safeguarding of Children with Councillor Wixley and 25 Council junior staff who came into contact with families and might need to liaise with Essex County Council Social Services on child protection concerns. He said that he had been impressed about the way in which the staff addressed this issue and drew attention to apparent difficulties they faced in getting satisfactory answers from Social Services when cases were referred. He asked the Portfolio Holder for Legal and Estates and the Council's representative on the West Essex Area Children's Trust Board what could be done to support front line officers to ensure that Social Services acted on such referrals promptly.

Councillor Wagland, Portfolio Holder for Legal and Estates and the Council's representative on the West Essex Area Children's Trust Board, stated that she shared the concerns expressed by Councillor Boyce. She acknowledged that child protection was a particularly difficult area and drew attention to recent unsatisfactory Ofsted reports which had been made in relation to Essex Social Services. She emphasised the need for the County Council to adopt an outcomes process rather than a procedural approach and repeated concerns which she had made at previous Council meetings regarding the apparent lack of references in the County Council's procedures to children. Councillor Wagland advised that a senior officer from the County Council would be addressing the Children Services Task and Finish Panel on 28 February 2010 and she encouraged all members to attend in order to express their views to that officer.

**(e) Police Community Support Officers**

Councillor Sutcliffe drew attention to the proposed reduction in funding for Police Community Support Officers and asked if this would affect the service currently being provided in Buckhurst Hill.

Councillor Smith, Safer and Greener Portfolio Holder, advised that the Cabinet had decided to reduce the funding from six officers to four officers. She stated that she was unable to comment on which particular officers would be affected by this decision but would obtain details for Councillor Sutcliffe if she wished.

**(f) Decriminalised Parking Enforcement**

Councillor Mrs J H Whitehouse drew attention to the County Council's decision to cease the current On-Street Enforcement Agency with the District as from 1 April 2011. She continued that concerns about the County Council's proposals for the future had been expressed at a recent Epping Forest Locality meeting between local County Councillors and County Council Officers. As a result she had made representations to the Leader of the County Council and he had agreed to review the proposals.

Councillor Stavrou, Operational Planning and Transport Portfolio Holder advised that she was giving this matter a lot of attention and that a Group Leaders' meeting had been arranged for 28 February 2011 to discuss the suggested approach to be taken by the District Council. She pointed out that she had already written to the County Council requesting clarification of the proposals and she confirmed that she would keep all Members of the Council involved of progress.

**(g) Disasters in Australia and New Zealand**

Councillor Richardson asked if the Council would be establishing a Disaster Fund for those affected by the recent flooding in Australia and the earthquake in New Zealand.

The Chairman of the Council pointed out that residents were encouraged to contribute to national funds which had been set up.

**(h) Royal Wedding**

Councillor Murray drew attention to the emphasis on communities being encouraged to do things for themselves and asked if the Council would be doing everything possible to assist local residents in running street parties on the day of the Royal Wedding.

Councillor Collins, Leader of the Council, drew attention to a report to be considered later in the meeting which was aimed at making things as easy as possible for residents to hold street parties at minimum cost.

**(i) Information Centre – Loughton Library**

Councillor Pond drew attention to the excellent sharing of services by the County Council and the District Council in Loughton Library and expressed concern that the decision to close the District Council Information Desk after 1.00 p.m. every day would have a detrimental effect on the provision of the services. She asked if the decision could be re-considered in line with the County Council's current consultation on a potential reduction in hours of service at libraries.

Councillor Collins, Leader of the Council, advised that discussions were taking place with the County Council about how some afternoon information services might be provided in the future.

**(j) Area Plans Sub-Committees**

Councillor J H Whitehouse drew attention to the proposal to run Area Plans Sub-Committees on a four week cycle from May 2011 and asked if this would affect Development Control performance.

Councillor Collins, Leader of the Council, drew attention to the savings which would be achieved by introducing a four week cycle and pointed out that if necessary the performance targets could be relaxed as they were no longer a national performance indicator.

**(k) Carpets in Communal Areas of Flats/Maisonettes**

Councillor Knapman thanked the Housing Portfolio Holder for agreeing to review the decision to remove carpeting from communal areas. He drew attention to carpeting in a 20 storey building in another district.

Councillor Stallan, Housing Portfolio Holder, thanked Councillor Knapman for his remarks and pointed out that when his letter was submitted to the Housing Minister it would be published and subject to call-in. He continued that when the call-in period had passed he would be happy to publish the letter in the Members' Bulletin.

**(I) Carpets in Communal Areas of Flats/Maisonettes**

Councillor Ms J Hart agreed with Councillor Knapman's comments and suggested it was unfortunate that a distinction had not been made between maisonettes and high rise flats.

Councillor Stallan, Housing Portfolio Holder thanked Councillor Hart for her comments.

**130. MOTIONS**

The Council was advised that there were no motions for consideration at this meeting.

**131. QUESTIONS BY MEMBERS UNDER NOTICE**

There were no questions by Members of the Council under notice in respect of this item.

**132. REPORT OF THE CABINET - CAPITAL STRATEGY**

**Mover: Councillor Whitbread – Finance and Economic Development Portfolio Holder**

The Portfolio Holder reported on the Capital Strategy 2010-2015.

Councillor Whitbread advised that a good Capital Strategy enabled the Council to make sound strategic decisions in relation to the use of capital resources and formed an important part of the Council's Performance Management and Financial Planning frameworks.

**Report as first moved ADOPTED**

**RESOLVED:**

That the Capital Strategy 2010-2015 be approved.

**133. REPORT OF THE CABINET - BUDGETS AND COUNCIL TAX DECLARATION 2011/12**

**Mover: Councillor Whitbread – Finance and Economic Development Portfolio Holder**

The Portfolio Holder submitted a report regarding budgets and Council Tax declaration for 2011/12.

Councillor Whitbread reported that good financial planning in the past had placed this Council in a better position than many others to meet the savings required for 2011/12. As a result it had not been necessary to make major changes to service provision for the forthcoming financial year and no increase was proposed for the District Council Tax. He cautioned however, that greater challenges would need to be met in future years.

The Portfolio Holder reported on the process for preparing the budget which had involved all members through Overview and Scrutiny, the Finance and Performance Management Cabinet Committee and the Cabinet.

Councillor Whitbread advised of the need to save some £1.3m in 2012/13 and pointed out that it would be extremely difficult to maintain the Council's current service levels and members should accept that a degree of change was inevitable.

The Portfolio Holder expressed his thanks to fellow Portfolio Holders and officers for their input into the proposals before the Council.

### **Report as first moved ADOPTED**

#### **RESOLVED:**

- (1) That the list of CSB growth and savings for the 2011/12 budget (set out in Annex 1) be approved;
- (2) That the list of District Development Fund items for the 2011/12 budget (set out in Annex 2) be approved;
- (3) That the revenue estimates for 2011/12 and the draft Capital Programme for 2011/12 be approved as set out in Annexes 3, 4 (a-i) and 5 including all contributions to and from reserves as set out in the attached Annexes;
- (4) That the medium term financial forecast be approved as set out in Annexes 8 a and 8 b;
- (5) That the 2011/12 HRA budget be approved and that the application of rent increases and decreases in accordance with the Government's rent reforms and the Council's approved rent strategy, resulting in an average increase of 7.2% from £76.66 to £82.19, be approved.

#### **Declaration of Council Tax**

- (6) That it be noted that on 9 November 2010, the Finance and Economic Development Portfolio Holder in consultation with the Chairman of the Overview and Scrutiny Committee calculated the following amounts for the year 2011/12 in accordance with regulations made under Section 33(5) and 34(4) of the Local Government Finance Act 1992:
  - (a) 54,609.2 being the amount calculated by the Council in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as the Council Tax Base for the year;

(b) Part of the Council's Area	Tax Base No.
Essex County Council (General Expenses)	54,609.2
Essex Police Authority	54,609.2
Essex Fire Authority	54,609.2
Epping Forest District Council (General Expenses)	54,609.2
Abbess, Beauchamp & Berners Roding	199.7
Buckhurst Hill	5,301.8
Chigwell	5,983.1
Epping Town	5,110.8
Epping Upland	414.9
Fyfield	410.4
High Ongar	575.0
Lambourne	936.6
Loughton Town	13,038.3
Matching	333.9
Moreton, Bobbingworth and The Lavers	669.1
Nazeing	2,108.1
North Weald Bassett	2,569.2
Ongar	2,767.9
Roydon	1,326.5
Sheering	1,367.4
Stanford Rivers	364.9
Stapleford Abbots	512.4
Stapleford Tawney	72.3
Theydon Bois	1,979.7
Theydon Garnon	66.5
Theydon Mount	108.4
Waltham Abbey Town	8,145.1
Willingale	247.2

being the amounts calculated by the Council in accordance with Regulation 6 of the Regulations as the amounts of the Council Tax Base for the year for dwellings in those parts of the area to which one or more special items relate;

(7) That the following amounts be now calculated for the year 2011/12 in accordance with sections 32 to 36 of the Local Government Finance Act 1992:

- (a) £116,779,498 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2) (a) - (e) of the Act;
- (b) £98,161,497 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3) (a) - (c) of the Act;
- (c) £18,618,001 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) calculated by the Council in accordance with Section 32(4) of the Act as its budget requirement for the year;

- (d) £7,386,942 being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed Non Domestic Rates and Revenue Support Grant and increased by the amount the Council estimates will be transferred in the year from its Collection Fund to the General Fund in accordance with Section 97(3) of the Local Government Finance Act 1988 and the amount which the Council estimates will be transferred from the Collection Fund to the General Fund pursuant to the Collection Fund (Community Charges) (England) Directions 1994 made under Section 98(4) of the Local Government Finance Act 1988;
- (e) £205.66 being the amount at (c) above, less the amount at (d) above, all divided by the amount at (6)(a) above, calculated by the Council in accordance with Section 33(1) of the Act as the basic amount of its Council Tax for the year;
- (f) £3,106,848 being the aggregate amount of all special items referred to in Section 34(1) of the Act;
- (g) £148.77 being the amount at (e) above, less the result given by dividing the amount at (f) above by the amount of (6) (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 special item relates;

(h) Part of the Council's Area	Amount £
Abbess, Beauchamp & Berners Roding	173.81
Buckhurst Hill	218.02
Chigwell	185.20
Epping Town	232.61
Epping Upland	176.49
Fyfield	174.17
High Ongar	172.25
Lambourne	180.65
Loughton Town	197.95
Matching	180.22
Moreton Bobbingworth and The Lavers	168.63
Nazeing	183.15
North Weald Bassett	200.23
Ongar	218.67
Roydon	170.50
Sheering	171.92
Stanford Rivers	180.83
Stapleford Abbots	161.72
Stapleford Tawney	167.84
Theydon Bois	200.94
Theydon Garnon	163.36
Theydon Mount	162.67
Waltham Abbey Town	243.23
Willingale	166.97

being the amounts given by adding to the amount at (7)(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at (6)(b)



above, calculated by the Council in accordance with Section 34(3) of the Act as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate;

(i) the amounts shown in Annex 6 to this report, being the amounts given by multiplying the amounts at (7)(h) above by the number which is the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

(8) That it be noted that for the year 2011/12 the major precepting authorities have stated that the amounts shown in Annex 7 Part A (tabled) are the precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown;

(9) That, having calculated the aggregate in each case of the amounts at (7) (i) and (8) above, the Council in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the amounts in Annex 7 Part B (tabled) as the amounts of Council Tax for the year 2011/12 for each of the categories of dwellings shown;

(10) 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 2013/14 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 2014/15;

(11) That the recommendations included in the report on the Prudential Indicators and the Treasury Management Strategy for 2011/12 (set out in Annex 9) be approved; and

(12) That the report of the Chief Financial Officer on the robustness of the estimates for the purposes of the Council's 2011/12 budgets and the adequacy of the reserves (see Annex 10) be noted.

#### **134. REPORT OF THE CABINET - CORPORATE PLAN 2011 TO 2015**

##### **Mover: Councillor Bassett – Performance Management Portfolio Holder**

The Portfolio Holder reported that the Corporate Plan (formerly known as the Council Plan) was the Council's key strategic planning document, setting out service delivery priorities, with strategic themes reflecting those of the Sustainable Community Strategy for the District. He advised that the Corporate Plan translated the vision for the District set out by the Community Strategy into the Council's strategic direction, priorities and the most important outcomes that it wanted to achieve, and informed all other plans and helped to prioritise resources to provide quality services and value for money. Councillor Bassett reported that the draft document had been subject to wide consultation which was continuing with residents and partners during February and March 2011.

**Amendment moved by Councillor Stallan and seconded by Councillor Rolfe.**

“That the word “temporary” be inserted before references to the new depot at North Weald Airfield in Key Objective (1)”

**Carried**

**Report as amended ADOPTED****RESOLVED:**

(1) That, subject to:

(a) the outcome of appropriate resident and partner consultation during February and March 2011; and

(b) insertion of the word “temporary” before references to a new depot at North Weald Airfield in Key Objective (1);

the Council’s Corporate Plan for the period 2011/12 to 2014/15 be approved; and

(2) That in order to publish the Corporate Plan by 1 April 2011, the Performance Management Portfolio Holder be authorised to approve any significant amendments to the Plan arising from on-going resident and partner consultation.

**135. REPORT OF THE CABINET - CALENDAR OF COUNCIL MEETINGS 2011/12****Mover: Councillor Collins – Leader of the Council**

The Leader of the Council submitted a report proposing a calendar of meetings for the period May 2011 – May 2012.

**Report as first moved ADOPTED****RESOLVED:**

That the calendar of meetings for the period May 2011 to May 2012 attached as an Appendix to the report be adopted.

**136. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - FINANCIAL REGULATIONS - ACCEPTANCE OF E-INVOICES****Mover: Councillor Morgan - Chairman of the Committee**

Councillor Morgan reported that the Constitution and Members’ Services Scrutiny Panel had considered a proposal to allow electronic or e-invoicing as part of the annual review of Financial Regulations. The meeting noted that a pilot scheme had been undertaken with a number of ICT providers which allow the submission of electronic invoices to a secure e-mail account held by the Council. Councillor Morgan advised that Internal Audit had given its support to the proposed security and restrictions placed on access to this account. The meeting noted that to enable the

Council to introduce the system on a permanent basis an amendment was required to Financial Regulation 3.24.

**Report as first moved ADOPTED**

**RESOLVED:**

(1) That the following amendment be made to Paragraph 3.24 of Appendix E to the Council's Financial Regulations:

"3.24 To ensure that payments are not made on a faxed invoice, statement or other document other than a formal invoice. Formal invoices may include e-invoices received in PDF format via the dedicated e-mail address provided by the Chief Finance Officer in the Finance and ICT Directorate";

(2) That the internal controls which will be put in place to regulate the receipt and processing of e-invoices be noted; and

(3) That the decision not to bring forward any other proposals in relation to Financial Regulations as part of the 2010/11 review be noted.

**137. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - REVIEW OF EXECUTIVE PROCEDURE RULE 1.6**

**Mover: Councillor Morgan – Chairman of the Committee**

Councillor Morgan reported that Executive Procedure Rule 1.6 currently stated that the Cabinet should complete its business by 10.00 p.m. and hold a minimum of 12 meetings each year. He advised that the Constitution of Members' Services Scrutiny Panel having been requested by the Cabinet to examine the "guillotine" procedure had recommended that it should be removed from the Constitution so as to enable the Cabinet to complete all the items of business on an agenda in one meeting. The Panel had also recommended removal of the requirement to hold a minimum of 12 Cabinet meetings per year as over time the number of Cabinet meetings had been reduced to the current eight per year.

**Report as first moved ADOPTED**

**RESOLVED:**

That the following amendments to Executive Procedure Rule 1.6 be approved:

(a) deletion of the requirement to complete all business at a Cabinet meeting by 10.00 p.m.; and

(b) deletion of the requirement to hold a minimum of 12 Cabinet meetings a year.

**138. REPORT OF THE LICENSING COMMITTEE - TEMPORARY ROAD CLOSURES - THE ROYAL WEDDING**

**Mover: Councillor A Lion – Vice-Chairman of the Committee**

Councillor Lion reported that the District Council had received a number of applications from members of the public requesting it to make road closure orders to allow street parties to be held to celebrate the Royal Wedding. Enquiries had been made at Essex County Council and officers had been informed that the County Council would be making a policy decision as to how the applications would be administered. Councillor Lion advised that the Communities and Local Government website contained a guide to holding a street party which provided a simple form for a street closure and stated that completed forms should be submitted to the District Council. There was an expectation, therefore, that District Councils would process these applications and the District Council needed to have a process in place in the event that the County Council directed applicants to the District Council.

Councillor J H Whitehouse requested that all members be informed of the process for making an application.

### **Report as first moved ADOPTED**

#### **RESOLVED:**

- (1) That the following delegated authorities be granted to agree road closures for events to be held to celebrate the Royal Wedding:
  - (a) to officers where all information/consultation is undertaken by the applicant(s) and the responses are satisfactory and no objections have been received; or
  - (b) to the Licensing Sub-Committee in all other cases;
- (2) That no fee be charged in connection with such road closures except to cover any necessary expenses; and
- (3) That all Members of the Council be informed of the process for making an application via the Council Bulletin.

### **139. REPORT OF COMMITTEE FOR THE APPOINTMENT OF A CHIEF EXECUTIVE**

#### **Mover: Councillor Collins – Chairman of the Committee**

Councillor Collins submitted a report on the work being undertaken by the Committee on behalf of the Council in connection with the vacant position of Chief Executive. Councillor Collins reported that although the Committee had acknowledged some advantages, in principle, of the shared Chief Executive idea they had also identified some negative points, not least the need for this Council to make its own case on matters affecting the District.

#### **Amendment moved by Councillor J M Whitehouse and seconded by Councillor Jacobs**

“That the words “at this time” be inserted after the words “not pursued” in recommendation (1)”.

**Carried**

#### **Report as ADOPTED**

**RESOLVED:**

- (1) The option of a shared Chief Executive with other neighbouring Councils be not pursued at this time; and
- (2) That the other discussions by the Committee on the Chief Executive post be noted.

**140. MEMBERSHIP OF COUNCIL COMMITTEES, CHAIRMANSHIP AND VICE-CHAIRMANSHIPS AND REPRESENTATIVES ON OUTSIDE ORGANISATIONS**

The Council considered a report of the Deputy Monitoring Officer on the implications of one councillor not having signed the statutory notice regarding membership of the Conservative Group. The Council noted that the effect on pro rata arrangements was marginal, only affecting the allocation of representatives and deputies on outside organisations.

**RESOLVED:**

That a review of pro rata arrangements in relation to the membership of Council Committees, Chairmanship, Vice-Chairmanship and Representatives on Outside Organisations be not undertaken at the present time.

**141. APPOINTMENT OF DEPUTY PORTFOLIO HOLDERS AND MEMBER TO SHADOW THE AUDIT AND GOVERNANCE COMMITTEE**

The Council noted the decision of the Leader of the Council to appoint eight Deputy Portfolio Holders and one member to shadow the Audit and Governance Committee Chairman for the remainder of the current municipal year.

**142. JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS**

The Council received a written report from Councillor Wagland, the Council's representative on the West Essex Children's Trust Board.

The report outlined a review of the West Essex Children's Trust Board in terms of its role and effectiveness, and its renaming to West Essex Children's Commissioning and Delivery Board. Councillor Wagland advised that if the proposals were agreed at the next meeting of the West Essex Children's Commissioning and Delivery Board on 14 April 2011, the reduction in membership of the Board should ensure a clearer focus on the work of the District Children's Partnerships and should provide a better opportunity to influence decisions on the Commissioning of Children's Services in Essex.

The Leader of the Council thanked Councillor Wagland and Julie Chandler, Assistant Director, Office of the Deputy Chief Executive, for their work in relation to Children's Services.

**CHAIRMAN**

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## CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original	Revised	Estimate	Estimate	Estimate	Estimate
			2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
<b>Chief Executive</b>	Democratic Services	Committee Attendance						
	Civic & Member	Members courses & conferences	(5)	(2)				
	Subscriptions	East of England Local Govt Conference		(12)				
	Electoral Registration	Individual ER process					50	
	Directorate Savings	General		(10)				
	<b>Total Chief Executive</b>			<b>(5)</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>Corporate Support Services</b>	Human Resources	Recruitment & Retention savings						
	Local Land Charges	Personal Charges- Increase from £11 to £22	(17)					
	Local Land Charges	Removal of Personal Search chges ( LLC Amendment Rules 2010)			35			
	Hackney Carriages	Increased number of licences issued.		(29)				
	Industrial Estates- Brooker Rd	Increased Rental Income			(10)			
	Industrial Estates- Oakwood Hill	Reduced Rental Income		16	4			
	Industrial Estates- O Hill Workshops	Increased Rental Income		(32)	4			
	Fleet Operations	MOT Income - additional tests		(33)				
	Civic Offices	Energy Savings - Heating	(20)	(20)				
	Civic Offices	Car Park Rental - Black Lion		(4)	(5)			
	Offices & Depots	NNDR Re-assessment			63			
	Langston Road Depot	WRVS lease terminated		8	32			
	Business Premises	Transfer to General Fund			(1,429)			
Directorate Savings	General		(62)	(37)				
<b>Total Corporate Support Services</b>			<b>(37)</b>	<b>(156)</b>	<b>(1,343)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Deputy Chief Executive</b>	All Weather Pitch	Townmead Project			(17)	(18)		
	Community Arts/Public Relations	Savings			(100)			
	Museum	Increase in rents		6				
	Directorate Savings	General		(33)				
<b>Total Deputy Chief Executive</b>			<b>0</b>	<b>(27)</b>	<b>(117)</b>	<b>(18)</b>	<b>0</b>	<b>0</b>

## CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original	Revised	Estimate	Estimate	Estimate	Estimate
			2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
Environment & Street Scene	Waste Management	Changes to Service	(51)	42				
	Waste Management	Reduction in Weedspraying - expenditure		(10)				
	Waste Management	Reduction in Weedspraying - income		10				
	Waste Management	Wheeled Bin Maintenance			8			
	Industrial Activities - Regulated	Reduction in Registration of Commercial Properties		7				
	Safer Communities	Reduction of 2 PCSO's			(29)			
	Safer Communities	Reduction in Contributions		6	1			
	Leisure Facilities	Loughton Leisure management fee reduction		(25)	(75)			
	Leisure Facilities	Epping Sports Centre management fee reduction			(11)	(12)		
	Leisure Facilities	Ongar Leisure Centre management fee reduction			(7)	(23)		
	North Weald Airfield	Increase in Market rent			(41)			
	Waltham Abbey Sports Centre	Cessation of joint use agreement	(192)	(192)				
	Off Street Parking	Fluctuations in NDR	(6)	(8)	15			
	Off Street Parking	Changes to allocations		(50)				
	On Street Parking	Changes to allocations		(36)				
	On Street Parking	Changes to allocations		36				
	Off Street Parking	Additional Penalty Notice Charges		(50)				
	On Street Parking	Additional Penalty Notice Charges		(55)				
	On Street Parking	Additional Penalty Notice Charges		55				
	Off Street Parking	Loss of income through VAT increase			4	12		
	Off Street Parking	Closure of Parking Shop	(24)	(23)				
	On Street Parking	Closure of Parking Shop	(24)	(23)				
	On Street Parking	Closure of Parking Shop	24	23				
Directorate Savings	General		(66)	(18)				
<b>Total Environment &amp; Street Scene</b>			<b>(273)</b>	<b>(396)</b>	<b>(104)</b>	<b>(35)</b>	<b>0</b>	<b>0</b>
Finance & ICT	Finance Miscellaneous	Increase in Employers Pension Conts (Act Val 2007)	92	92				
	Finance Miscellaneous	Decrease in Employers Pension Conts (Act Val 2010)			(10)			
	ICT	Mobile telephones - contract increases	2	10				
	Housing Benefits/Local Taxation	Replacement Revenues & Benefits System			25	25		
	Housing Benefits	Housing Benefit Admin Subsidy settlement reductions	39	60	25			
	Council Tax Collection	Reduction in court cost income		21				
	NNDR	Reduction in court cost income		10	2			
	Insurance Services	Savings on Premium	(45)					
	Directorate Savings	General		(48)	(24)			
Housing Benefits	Limes Farm Area Office			7				
<b>Total Finance and ICT</b>			<b>88</b>	<b>145</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>
Housing	Bed and Breakfast	Reduction in Bed and Breakfast Income		25				
	Bed and Breakfast	Reduction in Bed and Breakfast Expenditure		(12)				
	Directorate Savings	General		(3)	(15)			
	<b>Total Housing</b>				<b>10</b>	<b>(15)</b>	<b>0</b>	<b>0</b>



<b>CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST</b>			<b>Original</b>	<b>Revised</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Directorate</b>	<b>Service</b>		<b>2010/11 £000's</b>	<b>2010/11 £000's</b>	<b>2011/12 £000's</b>	<b>2012/13 £000's</b>	<b>2013/14 £000's</b>	<b>2014/15 £000's</b>
<b>Planning &amp; Economic Development</b>	Development Control	Committee Attendance						
	Building Control Ring Fenced	Consultants						
	Building Control Ring Fenced	Consultants						
	Planning Policy & Conservation	Staff restructure						
	Building Control Ring Fenced	Reduced Income resulting from reduction in inspections			114			
	Building Control Ring Fenced	Reduced Income			(114)			
	Development Control	Reduced Income resulting from reduction in applications			90			
	Development Control	Additional Fees re Govt proposals to changes to Planning Application fees				(100)	(100)	
	Countrycare	Staff restructure			(6)	(7)		
	Directorate Savings	General			(40)			
	<b>Total Planning &amp; Economic Development</b>			<b>0</b>	<b>44</b>	<b>(107)</b>	<b>(100)</b>	<b>0</b>
<b>Other Items</b>	Investment Interest	Reduction due to lower interest rates			292			
	Investment Interest	Reduction due to shops transfer				278	108	155
	All Services	Printer Cartridge Savings	(10)	(10)				77
	<b>Total CSB</b>			<b>(237)</b>	<b>(122)</b>	<b>(1,408)</b>	<b>(20)</b>	<b>205</b>

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<b>DISTRICT DEVELOPMENT FUND</b>			<b>Original</b>	<b>B/F from</b>	<b>Revised</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>Directorate</b>	<b>Service</b>		<b>2010/11</b>	<b>2010/11</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
			<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Chief Executive</b>	Elections	Government Referendum on the Voting system				160			
	Elections	Government Referendum on the Voting system- Re-imburement				(160)			
	Grants to Voluntary Orgs	Furniture Exchange Scheme	20		20				
	Members	Standards Committee additional investigations	10		10				
	<b>Total Chief Executive</b>		<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Support Services</b>	Estates & Valuation	Consultant's Fees & site surveys Langston Rd Depot		16	16				
	Estates & Valuation	Consultant's fees Legal & Taxation-Langston Rd Project			25				
	Estates & Valuation	Council Asset Rationalisation	195		160	35			
	Estates & Valuation	Council Asset Rationalisation HRA Contribution	(60)		(60)				
	Other Land & Property	Greenyards-Reduced Rental Income			10				
	Facilities Management	Quality Assurance & Accreditation BS EN ISO 9001		16	16				
	Human Resources	Training Budget Underspend/E Learning		8	8				
	Industrial Estates- Brooker Rd	Reduced Rental Income			20				
	Legal Services	Computerisation of Land Terrier records	28		2				
	Legal Services	Registration of Unregistered Titles	2	5	5				
	Local Land Charges	Removal of Personal Search chges ( LLC Amendment Rules 2010)			100				
	Local Land Charges	Removal of Personal Search Income Govt Grant			(100)				
	Non HRA Building Maintenance	Consultant's report for 5 year programme				20			
	Non HRA Building Maintenance	Planned Building Maintenance Programme	147	28	147	(5)	45	19	10
	Civic Offices	Climate Change Smart-metering				6			
	Office Accommodation	Essential Work to Civic Offices		18	20	65	0		
	Office Accommodation	Potential Accommodation Changes		45	45				
	<b>Total Corporate Support Services</b>		<b>312</b>	<b>136</b>	<b>414</b>	<b>121</b>	<b>45</b>	<b>19</b>	<b>10</b>

## DISTRICT DEVELOPMENT FUND

Directorate	Service		Original 2010/11 £000's	B/F from 2009/10 £000's	Revised 2010/11 £000's	Estimate 2011/12 £000's	Estimate 2012/13 £000's	Estimate 2013/14 £000's	Estimate 2014/15 £000's
<b>Deputy Chief Executive</b>	Public Relations	Improvements to Main Reception Area	12	(6)	3	3			
	Public Relations & Information	Website Officer	23	(2)	24	25	25		
	Deputy Chief Executive	Externally Funded Projects	63	39	74	75			
	Deputy Chief Executive	Externally Funded Projects	(63)	(39)	(74)	(75)			
	Museum	NNDR Refund			(5)				
	Youth Council	Youth Council	12		12	12			
	Limes Farm Hall	Costs of Management/Admin/Mtc/Repairs	27	14	22	19			
	NWA Strategy Action Plan	North Weald Airfield Action Plan.	50		48	2			
	NWA Strategy Action Plan	Aviation Consultant	20			20			
	<b>Total Deputy Chief Executive</b>		<b>144</b>	<b>6</b>	<b>104</b>	<b>81</b>	<b>25</b>	<b>0</b>	<b>0</b>
<b>Environment &amp; Street Scene</b>	Pollution Control	Air Quality Modelling				9			
	Pollution Control	Air Quality Modelling Grant				(9)			
	Neighbourhoods / Rapid Response	Safer, Cleaner and Greener		5		4			
	Pest Control	Income			(10)				
	Waste Management	Waste containers spare parts		8		8			
	Waste Management	Changes to Service	(119)		(132)	(102)			
	Abandoned Vehicles	Advertising				3			
	Contaminated Land	Bobbingworth Tip Maintenance	5			5			
	Contaminated Land	Contaminated Land Investigations		31		130			
	Contaminated Land	Contaminated Land DEFRA grants			(120)				
	Land Drainage	Remedial Works Principal Ordinary Watercourses	35	14		49			
	Safer Communities	Safer Communities Project HO Funded	3	(2)					
	Safer Communities	Protective clothing	3			1			
	Safer Communities	Police Community Safety Accreditation	2			2			
	Leisure Facilities	Loughton Leisure Centre - Mediation		15		15			
	Leisure Facilities	Free Swimming Programme - Over 60's				13			
	Leisure Facilities	Free Swimming Programme - Over 60's				(13)			
	Leisure Facilities	NNDR Refund Waltham Abbey Swimming Pool				(4)			
	Leisure Facilities	Olympic Officer Post				5	10	5	
	Parks & Grounds	Security				3			
	North Weald Airfield	Other Maintenance				12			
	North Weald Airfield	Security				13			
	Waltham Abbey Sport Centre	NDR Refund				(28)			
	Parks & Grounds	Roding Valley Lake - Disabled Projects		26	23	3			
	Parks & Grounds	Roding Valley Lake - Disabled Projects		(26)	(23)	(3)			
	North Weald Airfield	Extra week (week 53) market				(18)			
	North Weald Airfield	Loss of Income - Hangar 5			43	34	24	14	4
	North Weald Airfield	Transformer - Sub 'X'	5		5				
	Off Street Parking	Freezing of car parking charges				(40)			
	Off Street Parking	Staffing			(11)				
	On Street Parking	Staffing			(14)				
	On Street Parking	Staffing			14				
	Off Street Parking	Mobile Phones	3	(3)					
	On Street Parking	Mobile Phones	2	(2)					
	On Street Parking	Mobile Phones	(2)	2					
	<b>Total Environment &amp; Street Scene</b>		<b>(63)</b>	<b>68</b>	<b>(10)</b>	<b>(113)</b>	<b>29</b>	<b>14</b>	<b>4</b>

## DISTRICT DEVELOPMENT FUND

Directorate	Service		Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate	
			2010/11 £000's	2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	
Finance & ICT	Concessionary Fares	New National Scheme - Costs	141	47	116	72				
	Concessionary Fares	New National Scheme - Grant	(111)		(99)					
	Concessionary Fares	Contribution from ECC re admin costs of issuing passes				(50)				
	Council Tax Collection	Legal Fees re Baliffs in Liquidation			30					
	Finance Miscellaneous	Asset Register		4	4					
	Finance Miscellaneous	Asset Register - HRA contribution		(2)	(2)					
	Finance Miscellaneous	Finance System Outstanding Commitments	5							
	Housing Benefits	Hit squad to improve performance		34	34					
	Housing Benefits	Temporary Accommodation Subsidy - Costs	6		0					
	Housing Benefits	Temporary Accommodation Subsidy - Grant	(6)		0					
	Housing Benefits	Staff restructuring not funded by specific grant				15	20			
	NNDR	Business Rates Deferral Scheme - Costs		9	9					
	NNDR	Business Rates Deferral Scheme - Grant								
	NNDR	New Burdens Small Business Rate Relief Costs			9					
	NNDR	New Burdens Small Business Rate Relief Grant			(9)					
	Audit/BankCharges	Additional audit fees re HB/CTB grant claims			10					
	Procurement	Essex Procurement Hub			(12)	(10)				
		<b>Total Finance &amp; ICT</b>		<b>35</b>	<b>92</b>	<b>90</b>	<b>27</b>	<b>20</b>	<b>0</b>	<b>0</b>
	Housing	Homelessness	Essex Rental Loan Scheme	11			26	26		
Homelessness		Essex Rental Loan Scheme	(11)			(26)	(26)			
Homelessness		ECC - EFHAS			(6)	26	26			
Homelessness		ECC - EFHAS			6	(26)	(26)			
Private Sector Housing		House Condition Survey	55		13	52				
Housing Strategy		Consultant Housing Company	5	6						
Private Sector Housing		Technical Officer	27		27	27	27			
Private Sector Housing		Handyperson Scheme	(15)		(15)					
Private Sector Housing		Handyperson Scheme	15	17	5	15	12			
Handy Person Scheme		ECC re. Mobile Homes/Sites Improvements			(20)					
Handy Person Scheme		ECC re. Mobile Homes/Sites Improvements			10	10				
	<b>Total Housing</b>		<b>87</b>	<b>23</b>	<b>20</b>	<b>104</b>	<b>39</b>	<b>0</b>	<b>0</b>	

DISTRICT DEVELOPMENT FUND			Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate	
Directorate	Service		2010/11 £000's	2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	
<b>Planning &amp; Economic Development</b>	Development Control	Consultants								
	Development Control	Contingency for Appeals	82	(2)	31	51				
	Development Control	Reduced Income resulting from reduction in applications				44				
	Economic Development	Chamber of Commerce				5				
	Economic Development	Developing Business Networks	2	2	4					
	Economic Development	Enhanced Business Contacts	2	2	0	4				
	Economic Development	Town Centre Manager	36	3	50	9				
	Economic Development	LABGI regeneration				12				
	Economic Development	Economic Development Strategy			3	3				
	Conservation Policy Enforcement	Technical Support Officer -Conservation				10				
	Forward Planning	Blunts Farm Golf Course		2						
	Forward Planning	Administration Assistant	22							
	Forward Planning	Local Development Framework	400	115	120	395	456			
	Forward Planning	Printing underspend		10	10					
	Forward Planning	Senior Planner	39		30	35				
	Planning Services	File retrieval & checking & destruction		30	30					
	Planning Services	Housing and Planning Delivery Grant	(55)							
	Planning Services	Planning Delivery Grant 2	10							
	Planning Services	Planning Delivery Grant 4		25	18	7				
	Planning Services	Planning Delivery Grant 5		10						
	Tourism	Tourism Summit	2	2	4	0				
	Town Centre Enhancements	Improvements Grant Waltham Abbey TC	6		6	0				
	Town Centre Enhancements	Town Centre Support	22	8	18	12				
	Town Centre Enhancements	Waltham Abbey Tourist Information Centre			5	5				
	<b>Total Planning &amp; Economic Development</b>			<b>568</b>	<b>207</b>	<b>378</b>	<b>543</b>	<b>456</b>	<b>0</b>	<b>0</b>
	<b>Total Service Specific District Development Fund</b>			<b>1,113</b>	<b>532</b>	<b>1,026</b>	<b>763</b>	<b>614</b>	<b>33</b>	<b>14</b>
	<b>Other Items</b>	Increased Investment Interest								
Second Homes Discount Allowance			(84)	(84)	(84)	(84)	(84)			
Lost Investment Interest			508	413	363	233	89			
Impairment of Heritable Bank Principal			375	375						
Contribution to Pension Deficit Reserve				176						
LABGI Contribution						40				
Capital Expenditure Funded from Revenue					40	22				
Area Based Grant			(28)	(40)						
<b>Total District Development Fund</b>			<b>1,884</b>	<b>532</b>	<b>1,906</b>	<b>1,104</b>	<b>763</b>	<b>38</b>	<b>14</b>	

## REVENUE EXPENDITURE, INCOME AND FINANCING

2010/11 ORIGINAL ALL REVENUE ITEMS £	2010/11 REVISED ALL REVENUE ITEMS £		GENERAL FUND ACCOUNT £	2011/12 ORIGINAL HOUSING REVENUE ACCOUNT £	ALL REVENUE ITEMS £
<b>Gross Expenditure</b>					
3,341,950	3,171,370	Office of the Chief Executive	4(a) 3,255,490	0	3,255,490
1,295,680	1,473,490	Corporate Support Services	4(b) 1,744,850	0	1,744,850
2,040,480	2,019,580	Deputy Chief Executive	4(c) 1,978,700	0	1,978,700
16,084,550	16,151,840	Environment & Street Scene	4(d) 16,050,280	0	16,050,280
45,544,610	47,727,650	Finance & ICT	4(e) 47,871,660	0	47,871,660
36,525,470	37,194,740	Housing	4(f) 2,729,660	35,427,000	38,156,660
4,548,280	4,110,520	Planning & Economic Development	4(g) 4,263,090	0	4,263,090
267,180	254,560	Internal Trading Organisations	4(h) 291,920	0	291,920
<b>109,648,200</b>	<b>112,103,750</b>	<b>Total Expenditure on Services</b>	<b>78,185,650</b>	<b>35,427,000</b>	<b>113,612,650</b>
39,000	28,000	Interest Payable (Inc HRA)	786,000	(748,000)	38,000
375,000	375,000	Impairment of Investments	0		0
	47,000	Revenue Contribution to Capital	22,000		22,000
3,068,124	3,068,124	Precepts Paid to Parish Councils	3,106,848	0	3,106,848
<b>113,130,324</b>	<b>115,621,874</b>	<b>Total Gross Expenditure</b>	<b>82,100,498</b>	<b>34,679,000</b>	<b>116,779,498</b>
<b>Gross Income</b>					
42,652,550	45,356,870	Government Subsidies	45,938,610	0	45,938,610
25,791,000	25,644,000	Rents from Dwellings	0	27,502,000	27,502,000
5,182,000	5,170,070	Miscellaneous Rents, Trading Operations etc.	4,365,210	930,000	5,295,210
8,994,770	8,715,480	Fees and Charges	7,075,110	1,715,000	8,790,110
900,000	596,000	Interest on Mortgages and Investments	667,000	2,000	669,000
1,408,210	1,205,820	Grants and Reimbursements by other Bodies	1,371,320	0	1,371,320
<b>84,928,530</b>	<b>86,688,240</b>	<b>Total Operational Income</b>	<b>59,417,250</b>	<b>30,149,000</b>	<b>89,566,250</b>
552,856	435,696	Contribution from/(to) Revenue Reserves	171,247	582,000	753,247
(233,000)	(163,000)	FRS 17 Adjustment	(170,000)	0	(170,000)
1,884,000	1,906,000	Contribution from/(to) District Development Fund	1,104,000	0	1,104,000
24,000	(258,000)	Contribution from/(to) Other Reserves	0	0	0
5,402,000	6,441,000	Contribution from/(to) Capital Reserves	2,960,000	3,948,000	6,908,000
<b>92,558,386</b>	<b>95,049,936</b>	<b>Total Gross Income</b>	<b>63,482,497</b>	<b>34,679,000</b>	<b>98,161,497</b>
<b>20,571,938</b>	<b>20,571,938</b>	<b>To be met from Government Grants and Local Taxation</b>	<b>18,618,001</b>	<b>0</b>	<b>18,618,001</b>
<b>Financed by:</b>					
1,193,812	1,193,812	Revenue Support Grant			1,744,191
8,221,318	8,221,318	Distribution from Non-Domestic Rate Pool			5,642,751
0	0	Council tax Freeze Grant			
<b>9,415,130</b>	<b>9,415,130</b>	<b>Exchequer Support and Collection Fund Surpluses</b>			<b>7,386,942</b>
8,088,684	8,088,684	District Precept			8,124,211
3,068,124	3,068,124	Parish Council Precepts			3,106,848
<b>20,571,938</b>	<b>20,571,938</b>	<b>Total Financing</b>			<b>18,618,001</b>

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## Office of the Chief Executive

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
488,920		371,180		Elections	546,140	
1,948,510		1,732,300		Corporate Activities	1,687,070	
1,109,220		1,264,950		Member Activities	1,238,440	
24,260		6,500		Local Council Liaison	5,260	
11,890		10,860		Outdoor Youth Facilities	1,790	
491,960		499,730		Voluntary Services	475,770	
287,620		265,770		Internal Audit	273,450	
507,030		486,240		Democratic Services	487,210	
	4,869,410		4,637,530	<b>Total Expenditure</b>		4,715,130
	1,527,460		1,466,160	Income from Internal Charges		1,459,640
	3,341,950		3,171,370	<b>Net Expenditure (see Annex 3)</b>		3,255,490
				<b>Service Generated Income</b>		
1,160		14,310		Fees and Charges	1,160	
114,800		-		Grants and Reimbursements by other Bodies	192,900	
	115,960		14,310	<b>Total Income</b>		194,060
	3,225,990		3,157,060	<b>To be met from Government Grant and Local Taxation</b>		3,061,430
	-		-	<b>Capital Expenditure (see Annex 5)</b>		-

## Corporate Support Services

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
286,280		287,390		Licensing	295,510	
349,740		360,340		Local Land Charges	358,960	
154,340		386,760		Land & Property	570,890	
405,940		391,180		Other Activities	391,870	
1,737,750		1,561,670		Legal & Administration Services	1,565,320	
2,342,890		2,407,370		Accommodation Services	2,476,290	
1,694,890		1,743,830		Other Support Services	1,672,220	
	6,971,830		7,138,540	<b>Total Expenditure</b>		7,331,060
	5,676,150		5,665,050	Income from Internal Charges		5,586,210
	1,295,680		1,473,490	<b>Net Expenditure (see Annex 3)</b>		1,744,850
				<b>Service Generated Income</b>		
1,037,890		1,017,700		Miscellaneous Rents, Trading Operations etc	2,833,830	
522,200		567,790		Fees and Charges	491,290	
-		-		Grants and Reimbursements by other Bodies	41,500	
	1,560,090		1,585,490	<b>Total Income</b>		3,366,620
	(264,410)		(112,000)	<b>To be met from Government Grant and Local Taxation</b>		(1,621,770)
	1,187,000		1,045,000	<b>Capital Expenditure (see Annex 5)</b>		307,000

## Deputy Chief Executive

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
913,310		894,430		Arts & Museum	868,330	
1,023,400		1,012,340		Sports Development & Other Amenities	992,370	
97,550		112,590		Customer Services	117,770	
2,101,380		2,019,340		Support Services	2,074,970	
	4,135,640		4,038,700	<b>Total Expenditure</b>		4,053,440
	2,095,160		2,019,120	Income from Internal Charges		2,074,740
	2,040,480		2,019,580	<b>Net Expenditure (see Annex 3)</b>		1,978,700
				<b>Service Generated Income</b>		
118,500		169,510		Fees and Charges	162,860	
219,140		191,820		Grants and Reimbursements by other Bodies	188,410	
	337,640		361,330	<b>Total Income</b>		351,270
	1,702,840		1,658,250	<b>To be met from Government Grant and Local Taxation</b>		1,627,430
	2,435,000		255,000	<b>Capital Expenditure (see Annex 5)</b>		1,437,000

## Environmental and Street Scene

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
1,502,500		1,407,080		Environmental Health	1,453,280	
7,902,580		8,034,720		Waste Collection & Street Cleansing	8,125,170	
567,960		556,680		Highways	578,190	
1,250,990		1,218,600		Car Parking	1,247,910	
817,060		925,130		Land Drainage & Sewerage	755,900	
490,280		479,550		Safer Communities	448,960	
1,749,300		1,652,300		Leisure Facilities	1,652,060	
723,900		733,130		Parks and Grounds	723,640	
967,880		985,950		North Weald	913,040	
3,877,810		3,817,220		Environmental Admin & Policy	3,910,520	
	19,850,260		19,810,360	<b>Total Expenditure</b>		19,808,670
	3,765,710		3,658,520	Income from Internal Charges		3,758,390
	16,084,550		16,151,840	<b>Net Expenditure (see Annex 3)</b>		16,050,280
				<b>Service Generated Income</b>		
1,371,720		1,381,260		Miscellaneous Rents, Trading Operations etc	1,430,260	
4,057,710		4,533,170		Fees and Charges	4,544,040	
428,840		132,240		Grants and Reimbursements by other Bodies	3,000	
	5,858,270		6,046,670	<b>Total Income</b>		5,977,300
	10,226,280		10,105,170	<b>To be met from Government Grant and Local Taxation</b>		10,072,980
	1,948,000		1,455,000	<b>Capital Expenditure (see Annex 5)</b>		2,181,000

## Finance and ICT

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
42,749,330		45,205,330		Housing Benefits	46,145,260	
1,661,670		1,662,470		Local Taxation	1,643,380	
814,660		797,510		Concessionary Fares	122,900	
190,030		22,160		Other Activities	-	54,600
2,999,130		2,999,060		ICT Services	3,069,350	
2,433,040		2,462,780		Financial Services	2,476,330	
	50,847,860		53,149,310	<b>Total Expenditure</b>		53,402,620
	5,303,250		5,421,660	Income from Internal Charges		5,530,960
	45,544,610		47,727,650	<b>Net Expenditure (see Annex 3)</b>		47,871,660
				<b>Service Generated Income</b>		
42,080,690		44,620,980		Government Subsidies	45,533,330	
66,390		57,110		Miscellaneous Rents, Trading Operations etc	26,120	
495,460		21,800		Fees and Charges	69,300	
358,570		605,880		Grants and Reimbursements by other Bodies	593,000	
	43,001,110		45,305,770	<b>Total Income</b>		46,221,750
	2,543,500		2,421,880	<b>To be met from Government Grant and Local Taxation</b>		1,649,910
	661,000		408,000	<b>Capital Expenditure (see Annex 5)</b>		488,000

## Housing

## Programme 2011/12

General Fund £	Housing Revenue £	2010/11 Original	General Fund £	Housing Revenue £	2010/11 Revised	Revenue Expenditure	General Fund £	2011/12 Original Housing Revenue £	Total £
		Total £			Total £			Total £	
	33,985,000	33,985,000		34,379,000	34,379,000	Council Housing		35,427,000	35,427,000
1,435,210		1,435,210	1,425,910		1,425,910	Private Sector Housing	1,464,480		1,464,480
441,390		441,390	422,880		422,880	Homelessness	457,150		457,150
50,880		50,880	43,380		43,380	Housing Investment Programme	42,370		42,370
326,360		326,360	635,440		635,440	Affordable Housing Grants	474,770		474,770
286,630		286,630	288,130		288,130	Leasehold Services Administration	290,890		290,890
<b>2,540,470</b>	<b>33,985,000</b>	<b>36,525,470</b>	<b>2,815,740</b>	<b>34,379,000</b>	<b>37,194,740</b>	<b>Total Expenditure</b>	<b>2,729,660</b>	<b>35,427,000</b>	<b>38,156,660</b>
						<b>Service Generated Income</b>			
571,860		571,860	735,890		735,890	Government Subsidies	405,280		405,280
	25,791,000	25,791,000		25,644,000	25,644,000	Rents from Dwellings		27,502,000	27,502,000
100,000	2,606,000	2,706,000	65,000	2,649,000	2,714,000	Miscellaneous Rents, Trading Operations etc	75,000	930,000	1,005,000
289,750	1,928,000	2,217,750	289,360	1,729,000	2,018,360	Fees and Charges	292,630	1,715,000	2,007,630
	3,000	3,000		2,000	2,000	Interest on Mortgages and Investments		2,000	2,000
88,400		88,400	111,780		111,780	Grants and Reimbursements by other Bodies	70,880		70,880
	3,650,000	3,650,000		4,228,000	4,228,000	HRA Interest & Reversal of Depn		4,696,000	4,696,000
	7,000	7,000		127,000	127,000	Use of Balances		582,000	582,000
<b>1,050,010</b>	<b>33,985,000</b>	<b>35,035,010</b>	<b>1,202,030</b>	<b>34,379,000</b>	<b>35,581,030</b>	<b>Total Income</b>	<b>843,790</b>	<b>35,427,000</b>	<b>36,270,790</b>
<b>1,490,460</b>	<b>-</b>	<b>1,490,460</b>	<b>1,613,710</b>	<b>-</b>	<b>1,613,710</b>	<b>To be met from Government Grant and Local Taxation</b>	<b>1,885,870</b>	<b>-</b>	<b>1,885,870</b>
<b>2,155,000</b>	<b>6,956,000</b>	<b>9,111,000</b>	<b>1,558,000</b>	<b>6,636,000</b>	<b>8,194,000</b>	<b>Capital Expenditure (see Annex 5)</b>	<b>1,778,000</b>	<b>6,919,000</b>	<b>8,697,000</b>

**Planning & Economic Development**

**Programme 2011/12**

<b>2010/11 Original</b>		<b>2010/11 Revised</b>		<b>Revenue Expenditure</b>	<b>2011/12 Original</b>	
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>	<b>£</b>
163,760		200,580		Economic Development	143,540	
29,620		40,780		Tourism	32,580	
58,450		56,690		Environmental Initiatives	56,940	
214,540		208,970		Conservation Policy	179,150	
882,540		563,020		Forward Planning	858,670	
223,680		204,110		Town Centre Enhancements	208,770	
317,590		288,060		Countrycare	231,460	
2,661,750		2,545,120		Regulatory Services	2,551,450	
1,084,680		1,117,960		Planning Administration & Policy	1,057,480	
	5,636,610		5,225,290	<b>Total Expenditure</b>		5,320,040
	1,088,330		1,114,770	Income from Internal Charges		1,056,950
	4,548,280		4,110,520	<b>Net Expenditure (see Annex 3)</b>		4,263,090
				<b>Service Generated Income</b>		
1,261,860		1,045,540		Fees and Charges	1,132,880	
85,960		40,100		Grants and Reimbursements by other Bodies	34,630	
	1,347,820		1,085,640	<b>Total Income</b>		1,167,510
	3,200,460		3,024,880	<b>To be met from Government Grant and Local Taxation</b>		3,095,580
	125,000		65,000	<b>Capital Expenditure (see Annex 5)</b>		240,000

## Internal Trading Organisations

## Programme 2011/12

2010/11 Original		2010/11 Revised		Revenue Expenditure	2011/12 Original	
£	£	£	£		£	£
2,849,650		2,761,650		Housing Maintenance	2,963,150	
482,830		463,300		Fleet Operations	460,940	
<hr/>		<hr/>		<b>Total Expenditure</b>	<hr/>	
	3,332,480		3,224,950			3,424,090
	3,065,300		2,970,390	Income from Internal Charges		3,132,170
<hr/>		<hr/>		<b>Net Expenditure (see Annex 3)</b>	<hr/>	
	267,180		254,560			291,920
<b>Service Generated Income</b>						
320,130		345,000		Fees and Charges	380,950	
<hr/>		<hr/>		<b>Total Income</b>	<hr/>	
	320,130		345,000			380,950
<hr/>		<hr/>		<b>To be met from Government Grant and Local Taxation</b>	<hr/>	
	(52,950)		(90,440)			(89,030)
<hr/>		<hr/>		<b>Capital Expenditure (see Annex 5)</b>	<hr/>	
	-		-			54,000
<hr/>		<hr/>			<hr/>	



## Non Service Budgets

## Programme 2011/12

2010/11 Original	2010/11 Revised		2011/12 Original		
Total £	Total £	Revenue Expenditure	General Fund £	Housing Revenue £	Total £
(897,000)	(594,000)	Interest & Investment Income	(667,000)		(667,000)
375,000	375,000	Impairment of Investments	-		-
	47,000	Revenue Contribution to Capital	22,000		22,000
(112,500)	(206,000)	Other Items	(44,000)		(44,000)
39,000	28,000	Interest Payable (Inc HRA)	786,000	(748,000)	38,000
4,620,000	3,960,000	Depreciation Reversals & Other Adjs.	(2,960,000)	6,923,000	3,963,000
<hr/>	<hr/>		<hr/>	<hr/>	<hr/>
4,024,500	3,610,000		(2,863,000)	6,175,000	3,312,000
3,116,000	3,855,000	Transferred to Housing Summary	-	3,948,000	3,948,000
<hr/>	<hr/>		<hr/>	<hr/>	<hr/>
7,140,500	7,465,000		(2,863,000)	10,123,000	7,260,000
(545,856)	(308,696)	Contribution (from)/to Revenue Reserves			(171,247)
233,000	163,000	FRS 17 Adjustment			170,000
(24,000)	176,000	Contribution (from)/to Other Reserves			
-	-	Council Tax Freeze Grant			(203,000)
(1,884,000)	(1,906,000)	Contribution from District Development Fund			(1,104,000)
<hr/>	<hr/>				<hr/>
4,919,644	5,589,304	<b>Reduction in Amount to be met from Government Grant and Local Taxation &amp; other Housing Revenue Account items</b>			<b>5,951,753</b>
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## Capital Programme

## Programme 2011/12

General Fund £	Housing Revenue £	2010/11 Original	General Fund £	Housing Revenue £	2010/11 Revised	Gross Expenditure	General Fund £	2011/12 Original Housing Revenue £	Total £
		Total £			Total £				
1,187,000		1,187,000	1,045,000		1,045,000	Corporate Support Services	307,000		307,000
2,435,000		2,435,000	255,000		255,000	Deputy Chief Executive	1,437,000		1,437,000
1,948,000		1,948,000	1,455,000		1,455,000	Environmental and Street Scene	2,181,000		2,181,000
661,000		661,000	408,000		408,000	Finance and ICT	488,000		488,000
2,155,000	6,956,000	9,111,000	1,558,000	6,636,000	8,194,000	Housing	1,778,000	6,919,000	8,697,000
125,000		125,000	65,000		65,000	Planning & Economic Development	240,000		240,000
-	-	-	-	-	-	Internal Trading Organisations	-	54,000	54,000
8,511,000	6,956,000	15,467,000	4,786,000	6,636,000	11,422,000	<b>Total Capital Expenditure</b>	6,431,000	6,973,000	13,404,000
	6,906,000	6,906,000	47,000	6,546,000	6,593,000	Less: Revenue Contributions to Capital	22,000	6,923,000	6,945,000
8,511,000	50,000	8,561,000	4,739,000	90,000	4,829,000	<b>To be met from Capital Resources</b>	6,409,000	50,000	6,459,000
<b>Financed by:</b>									
7,720,000		7,720,000	3,421,000	10,000	3,431,000	Capital Receipts	5,801,000		5,801,000
479,000		479,000	714,000		714,000	Government Grants	520,000		520,000
312,000	50,000	362,000	604,000	80,000	684,000	Other Grants	88,000	50,000	138,000
8,511,000	50,000	8,561,000	4,739,000	90,000	4,829,000	<b>Total Financing</b>	6,409,000	50,000	6,459,000

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COUNCIL TAX RATES FOR DISTRICT & PARISH/TOWN COUNCILS 2011/12

Annex 6

Authorities	Tax Base No.'s	Precept 2011/12	Council Tax Band D	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
		£	£	£	£	£	£	£	£	£	£
<b>District Expenses</b>	<b>54,609.2</b>	<b>8,124,211</b>	<b>148.77</b>	<b>99.18</b>	<b>115.71</b>	<b>132.24</b>	<b>148.77</b>	<b>181.83</b>	<b>214.89</b>	<b>247.95</b>	<b>297.54</b>
<b>Abbess, Berners and Beauchamp Roding</b>	199.7	5,000	25.04	115.87	135.19	154.50	173.81	212.43	251.06	289.68	347.62
<b>Buckhurst Hill</b>	5,301.8	367,142	69.25	145.35	169.57	193.80	218.02	266.47	314.92	363.37	436.04
<b>Chigwell</b>	5,983.1	217,958	36.43	123.47	144.04	164.62	185.20	226.36	267.51	308.67	370.40
<b>Epping Town</b>	5,110.8	428,500	83.84	155.07	180.92	206.76	232.61	284.30	335.99	387.68	465.22
<b>Epping Upland</b>	414.9	11,500	27.72	117.66	137.27	156.88	176.49	215.71	254.93	294.15	352.98
<b>Fyfield</b>	410.4	10,423	25.40	116.11	135.47	154.82	174.17	212.87	251.58	290.28	348.34
<b>High Ongar</b>	575.0	13,500	23.48	114.83	133.97	153.11	172.25	210.53	248.81	287.08	344.50
<b>Lambourne</b>	936.6	29,860	31.88	120.43	140.51	160.58	180.65	220.79	260.94	301.08	361.30
<b>Loughton Town</b>	13,038.3	641,200	49.18	131.97	153.96	175.96	197.95	241.94	285.93	329.92	395.90
<b>Matching</b>	333.9	10,500	31.45	120.15	140.17	160.20	180.22	220.27	260.32	300.37	360.44
<b>Moreton, Bobbingworth and the Lavers</b>	669.1	13,285	19.86	112.42	131.16	149.89	168.63	206.10	243.58	281.05	337.26
<b>Nazeing</b>	2,108.1	72,476	34.38	122.10	142.45	162.80	183.15	223.85	264.55	305.25	366.30
<b>North Weald Bassett</b>	2,569.2	132,205	51.46	133.49	155.73	177.98	200.23	244.73	289.22	333.72	400.46
<b>Ongar Town</b>	2,767.9	193,481	69.90	145.78	170.08	194.37	218.67	267.26	315.86	364.45	437.34
<b>Roydon</b>	1,326.5	28,821	21.73	113.67	132.61	151.56	170.50	208.39	246.28	284.17	341.00
<b>Sheering</b>	1,367.4	31,660	23.15	114.61	133.72	152.82	171.92	210.12	248.33	286.53	343.84
<b>Stanford Rivers</b>	364.9	11,700	32.06	120.55	140.65	160.74	180.83	221.01	261.20	301.38	361.66
<b>Stapleford Abbots</b>	512.4	6,638	12.95	107.81	125.78	143.75	161.72	197.66	233.60	269.53	323.44
<b>Stapleford Tawney</b>	72.3	1,379	19.07	111.89	130.54	149.19	167.84	205.14	242.44	279.73	335.68
<b>Theydon Bois</b>	1,979.7	103,280	52.17	133.96	156.29	178.61	200.94	245.59	290.25	334.90	401.88
<b>Theydon Garnon</b>	66.5	970	14.59	108.91	127.06	145.21	163.36	199.66	235.96	272.27	326.72
<b>Theydon Mount</b>	108.4	1,507	13.90	108.45	126.52	144.60	162.67	198.82	234.97	271.12	325.34
<b>Waltham Abbey Town</b>	8,145.1	769,363	94.46	162.15	189.18	216.20	243.23	297.28	351.33	405.38	486.46
<b>Willingale</b>	247.2	4,500	18.20	111.31	129.87	148.42	166.97	204.07	241.18	278.28	333.94
<b>Town and Parish Total</b>	<b>54,609.2</b>	<b>3,106,848</b>	<b>56.89</b>	<b>37.93</b>	<b>44.25</b>	<b>50.57</b>	<b>56.89</b>	<b>69.53</b>	<b>82.17</b>	<b>94.82</b>	<b>113.78</b>
<b>District, Town and Parish Total</b>	<b>54,609.2</b>	<b>11,231,059</b>	<b>205.66</b>	<b>137.11</b>	<b>159.96</b>	<b>182.81</b>	<b>205.66</b>	<b>251.36</b>	<b>297.06</b>	<b>342.77</b>	<b>411.32</b>

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## PART A : ANALYSIS OF MAJOR PRECEPTING AUTHORITIES 2011/12

Annex 7

Authorities	Tax Base No.'s	Precept 2011/12	Council Tax Band D	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
		£	£	£	£	£	£	£	£	£	£
Essex County Council	54,609.2	59,346,548	1,086.75	724.50	845.25	966.00	1,086.75	1,328.25	1,569.75	1,811.25	2,173.50
Essex Police Authority	54,609.2	7,214,968	132.12	88.08	102.76	117.44	132.12	161.48	190.84	220.20	264.24
Essex Fire Authority	54,609.2	3,627,143	66.42	44.28	51.66	59.04	66.42	81.18	95.94	110.70	132.84
District Expenses	54,609.2	8,124,211	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 2011/12

Abess, Berners and Beauchamp Roding	199.7	5,000	25.04	972.73	1,134.86	1,296.98	1,459.10	1,783.34	2,107.59	2,431.83	2,918.20
Buckhurst Hill	5,301.8	367,142	69.25	1,002.21	1,169.24	1,336.28	1,503.31	1,837.38	2,171.45	2,505.52	3,006.62
Chigwell	5,983.1	217,958	36.43	980.33	1,143.71	1,307.10	1,470.49	1,797.27	2,124.04	2,450.82	2,940.98
Epping Town	5,110.8	428,500	83.84	1,011.93	1,180.59	1,349.24	1,517.90	1,855.21	2,192.52	2,529.83	3,035.80
Epping Upland	414.9	11,500	27.72	974.52	1,136.94	1,299.36	1,461.78	1,786.62	2,111.46	2,436.30	2,923.56
Fyfield	410.4	10,423	25.40	972.97	1,135.14	1,297.30	1,459.46	1,783.78	2,108.11	2,432.43	2,918.92
High Ongar	575.0	13,500	23.48	971.69	1,133.64	1,295.59	1,457.54	1,781.44	2,105.34	2,429.23	2,915.08
Lambourne	936.6	29,860	31.88	977.29	1,140.18	1,303.06	1,465.94	1,791.70	2,117.47	2,443.23	2,931.88
Loughton Town	13,038.3	641,200	49.18	988.83	1,153.63	1,318.44	1,483.24	1,812.85	2,142.46	2,472.07	2,966.48
Matching	333.9	10,500	31.45	977.01	1,139.84	1,302.68	1,465.51	1,791.18	2,116.85	2,442.52	2,931.02
Moreton, Bobbingworth and the Lavers	669.1	13,285	19.86	969.28	1,130.83	1,292.37	1,453.92	1,777.01	2,100.11	2,423.20	2,907.84
Nazeing	2,108.1	72,476	34.38	978.96	1,142.12	1,305.28	1,468.44	1,794.76	2,121.08	2,447.40	2,936.88
North Weald Bassett	2,569.2	132,205	51.46	990.35	1,155.40	1,320.46	1,485.52	1,815.64	2,145.75	2,475.87	2,971.04
Ongar Town	2,767.9	193,481	69.90	1,002.64	1,169.75	1,336.85	1,503.96	1,838.17	2,172.39	2,506.60	3,007.92
Roydon	1,326.5	28,821	21.73	970.53	1,132.28	1,294.04	1,455.79	1,779.30	2,102.81	2,426.32	2,911.58
Sheering	1,367.4	31,660	23.15	971.47	1,133.39	1,295.30	1,457.21	1,781.03	2,104.86	2,428.68	2,914.42
Stanford Rivers	364.9	11,700	32.06	977.41	1,140.32	1,303.22	1,466.12	1,791.92	2,117.73	2,443.53	2,932.24
Stapleford Abbotts	512.4	6,638	12.95	964.67	1,125.45	1,286.23	1,447.01	1,768.57	2,090.13	2,411.68	2,894.02
Stapleford Tawney	72.3	1,379	19.07	968.75	1,130.21	1,291.67	1,453.13	1,776.05	2,098.97	2,421.88	2,906.26
Theydon Bois	1,979.7	103,280	52.17	990.82	1,155.96	1,321.09	1,486.23	1,816.50	2,146.78	2,477.05	2,972.46
Theydon Garnon	66.5	970	14.59	965.77	1,126.73	1,287.69	1,448.65	1,770.57	2,092.49	2,414.42	2,897.30
Theydon Mount	108.4	1,507	13.90	965.31	1,126.19	1,287.08	1,447.96	1,769.73	2,091.50	2,413.27	2,895.92
Waltham Abbey Town	8,145.1	769,363	94.46	1,019.01	1,188.85	1,358.68	1,528.52	1,868.19	2,207.86	2,547.53	3,057.04
Willingale	247.2	4,500	18.20	968.17	1,129.54	1,290.90	1,452.26	1,774.98	2,097.71	2,420.43	2,904.52

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## **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 not only remain a low tax authority but to ultimately have the lowest Band D charge in Essex. This ambition is unlikely to be realised until 2013/14, as it is anticipated that most Councils will freeze their charges for 2011/12 and 2012/13. The Council currently has the second lowest charge and last year saw the gap to the lowest Band D charge in Essex reduce from £3.33 to £1.35.
4. At its 27 September 2010 meeting the Finance and Performance Management Cabinet Committee decided that communication of the revised medium term financial strategy to staff, partners and other stakeholders be undertaken by way of publishing key bullet points in appropriate publications.

### **Previous Medium Term Financial Strategy**

5. That meeting of the Finance and Performance Management 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 was how the incoming government would deal with the very poor overall state of the public finances and the extent of the pain to be borne by district councils. The effects of the "Credit Crunch" are stabilising, but have reduced income and increased demand for several services. There were also questions over the using up of capital receipts on non-revenue generating assets, the next triennial valuation of the pension fund and changes to the national concessionary fares scheme.
6. Against this background of risk and uncertainty a forecast was constructed that set a target of £17.1m for CSB expenditure for 2011/12 and maintained the requirement for annual CSB savings until the end of 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 2015 of £5.6m represented nearly 36% of the anticipated Net Budget Requirement (NBR) for 2014/15 and was therefore somewhat higher than the guideline of 25%. It was also predicted at that time that there would be £562,000 left in the DDF at 1 April 2015.

## Updated Medium Term Financial Strategy

8. As the general reductions in public spending and the specific reductions in Council's grants from Government became clearer it has been necessary to keep the CSB targets and the associated net savings requirements under review. The final grant figures were only announced on the evening of 13 December and an update was provided for Council on 14 December. Given the limited time to prepare the update, it was only an approximation but indicated that savings over the period would need to increase from £2.3m to £3m. To reflect these budget changes a revised medium term financial strategy has been prepared and is attached as Annexes 8 a and b. 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 2011/12 have been found, but budgets will be re-visited during the course of 2011/12 to seek further reductions. In common with the earlier version of the strategy, target CSB savings are included for the period 2012/13 to 2014/15. The removal of under spent budgets, a lower than anticipated pay award and the lower than estimated reduction in administration subsidy from the Department for Work and Pensions have helped achieve the savings required for 2011/12. However, annual net savings targets of £1.3m for 2012/13, £750,000 for 2013/14, and £500,000 for 2014/15 are likely to prove more challenging.
  - 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 £216,000 is still available. This is an improvement on the position in the current year's budget, where the MTFFS adopted in February 2010 showed a closing balance at the end of the period of £156,000.
  - c) Grant Funding – beyond 2012/13 it has been assumed that there will be a 6% reduction in grant over the remaining two years of the CSR period. This is in line with the headline figures provided in October 2010 but is likely to be effected by the Government's re-working of the grant allocation model and the strength of the economic recovery.
  - d) Council Tax Increase – Members have confirmed they wish to freeze the charge for 2011/12 and 2012/13 and limit the increase to 2.5% for subsequent years. These assumptions have been built into the strategy.
9. This revised medium term financial strategy has deficits in for the entire period, although these are reducing and the use of reserves in 2014/15 is £260,000 lower than in 2013/14. The predicted revenue balance at the end of the period is £5.909m, which represents 40% of the NBR for 2014/15 and thus comfortably exceeds the target of 25%.
10. It is worth repeating that significant savings are necessary in each of the years of the strategy and 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 September 2011 meeting of the Finance and Performance Management Cabinet Committee.

## GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2009/10 - 2014/15

ORIGINAL 2010/11	REVISED				
	FORECAST 2010/11	FORECAST 2011/12	FORECAST 2012/13	FORECAST 2013/14	FORECAST 2014/15
£'000 <b>NET REVENUE EXPENDITURE</b>	£'000	£'000	£'000	£'000	£'000
18,309 Continuing Services Budget	17,935	17,293	16,763	16,118	15,638
-237 CSB - Growth Items	-122	-1,408	-20	205	77
0 Net saving	0	0	-1,300	-750	-500
<b>18,072 Total C.S.B</b>	<b>17,813</b>	<b>15,885</b>	<b>15,443</b>	<b>15,573</b>	<b>15,215</b>
1,884 One - off Expenditure	1,906	1,104	763	38	14
<b>19,956 Total Net Operating Expenditure</b>	<b>19,719</b>	<b>16,989</b>	<b>16,206</b>	<b>15,611</b>	<b>15,229</b>
-24 Contribution to/from (-) Insurance Res	0	0	0	0	0
-1,884 Contribution to/from (-) DDF Balances	-1,906	-1,104	-763	-38	-14
-544 Contribution to/from (-) Balances	-309	-171	-627	-772	-512
<b>17,504 Net Budget Requirement</b>	<b>17,504</b>	<b>15,714</b>	<b>14,816</b>	<b>14,801</b>	<b>14,703</b>
<b>FINANCING</b>					
9,379 Government Support (NNDR+RSG)	9,379	7,387	6,453	6,401	6,056
36 RSG Floor Gains/(-Losses)	36	0	0	0	0
<b>9,415 Total External Funding</b>	<b>9,415</b>	<b>7,387</b>	<b>6,453</b>	<b>6,401</b>	<b>6,056</b>
8,089 District Precept	8,089	8,124	8,160	8,400	8,647
0 Grant for Council tax Freeze	0	203	203	0	0
<b>To be met from Government 17,504 Grants and Local Tax Payers</b>	<b>17,504</b>	<b>15,714</b>	<b>14,816</b>	<b>14,801</b>	<b>14,703</b>
Band D Council Tax	148.77	148.77	148.77	152.49	156.30
<b>Percentage Increase %</b>		0.0	0.0	2.5	2.5

## GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2010/11 - 2014/15

	REVISED FORECAST 2010/11	FORECAST 2011/12	FORECAST 2012/13	FORECAST 2013/14	FORECAST 2014/15
	£'000	£'000	£'000	£'000	£'000
<b>REVENUE BALANCES</b>					
Balance B/forward	8,300	7,991	7,820	7,193	6,421
Surplus/Deficit(-) for year	-309	-171	-627	-772	-512
Balance C/Forward	7,991	7,820	7,193	6,421	5,909
<b>DISTRICT DEVELOPMENT FUND</b>					
Balance B/forward	4,041	2,135	1,031	268	230
Transfer Out	-1,906	-1,104	-763	-38	-14
Balance C/Forward	2,135	1,031	268	230	216
<b>CAPITAL FUND (inc Cap Receipts)</b>					
Balance B/forward	21,091	17,661	12,095	10,366	9,742
New Usable Receipts	201	235	295	294	294
Use of Capital Receipts	-3,631	-5,801	-2,024	-918	-860
Balance C/Forward	17,661	12,095	10,366	9,742	9,176
<b>TOTAL BALANCES</b>	<b>27,787</b>	<b>20,946</b>	<b>17,827</b>	<b>16,393</b>	<b>15,301</b>

**Report on the Council's Prudential Indicators for 2011/12 to 2013/14 and the Treasury Management Strategy for 2011/12**

This report outlines the Council's prudential indicators for 2011/12 – 2013/14 and sets out the expected treasury operations for this period. It fulfils four key legislative requirements:

- The reporting of the **prudential indicators** setting out the expected capital activities;
- The Council's **Minimum Revenue Provision (MRP) Policy**, which sets out how the Council will pay for capital assets through revenue each year;
- The **treasury management strategy statement** which sets out how the Council's treasury service will support the capital decisions taken above;
- The **investment strategy** which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

Revised editions of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice were produced in November 2009 and the Department for Communities and Local Government (CLG) updated the Investment Guidance is fully incorporated within these reports.

The main changes above increase the Members' responsibility in scrutiny of the treasury policies, increased Member training and awareness and greater frequency of information.

One element of the revised CIPFA Treasury Management Code of Practice is that the constitution is amended to identify the appropriate committee be responsible for ensuring effective scrutiny of the treasury management strategy and policies, before making recommendations to Council.

**Recommendations;**

1. **The Council is recommended to adopt the prudential indicators and limits for 2011/12 to 2013/14 contained within Annex 9a of the report. The main indicators are summarised in the table below:**

	<b>2009/10 Actual</b>	<b>2010/11 Revised</b>	<b>2011/12 Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>
Capital Expenditure	£13.222m	£11.422m	£13.404m	£9.245m	£7.052m
Capital financing requirement	-£0.784m	-£0.784m	-£0.784m	-£0.784m	-£0.784m
Ratio of financing costs to net revenue stream – General Fund	-3.36%	-1.67%	-2.01%	-3.40%	-4.36%
Ratio of financing costs to net revenue stream – HRA	-3.48%	-1.73%	-2.05%	-3.47%	-4.45%
Incremental impact of capital investment decisions on the Band D Council Tax	N/a	-£0.42	£0.71	£2.33	£3.13
Incremental impact of capital investment decisions on weekly housing rents levels	N/a	£0.11	£1.81	£3.99	£3.98

2. Members are recommended to approve the Council's Statement on the Minimum Revenue Provision contained within Annex 9a of the report.
3. Members are recommended to approve the treasury management strategy for 2011/12 to 2013/14 contained within Annex 9a. The treasury prudential indicators are set out in the tables below;

	2009/10 Actual	2010/11 Revised	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate
Authorised limit for external debt	£5.0m	£5.0m	£5.0m	£5.0m	£5.0m
Operational boundary for external debt	£0.5m	£0.5m	£0.5m	£0.5m	£0.5m

Exposure to fixed/variable interest rates	2011/12 Upper	2012/13 Upper	2013/14 Upper
Limits on fixed interest rates	100%	100%	100%
Limits on variable interest rates	50%	50%	50%

Maturity Structure of fixed interest rate borrowing						
	2011/12		2012/13		2013/14	
	Lower	Upper	Lower	Upper	Lower	Upper
Under 12 months	0%	100%	0%	100%	0%	100%
12 months to 2 years	0%	0%	0%	0%	0%	0%
2 years to 5 years	0%	0%	0%	0%	0%	0%
5 years to 10 years	0%	0%	0%	0%	0%	0%
10 years and above	0%	0%	0%	0%	0%	0%
<b>Maximum principal sums invested for 1 year or more</b>	£30 m		£30 m		£30 m	

4. Members are recommended to approve the investment strategy for 2011/12 contained in the treasury management strategy (Annex 9a), and the detailed criteria included within it, specifically approving:
  - The criteria for specified investments (Annex 9a(iii))
  - The criteria for non-specified investments (Annex 9a(iv))

**Epping Forest District Council  
Treasury Management Strategy Statement  
and Investment Strategy 2011/12 to 2013/14**

**Contents**

1. Background
2. Balance Sheet and Treasury Position
3. Borrowing
4. Investment Policy and Strategy
5. Outlook for Interest Rates
6. Balanced Budget Requirement
7. 2011/12 MRP Statement
8. Reporting
9. Other Items

**Annexes 9a**

- (i) Current and Projected Portfolio Position
- (ii) Interest Rate Outlook: The Council's, Arlingclose's
- (iii) Specified Investments for use by the Council
- (iv) Non- Specified Investments for use by the Council
- (v) Credit Ratings

## 1. Background

- 1.1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance.
- 1.2. CIPFA has defined Treasury Management as:  
*"the management of the organisation'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."*
- 1.3. The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are integral element to treasury management activities and include Credit and Counterparty Risk, Liquidity Risk, Market or Interest Rate Risk, Refinancing Risk and Legal and Regulatory Risk.
- 1.4. The strategy takes into account the impact of the Council's Revenue Budget and Capital Programme on the Balance Sheet position, the current and projected Treasury position (Annex 9a(i), the Prudential Indicators and the outlook for interest rates (Annex 9a(ii)).
- 1.5. The purpose of this TMSS is to approve:
  - Treasury Management Strategy for 2011-12 (Borrowing - Section 3, Investments - Section 5)
  - Prudential Indicators – (NB: the Authorised Limit is a statutory limit)
  - MRP Statement – Section 7
  - Use of Specified and Non-Specified Investments – Annexes 9a(iii) & 9a(iv)
- 1.6. The Council approved the adoption of the CIPFA Treasury Management Code on 22 April 2002. The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices. However, the revised Code of Practice has amended the Treasury Management Policy Statement and this was approved at Council on 16 February 2010.
- 1.7. All treasury activity will comply with relevant statute, guidance and accounting standards.



## 2. Balance Sheet and Treasury Position

2.1. The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR), together with Balances and Reserves, are the core drivers of Treasury Management Activity. The estimates, based on the current Revenue Budget and Capital Programmes, are:

	31/03/2011 Estimate £m	31/03/2012 Estimate £m	31/03/2013 Estimate £m	31/03/2014 Estimate £m
General Fund CFR	37.519	37.519	37.519	37.519
HRA CFR	-38.303	-38.303	-38.303	-38.303
Total CFR	-0.784	-0.784	-0.784	-0.784
Balances & Reserves	-50.000	-47.000	-43.000	-37.000
Cumulative Net Borrowing Requirement/(Investments)	-50.784	-47.784	-43.784	-37.784

2.2. The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at Appendix A. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position. The Council will ensure that net physical external borrowing (i.e. net of investments) will not exceed the CFR other than for short term cash flow requirements.

Estimates of Capital Expenditure:

2.3. It is a requirement of the Prudential Code to ensure that 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	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
Non-HRA	8.511	4.786	6.431	2.370	1.221
HRA	6.956	6.636	6.973	6.875	5.831
Total	15.467	11.422	13.404	9.245	7.052

2.4. Capital expenditure is expected to be financed as follows:

Capital Financing	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
Capital receipts	7.720	3.431	5.801	2.024	0.918
Government Grants	0.841	1.398	0.658	0.396	0.353
Major Repairs Allowance	5.143	4.783	4.873	4.775	3.731
Revenue contributions	1.763	1.810	2.072	2.050	2.050
Total Financing	15.467	11.422	13.404	9.245	7.052

**Incremental Impact of Capital Investment Decisions:**

2.5. As an indicator of affordability the table below 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	2010/11 Approved £	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £
Increase in Band D Council Tax	-0.42	0.71	2.33	3.13
Increase in Average Weekly Housing Rents	0.11	1.81	3.99	3.98

2.6. Reform to the Council Housing Subsidy System: CLG consulted on proposals to reform the council housing subsidy system in July 2010. The consultation proposed a removal of the subsidy system by offering a one-off reallocation of debt. Details of the new system will be announced following the recent Comprehensive Spending Review, and will be introduced in the Localism Bill later this Autumn to enable the new system to start in 2012.

This will require the Council to fund the amount owed in the medium term through internal resources and/or external borrowing. The Council has the option of borrowing from the PWLB or the market. The type of loans taken will be decided on in discussions with the Housing department and the councils' Treasury Advisors.

2.7. The estimate for interest payments in 2011/12 is nil and for interest receipts is £0.667m. The ratio of financing costs to the Council's net revenue stream 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 borrowing costs. The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2010/11 Approved %	2010/11 Revised %	2011/12 Estimate %	2012/13 Estimate %	2013/14 Estimate %
Non-HRA	-2.52	-1.67	-2.01	-3.40	-4.36
HRA	-2.60	-1.73	-2.05	-3.47	-4.45

### 3. Borrowing Strategy

- 3.1. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Appendix A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.
- 3.2. The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- 3.3. 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.

External Debt	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
Authorised Limit	5.0	5.0	5.0	5.0	5.0
Operational Boundary	0.5	0.5	0.5	0.5	0.5

- 3.4. In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Council will keep under review the following borrowing options:
- PWLB loans
  - Borrowing from other local authorities
  - Borrowing from institutions such as the European Investment Bank and directly from Commercial Banks
  - Borrowing from the Money Markets
  - Local authority stock issues
  - Structured finance
- 3.5. Notwithstanding the issuance of Circular 147 on 20<sup>th</sup> October following the CSR announcement which increases the cost of new local authority fixed rate loans to 1% above the cost of the Government's borrowing, the PWLB remains an attractive source of borrowing, given the transparency and control that its facilities continue to provide. The types of PWLB borrowing that are considered appropriate for a low interest rate environment are:
- Variable rate borrowing
  - Medium-term year Equal Instalments of Principal (EIP) or Annuity Loans
  - Long-term Maturity loans, where affordable
- 3.6. Capital expenditure levels, market conditions and interest rate levels will be monitored during the year in order to minimise borrowing costs over the medium to longer term and maintaining stability. The differential between debt costs and investment earnings, despite long term borrowing rates being at low levels, remains acute and this is expected to remain a feature during 2011/12. The "cost of carry" associated with medium and long-term borrowing compared to temporary investment returns means that new fixed rate borrowing could entail additional short-term costs. The use of internal resources in lieu of borrowing may again, in 2011/12, be the most cost effective means of financing capital expenditure.

3.7. PWLB variable rates are expected to remain low as the Bank Rate is maintained at historically low levels for an extended period. Exposure to variable interest rates will be kept under regular review. Each time the spread between long-term rates and variable rates narrows by 0.50%, this will trigger a formal review point and options will be considered in conjunction with the Authority's Treasury Advisor and decisions taken on whether to retain the same exposure or change from variable to fixed rate debt.

3.8. The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. 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.

3.9. The Council's existing level of fixed interest rate exposure is 74% and variable rate exposure is 26%.

Interest Rate Exposure on:	2010/11 Approved %	2010/11 Revised %	2011/12 Estimate %	2012/13 Estimate %	2013/14 Estimate %
Upper Limit for Fixed	100	100	100	100	100
Upper Limit for Variable	50	50	50	50	50

3.10. The limits on the below table are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing; upper and lower limits of each category are required.

Maturity structure of fixed rate borrowing	Existing level (or Benchmark level) at 31/03/10 %	Lower Limit for 2011/12 %	Upper Limit for 2011/12 %
under 12 months	0	0	100
12 months and within 24 months	0	0	0
24 months and within 5 years	0	0	0
5 years and within 10 years	0	0	0
10 years and above	0	0	0

#### 4. Investment Policy and Strategy

- 4.1. Guidance from CLG on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set.
- 4.2. The Council's investment priorities are:
- security of the invested capital;
  - liquidity of the invested capital;
  - an optimum yield which is commensurate with security and liquidity.
- 4.3. Investments are categorised as 'Specified' or 'Non Specified' investments based on the criteria in the CLG Guidance. Potential instruments for the Council's use within its investment strategy are contained in Annexes 9a(iii) and 9a(iv). The Director of Finance & ICT under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Decisions taken on the core investment portfolio are covered in the mid-year report to the Audit & Governance Committee.
- 4.4. Changes to investment strategy for 2011/12 include:
- Term deposits in Sweden
  - Maximum duration for new deposits 2 years
- 4.5. The Council's current level of investments is presented at Annex 9a(i).
- 4.6. The Council's in-house investments are made with reference to the outlook for the UK Bank Rate and money market rates.
- 4.7. In any period of significant stress in the markets, the default position is for investments to be made with the Debt Management Office or UK Treasury Bills. (The rates of interest from the DMO are below equivalent money market rates, but the returns are an acceptable trade-off for the guarantee that the Council's capital is secure.)
- 4.8. The Council selects countries and the institutions within them for the counterparty list after analysis and careful monitoring of:
- Credit Ratings (minimum long-term A+ for counterparties; AA+ for countries)
  - Credit Default Swaps (where quoted)
  - GDP; Net Debt as a Percentage of GDP
  - Sovereign Support Mechanisms/potential support from a well-resourced parent institution
  - Share Prices
  - Macro-economic indicators
  - Corporate developments, news and articles , market sentiment.
- 4.9. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.
- 4.10. The UK Bank Rate has been maintained at 0.5% since March 2009, and is anticipated to remain at low levels throughout 2011/12. Short-term money market rates are likely to remain at very low levels for an extended period which will have a significant impact on investment income.

- 4.11. To protect against a lower for longer prolonged period of low interest rates and to provide certainty of income, 2-year deposits and longer-term secure investments will be actively considered within the limits the Council has set for Non-Specified Investments (see Appendix D). The longer-term investments will be likely to include:
- Term Deposits with counterparties rated at least A+ (or equivalent)
  - Supranational Bonds (bonds issued by multilateral development banks): Even at the lower yields likely to be in force, the return on these bonds will provide certainty of income against an outlook of low official interest rates.
- 4.12. The Council has placed an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper limit for total principal sums invested over 364 days	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
	30.0	30.0	30.0	30.0	30.0

## 5. Outlook for Interest Rates

5.1 The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose Ltd, is attached at Appendix B. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates.

## 6. Balanced Budget Requirement

6.1. The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

## 7. 2011/12 MRP Statement

7.1. The Local Authorities (Capital Finance and Accounting)(England)(Amendment) Regulations 2008 (SI 2008/414) place 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.

7.2. The four MRP options available are:

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

7.3. MRP in 2011/12: Options 1 and 2 may be used only for supported expenditure. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses).

7.4. The MRP Statement will be submitted to Council before the start of the 2011/12 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 Council at that time.

7.5. The Council's CFR at 31<sup>st</sup> March 2011 is estimated to be negative £0.784m and as such under Option 2 (the CFR Method) there is no requirement to charge MRP in 2011/12.

## 8. Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

Treasury activity is monitored monthly and reported internally to Director of Finance & ICT.

The Director of Finance & ICT will report to the Finance & Performance Cabinet Committee on treasury management activity and Performance Indicators as follows:

(a) Mid-year against the strategy approved for the year.

(b) The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.

(c) The Audit & Governance Committee will be responsible for the scrutiny of treasury management activity and practices.

## 9. Other Items

### Training

CIPFA's Code of Practice requires the Director of Finance & ICT to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

### Investment Consultants

The Council appointed Arlingclose to act as Investment Consultants from 1 May 2010 for a period of three years. Regular meetings are held with Arlingclose to discuss the performance of the Council's investments and any opportunities arising in the market.

## EXISTING PORTFOLIO PROJECTED FORWARD

	Current Portfolio £m	%	31 Mar 11 Estimate £m	31 Mar 12 Estimate £m	31 Mar 13 Estimate £m	31 Mar 14 Estimate £m
<b>External Borrowing:</b>						
Total External Borrowing	0.0		0.0	0.0	0.0	0.0
Existing long-term liabilities	0.0		0.0	0.0	0.0	0.0
<b>Total Gross External Debt</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Investments:</b>						
<i>Managed in-house</i>						
- Short-term monies (Deposits/ monies on call /MMFs)	-50.5		-50.0	-47.0	-43.0	-37.0
- Long-term investments (maturities over 12 months)						
<b>Total Investments</b>	<b>-50.5</b>		<b>-50.0</b>	<b>-47.0</b>	<b>-43.0</b>	<b>-37.0</b>
<b>(Net Borrowing Position)/ Net Investment position</b>	<b>-50.5</b>		<b>-50.0</b>	<b>-47.0</b>	<b>-43.0</b>	<b>-37.0</b>



### Arlingclose's Economic and Interest Rate Forecast

	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13
<b>Official Bank Rate</b>											
<b>Upside risk</b>	-	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Central case</b>	0.50	0.50	0.50	0.75	1.00	1.25	1.50	2.00	2.50	2.75	2.75
<b>Downside risk</b>	-	-	-	- 0.25	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50
<b>1-yr LIBID</b>											
<b>Upside risk</b>	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Central case</b>	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.50	3.50
<b>Downside risk</b>	- 0.25	- 0.25	- 0.25	- 0.25	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50
<b>5-yr gilt</b>											
<b>Upside risk</b>	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Central case</b>	2.00	2.25	2.75	3.25	3.50	3.75	4.00	4.00	4.00	4.00	4.00
<b>Downside risk</b>	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
<b>10-yr gilt</b>											
<b>Upside risk</b>	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50
<b>Central case</b>	3.50	3.75	3.75	4.00	4.25	4.50	4.75	4.75	4.75	4.75	4.75
<b>Downside risk</b>	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
<b>20-yr gilt</b>											
<b>Upside risk</b>	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50
<b>Central case</b>	4.25	4.50	4.75	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
<b>Downside risk</b>	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
<b>50-yr gilt</b>											
<b>Upside risk</b>	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Central case</b>	4.25	4.25	4.50	4.75	4.75	4.75	4.75	4.50	4.50	4.50	4.50
<b>Downside risk</b>	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25

- The recovery in growth is likely to be slow, uneven and more "Square root" than "V" shaped.
- The initial reaction to the CSR is positive but implementation risks remain.
- The path of base rates reflects the fragility of the recovery and the significantly greater fiscal tightening of the emergency budget. With growth and underlying inflation likely to remain subdued, the Bank will stick to its lower for longer stance on policy rates.
- Gilts will remain volatile as the growth versus headline inflation debate escalates

#### Underlying assumptions:

- The framework and target announced in the Comprehensive Spending Review to reduce the budget deficit and government debt are the same as announced in June and focuses on how the cuts are to be distributed. The next big fiscal milestone will be the Office Of Budget Responsibility's assessment of the CSR's implications for growth, employment and inflation.
- The minutes of the Monetary Policy Committee's meeting suggest an increased likelihood of further Quantitative Easing. Money supply is weak and growth prospects remain subdued. The analysis and projections in November's Quarterly Inflation Report will give the Bank of England the opportunity to re-evaluate the outlook for economic activity and inflation and the fiscal impact of the CSR.
- Consumer Price Inflation is stubbornly above 3% and could remain higher than the MPC has previously forecast.
- The employment outlook remains uncertain, as unemployment remains near a 16 year high at just over 2.4 Million.
- The recently announced Basel III capital/liquidity rules and extended timescales is positive for banks. However, the restructuring of UK bank balance sheets is ongoing and expected to take a

long time to complete, and is a pre-condition for eventual normalisation of credit conditions and bank lending.

- A high savings ratio combined with a reduction in net consumer credit and weak consumer confidence are consistent with lower consumption and therefore future trend rate of growth despite Q2's strong performance.
- Uncertainty surrounding Eurozone sovereign debt and the risk of contagion will remain a driver of global credit market sentiment.
- The US Federal Reserve downgraded its outlook for US growth; the Fed is concerned enough to signal further QE through asset purchases might be required. Industrial production and growth in the Chinese economy are showing signs of slowing. Both have implications for the global economy.

### Specified Investments

Specified Investments identified for use by the Council

Specified Investments will be those that meet the criteria in the CLG Guidance, i.e. the investment

- is sterling denominated
- has a maximum maturity of 1 year
- meets the "high credit quality" as determined by the Council or is made with the UK government or is made with a local authority in England, Wales, Scotland or Northern Ireland or a parish or community council.
- the making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

"Specified" Investments identified for the Council's use are:

- Deposits in the DMO's Debt Management Account Deposit Facility
- Deposits with UK local authorities
- Deposits with banks and building societies
- \*Certificates of deposit with banks and building societies
- \*Gilts: (bonds issued by the UK government)
- \*Bonds issued by multilateral development banks
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV)
- Other Money Market Funds and Collective Investment Schemes– i.e. credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

1. \* *Investments in these instruments will be on advice from the Council's treasury advisor.*

For credit rated counterparties, the minimum criteria will be the lowest equivalent short-term and long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned).

*Long-term minimum: A+(Fitch); A1 (Moody's); A+ (S&P)*

*Short-term minimum: F1 (Fitch); P-1 (Moody's); A-1 (S&P)*

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit
Term Deposits/Call Accounts	UK*	Counterparties rated at least A+ Long Term and F1 Short Term (or equivalent)	10.0
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A+ Long Term and F1 Short Term (or equivalent) in select countries with a Sovereign Rating of at least AA+	10.0
Gilts	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	10.0
AAA-rated Money Market Funds	UK/Ireland/ Luxembourg domiciled	CNAV MMFs	10.0
Other MMFs and CIS	UK/Ireland/ Luxembourg domiciled	Pooled funds which meet the definition of a Collective Investment Scheme per SI 2004 No 534 and subsequent amendments	10.0

*NB Any existing deposits outside of the current criteria will be reinvested with the above criteria on maturity.*

**NB**

*Non-UK Banks - These should be restricted to a maximum exposure of 25-30% per country. This means that effectively all the authority's investments can be made with non-UK institutions should you wish, but it limits the risk of over-exposure to any one country.*

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limit £m
Term Deposits/Call Accounts	UK	Santander UK Plc (Banco Santander Group)	10.0
Term Deposits/Call Accounts	UK	Bank of Scotland (Lloyds Banking Group)	10.0
Term Deposits/Call Accounts	UK	Lloyds TSB (Lloyds Banking Group)	10.0
Term Deposits/Call Accounts	UK	Barclays Bank Plc	10.0
Term Deposits/Call Accounts	UK	Clydesdale Bank (National Australia Bank Group)	10.0
Term Deposits/Call Accounts	UK	HSBC Bank Plc	10.0
Term Deposits/Call Accounts	UK	Nationwide Building Society	10.0
Term Deposits/Call Accounts	UK	NatWest (RBS Group)	10.0
Term Deposits/Call Accounts	UK	Royal Bank of Scotland (RBS Group)	10.0
Term Deposits/Call Accounts	Australia	Australia and NZ Banking Group	10.0
Term Deposits/Call Accounts	Australia	Commonwealth Bank of Australia	10.0
Term Deposits/Call Accounts	Australia	National Australia Bank Ltd (National Australia Bank Group)	10.0
Term Deposits/Call Accounts	Australia	Westpac Banking Corp	10.0
Term Deposits/Call Accounts	Canada	Bank of Montreal	10.0
Term Deposits/Call Accounts	Canada	Bank of Nova Scotia	10.0
Term Deposits/Call Accounts	Canada	Canadian Imperial Bank of Commerce	10.0
Term Deposits/Call Accounts	Canada	Royal Bank of Canada	10.0
Term Deposits/Call Accounts	Canada	Toronto-Dominion Bank	10.0
Term Deposits/Call Accounts	Finland	Nordea Bank Finland	10.0
Term Deposits/Call Accounts	France	BNP Paribas	10.0
Term Deposits/Call Accounts	France	Credit Agricole CIB (Credit Agricole Group)	10.0
Term Deposits/Call Accounts	France	Credit Agricole SA (Credit Agricole Group)	10.0
Term Deposits/Call Accounts	France	Société Générale	10.0
Term Deposits/Call Accounts	Germany	Deutsche Bank AG	10.0
Term Deposits/Call Accounts	Netherlands	ING Bank NV	10.0

Term Deposits/Call Accounts	Netherlands	Rabobank	10.0
Term Deposits/Call Accounts	Sweden	Svenska Handelsbanken	10.0
Term Deposits/Call Accounts	Switzerland	Credit Suisse	10.0
Term Deposits/Call Accounts	US	JP Morgan	10.0

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

### Non-Specified Investments determined for use by the Council

Having considered the rationale and risk associated with Non-Specified Investments, the following have been determined for the Council's use:

	In-house use	Maximum maturity	Maximum Amount	Capital expenditure?
<ul style="list-style-type: none"> <li>▪ Deposits with banks and building societies</li> <li>▪ CDs with banks and building societies</li> </ul>	✓	5 years	£20m	No
<ul style="list-style-type: none"> <li>▪ Gilts</li> <li>▪ Bonds issued by multilateral development banks</li> <li>▪ Bonds issued by financial institutions guaranteed by the UK government</li> <li>▪ Sterling denominated bonds by non-UK sovereign governments</li> </ul>	✓ (on advice from treasury advisor)	10 years	£10m	No
Money Market Funds and Collective Investment Schemes, which are not credit rated	✓ (on advice from treasury advisor)	These funds do not have a defined maturity date	£10m	No

1. In determining the period to maturity of an investment, the investment should be regarded as commencing on the date of the commitment of the investment rather than the date on which funds are paid over to the counterparty.
2. The use of the above instruments by the Council's fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.

**Long-Term Credit Ratings**

Long-term credit ratings are set up along a scale from 'AAA' to 'D', and adopted and licensed by Standard and Poor (S&P). Moody's also uses a similar scale, but names the categories differently. Like S&P, Fitch also uses intermediate modifiers for each category between AA and CCC (i.e., AA+, AA, AA-, BBB+, BBB, BBB- etc.). Moody's intermediate modifiers for each category between Aa to Caa are Aa1, Aa2, Aa3, A1, A2 etc.

<b>Definitions (from S&amp;P)</b>	<b>Fitch</b>	<b>Moody</b>	<b>Standard &amp; Poor</b>
Has extremely strong capacity to meet its financial commitments. Is the highest credit	AAA	Aaa	AAA
Has very strong capacity to meet its financial commitments. It differs from AAA only to a small degree	AA	Aa	AA
Has a strong capacity to meet its financial commitments, but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions	A	A	A
Has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity	BBB	Baa	BBB

**Short-Term Credit Ratings**

Short-term ratings indicate the potential level of default within a 12-month period.

<b>Definitions (from S&amp;P)</b>	<b>Fitch</b>	<b>Moody</b>	<b>Standard &amp; Poor</b>
Has extremely strong capacity to meet its financial commitments. Is the highest credit rating	F1+	P-1	A-1+
Has strong capacity to meet its financial commitments.	F1	P-2	A-1
Has satisfactory capacity to meet its financial commitments. However, more susceptible to the adverse effects of changes in circumstances and economic conditions	F2	P-3	A-2
Has adequate capacity to meet its financial obligations. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity	F3		A-3



The Chief Financial Officer's report to the Council on the robustness of the estimates for the purposes of the Council's 2011/12 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 2011/12. 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 2011/12 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 "Credit Crunch" are still ongoing and represent significant risks to the Council's ability to assess properly 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. Changes to the process have also created the facility for far greater consultation, particularly with the development of the Overview and Scrutiny Panel which deals with finance and performance management issues. 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.
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 2011/12.**

**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 difficulty in making these predictions is highlighted by inflation remaining stubbornly high and above the target for, and predictions of, the Monetary Policy Committee. Inflation, as measured by the annual rate of increase in the Retail Prices Index, rose from 4.7% for November to 4.8% for December. Over this period the Consumer Prices Index rose from 3.3% to 3.7% and so is rapidly approaching double the Government target of 2%. However, whilst recovery in the overall economy remains weak the Monetary Policy Committee are likely to continue their cautious stance and not strongly intervene with increases in interest rates to reduce inflation.
12. If inflation remains at the current level for long pressure for a pay award will increase. Pay rates have been frozen for 2010/11 and the Government has stressed the need for restraint in public sector pay over the length of the Comprehensive Spending Review. The Medium Term Financial Strategy (MTFS) includes an allowance of 1.5% for pay awards for 2013/14 and 2014/15, as it is felt that a pay freeze for the entire period is unlikely to be sustainable. Recruitment and retention is less of a concern, but some difficulty is still being experienced in certain areas. In the budgets the centrally held vacancy allowance has been increased from 2% to 2.5%. This reflects the ongoing underspends, with total salaries at December 2010 being 3.8% underspent. It is unlikely that the Authority will have a full establishment throughout 2011/12 and so this allowance is reasonable.

### **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. Cabinet is unlikely to agree further disposals until the property market has improved and so no significant disposals are anticipated in 2011/12.
14. The exception to this relates to receipts from council house sales. In this instance because sales occur throughout the year assumptions are made about their generation. Although sales have fallen dramatically from previous years and the pattern of less than 10 sales per annum is expected to continue. Clearly if the forecasts contained in this report are not realised in full, there could be a financial impact on the General Fund because investment income to that account has been based on that level of sales. However, this is relatively unlikely given the low numbers involved.
15. Even with the Authority's substantial capital programme, which exceeds £48m over five years, it is anticipated that the balance of usable capital receipts at 31 March 2015 will be £9.2m. The Capital Strategy continues to emphasise that priority will be given to capital schemes that will create future revenue benefit, either through increased income or reduced costs.

**c. Treatment of demand led pressures and savings**

16. The main demand led pressures are still on the benefits and homelessness services as people continue to struggle with the difficult economic circumstances and rising unemployment. Stagnation in the housing market is an ongoing problem and the lack of activity in this area continues to impact on key income streams like planning and building control fees and land charges. One encouraging development in this area is the possible move away from prescribed planning fees, with Council's being able to seek full recovery of their costs. The outcome of the consultation on this proposal is eagerly awaited as any additional freedom over charging would be welcomed.
17. Savings have been achieved for the 2011/12 budget by focusing on areas that have historically underspent. There has been some history in recent years of the budget as a whole being underspent and an exercise was undertaken to limit budgets going forward to the average amount spent in the previous three years. This removed over £350,000 from the CSB and, together with the transfer of the commercial property from the Housing Revenue Account, provided a sound base for the 2011/12 budget. However, these were the "quick wins" and going forward a public consultation exercise will be necessary to inform decisions on future service provision.

**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 Authority is currently debt free and would like to remain so in the medium term. Revenue reserves for both the General Fund and the Housing Revenue Account are in a healthy state.
20. The largest threat to the Authority's financial standing is the reform of the housing subsidy system. The reform of the housing subsidy system was proposed by the previous Government and the new Government is continuing with these reforms. It is likely that this Council will be required to take on approximately £200m of debt in order to avoid annual payments of £11m of subsidy. There are also concerns about how the reforms will be implemented and possible unintended negative consequences on the General Fund. These issues were raised in the Council's consultation response but it remains to be seen whether the Government will make appropriate allowances.
21. There is also a potential income stream that may significantly benefit the Authority but has not been allowed for. The New Homes Bonus provides an incentive for Councils to encourage residential development. Grant will be payable to Councils based on the year to year increase in their tax base, the amount of grant is likely to be payable for six years and should commence from 1 April 2011. However, the consultation on the calculation of the bonus and how it is to be shared between district and county levels only closed on 24 December and no firm date has been given by DCLG for confirming the details of the scheme. Whilst such uncertainty exists over the calculation and the amounts payable it is not prudent to build this income into the MTFs.

**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 Use of Resources assessments and 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 Scrutiny Panel will continue throughout 2011/12. 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 Authority 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 Authority does have an approved carry forward scheme for capital and DDF which is actioned through the formal provisional outturn report to Cabinet in the summer of each year.

**h. The adequacy of insurance arrangements**

26. Following a collaborative procurement exercise with twelve other authorities a new long term agreement has been entered into. As part of this process a number of options on excess levels and joint arrangements were considered. However, the most cost effective option proved to be keeping the portfolio of policies with Zurich on similar excesses. The Authority still maintains an insurance fund, which as at 31 March 2010 had a balance of £428,000.

**i. Pension liabilities**

27. The latest triennial valuation as at 31 March 2010 showed a reduction in the funding level of the scheme to 71% (the value of the scheme's assets only cover 71% of the liabilities). However, the actuaries have been able to keep the deficit payments at a similar level for the next three years by increasing the deficit recovery period from 20 to 27 years. Ongoing contributions have benefitted from a slight reduction from 13.1% to 13%.
28. Annual applications are made to Department for Communities and Local Government (DCLG) for capitalisation directions, as separate directions are required for the Housing Revenue Account and the General Fund. These applications have been made since 2005/06 and the only year when a full direction was not given was 2006/07 when the capitalisation was limited to 57.19% of the value of the application.

29. The regulations for issuing capitalisation directions were changed for 2006/07, with a “Two Gate” system being introduced. Applications must satisfy the previous criteria to clear Gate 1 but applications will not pass Gate 2 until the national economic impact has been considered in total. For 2010/11 the Government have limited capitalisation directions to 38% of the amounts applied for. This restriction has caused amounts of £176,000 to be charged to the District Development Fund and £82,000 to the HRA. As the deficit payments have not changed significantly the amounts at risk in future years are broadly similar.

### Statement on the adequacy of the reserves and balances

30. The Use of Resources assessment previously conducted by the external auditors has 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 2012 is £7.8m as shown in the Annex 8 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.
31. 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 level of financial risk £000	Level of risk %	Adjusted level of risk £000
Basic 5% of Net Operating Expenditure			1,100
Grant reduction being 20% instead of 6% over in last 2 years of CSR	900	50	450
Pay award being settled 1% in excess of estimate for 11/12 and future years	600	20	120
Inflationary pressures between 1-4% higher than budget	600	20	120
Loss of North Weald Market Income	4,000	20	800
General Income between 1-4% less than budget	600	10	60
Unintended consequences of HRA reform impacting on General Fund	2,000	50	1,000
Capitalisation applications refused for 11/12 and 12/13	1,300	40	520
Renegotiating External contracts and partnership arrangements	1,000	10	100
Emergency Contingency	800	20	160
New Homes Bonus, income over MTFS at level implied in consultation	(2,800)	30	(840)
Total	9,000		3,590

32. The income generated from the market at North Weald airfield is significant to the ongoing financial well being of the Authority. Uncertainties surrounding the future of the airfield create a risk to the Authority that needs to be recognised and quantified hence its inclusion in the list above.
33. A number of contracts have been granted to outside bodies for the provision of Council services. The failure of any of these contracts would inevitably 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.
34. 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.
35. 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 £16m, which suggests a figure of £800,000.
36. The Council has always been conscious of its balances position as can be demonstrated by budget reports over many years. Fortunately for the Authority the question had not been whether it had a sufficient level of balance but rather that it had too much. Balances had been increasing since 2003/04 but 2009/10 saw a reduction of £135,000 to leave a balance of £8.3m at 31 March 2010.
37. A number of 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 £15m therefore 25% of that figure equates to £3.75m. The current four-year forecast shows balances still at £5.9m at the end of 2014/15.
38. 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 2015 balances will represent 40% of NBR, which is perfectly 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.
39. It has already been stated that the capital fund is expected to remain in a surplus position beyond 2014/15 and the capital programme is fully funded.
40. The Council has a few earmarked reserves (e.g. DDF), which are intended to be used for specific purposes over a period of time of more than a single financial year. These earmarked reserves have been excluded from the assessment for this reason.

41. The HRA revenue balance of £6.1m at 31 March 2010 is expected to decrease, by £127,000 in 2010/11 and £582,000 in 2011/12. The balance on the Housing Repairs Fund is expected to reduce over the next year, from £4.1m to £3.6m. In contrast, the Housing Major Repairs Reserve is predicted to increase from £5.79m to £9m. Even though reductions in reserves are budgeted the overall financial standing of the HRA and its reserves going into 2011/12 remain healthy.
42. **The conclusion is that the reserves of the Council are adequate to cope with the financial risks the Council faces in 2011/12 but that savings will be needed in subsequent years to bring the budget back into balance in the medium term.**



## ***Report to Council***

***Date of meeting: 29 March 2011***

**Subject: Overview and Scrutiny report to Council –  
March 2011**

**Contact for further information: Councillor R Morgan**



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### **Recommendation:**

**That the Overview and Scrutiny progress report from February 2011 to the present be noted.**

### **Report.**

#### **Overview and Scrutiny Committee Meeting – 28 February 2011.**

1. At the Committee's meeting on Monday, 28 February 2011 they received a presentation from David Vernazza, the officer charged with organising the Census for our region. He gave an interesting talk on the background, aims and objectives of the upcoming national census and put into context the practical, monetary, reasons it was important to get as many people to fill in the forms as possible.

2. The Committee also considered a call-in by five members, of a Cabinet decision (C-053-2010/11) regarding the discontinuance of the Town Centre Officer post. Unusually, the Chairman allowed the Chairman of the Debden Town Centre Partnership to speak and give his views on this proposal. After an interesting debate the Committee decided not to support the call-in and to confirm the Cabinet's decision, which could then be actioned.

3. They then considered a report from a call-in that was received last April on the restrictive covenant at 35 Denny Avenue, Waltham Abbey. This was left so that the Housing Portfolio Holder would further consider and review his decision once the Planning appeal had been determined. He would bring the issue back to an O&S meeting along with appropriate legal advice prior to making a final decision. After receiving the appropriate legal advice and debating the matter again, the committee agreed that the Portfolio Holder would only agree to vary the covenant when the conditions set by the Planning Inspector had been complied with. It had also been agreed that any revised decision made would be published in the Members' Bulletin.

4. The Committee then received three reports from the Constitution and Member Services Standing Panel; one was for appointments to be made to the Annual Council meeting by the introduction of an Appointments Panel. However, most of the Committee were dissatisfied with the recommendation that new members be required to make their declaration at the annual meeting and thought this would prolong the meeting unnecessarily. They agreed to change this to just receiving a handshake from the Chairman. However, a minority of the Committee disagreed and said they would submit a minority report to council, supporting the original recommendation.

5. The second report was about the protocols for Statutory Officers and their

relationships with the Council. These recommendations were agreed subject to the Monitoring Officer and the Legal and Estates Portfolio Holder holding clarification talks on the background to these recommendations.

6. The third and last report was on Member Accountability Statements and this was agreed without amendment.

7. Finally, the Committee received a short report on the state of wireless broadband within the district. They agreed that they still needed an internet provider to come to one of their meetings to provide an update on the roll out of reliable broadband connectivity for the rural areas of our district. This would be arranged for the new municipal year.

## ***Report to the Council***

**Committee:** Cabinet **Date:** 29 March 2011

**Subject:** Housing Portfolio

**Portfolio Holder:** Councillor David Stellan **Item:** 5(e)

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**Recommending:**

**That the report of the Housing Portfolio Holder be noted.**

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### **Appointment of Repairs Management Contractor – Housing Repairs Refresh Programme**

I have been keeping Council updated with information regarding the important appointment of a private repairs contractor to manage the Council's Housing Repairs Service, as part of our Housing Repairs Refresh Programme.

The approach we are taking is an innovative one, which we consider to be low risk, low cost and of high benefit. At the last meeting, I reported that tenders for the contract had been returned and that they were being assessed - having regard to both price and quality.

In addition to price, the quality aspects of the tender have been broken down to assess the quality of the companies, their back office support and, crucially, the calibre of the person nominated by each contractor to manage our Housing Repairs Service. This included a document review of the written submission and method statements supplied with contractors' Tender Submissions, and through an innovative all-day Assessment Centre, attended by all the contractors.

Three contractors submitted tenders, and were assessed by the Council's procurement consultants and validated by officers. After considering the detailed evaluations, I am pleased to report that the Repairs Advisory Group (comprising members, officers and tenants' representatives) is recommending to the Cabinet, at its next meeting, that Mears Ltd be appointed as our Repairs Management Contractor.

This is on the basis that Mears Ltd obtained the highest overall scores for all three aspects of the tender evaluation: price; quality of Tender Submission; and performance at the Assessment Centre. Indeed, Mears Ltd achieved an overall total score of 90.2% under the tender assessment, compared to 72.2% and 54.5% scored by the other two contractors.

The contract is due to commence in May 2011, and is initially for three years with an option to extend for two further three-year periods.

### **Supporting People Cuts – Sheltered Housing and Caring and Repairing in Epping Forest (CARE) Service**

I have been keeping Council informed about the implications of Essex County Council reducing the amount of funding it provides to supported housing providers in the District, including our Council, through the Supporting People regime.

Despite the Government saying that it has only reduced funding to county councils for Supporting People by 12% from April 2011 (as part of the Government's reduction in local government grants), Essex County Council has announced that it intends to reduce its Supporting People budget by around 30% (approximately £10m per annum) from 2011/12. The effect on this Council as a supported housing provider is in respect of sheltered housing for older people and our CARE Service.

#### *Sheltered Housing for Older People*

All of the other local authority housing providers in Essex are reporting reductions in Supporting People funding for their sheltered housing schemes of 35% - 50% (e.g. Tendring – 51%; Castle Point – 51%; Colchester – 48%; Brentwood – 48%; Basildon – 38%). This is due to the hourly grant rate for sheltered housing being capped at £17 per hour and the maximum number of hours of support that is funded by Supporting People being reduced from 1 hour per week per property to 0.5 hours per week per property from April 2011.

Fortunately, due to our Council historically providing a cost-effective sheltered housing service - whereby most of our sheltered housing Scheme Managers have supported more residents than other local authority scheme managers in Essex - the Council's reduction in Supporting People funding from Essex County Council for sheltered housing will only be 6% (£14,000 per annum) from 2011/12.

#### *CARE Service*

I have previously reported that Essex County Council is inviting tenders from home improvement agency (HIA) providers to provide HIA services in a number of contract areas across Essex from June 2011. This process is now underway.

However, the Epping Forest District is not included in this process, since we are the only Council that runs our HIA in-house, through our CARE Service. Because of this, and the overall reduction of 30% in ECC's Supporting People Budget, negotiations have been held between EFDC and ECC regarding the level of reduction in funding the CARE Service will incur from 2011/12.

These negotiations have now been concluded and it has been agreed that our funding will only be reduced by 12% from 2011/12 (£6,900 p/a). Moreover, ECC has agreed to pay CARE an additional £11,100 p/a to extend to older people in the private sector the Mow and Grow Gardening Scheme that Voluntary Action Epping Forest undertakes for Council tenants.

#### **Official Opening – Railway Meadow Young Parent Scheme, Ongar**

At the time of writing, the Secretary of State for Communities and Local Government is due to officially open Railway Meadow, on Friday 18<sup>th</sup> March 2011, to which a small number of members have been invited.

Railway Meadow is the new Young Parent Scheme in Ongar, provided by East Thames Housing Group, which provides supported housing in the form of 13 self-contained flats for young parents from the Epping Forest (8 flats), Uttlesford (4 flats) and Brentwood (1 flat) Districts, for around nine months each. The young parents are supported with parenting skills by one full-time and one part-time support worker, assisted by the Health Visitor Service. The building also provides a play room, office, communal garden and communal lounge/kitchen.

## ***Report to the Council***

**Committee:** Cabinet

**Date:** 29 March 2011

**Item:** 10

**Portfolio Holder:** Councillor D Collins (Leader and Chairman of the Local Development Framework Cabinet Committee)

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### **ADOPTION OF THE WEST ESSEX LOCAL INVESTMENT PLAN**

#### **Recommending:**

- (1) That the West Essex Local Investment Plan (LIP) be adopted, subject to an exchange of letters taking place between the Chief Executives of all three local authorities in West Essex, following formal resolutions by the relevant executive bodies of each local authority, confirming that:**
    - (a) each district council gives a commitment that it will not seek to instigate a boundary change in respect of any areas where new housing is developed close to its boundary, other than through mutual agreement with the reasons; and**
    - (b) if a boundary change is instigated by a third party, the affected councils will work together to ensure that any proposed changes are not to the detriment of either council, particularly in relation to the New Homes Bonus and nomination rights to affordable housing;**
  - (2) That in accordance with (1) above, this Council gives a commitment:**
    - (a) that it will not seek to instigate a boundary change in respect of any areas where new housing is developed close to its boundary, other than through mutual agreement with the reasons; and**
    - (b) that, if a boundary change is instigated by a third party, it will work together with the other affected council to ensure that any proposed changes are not to the detriment of either council, particularly in relation to the New Homes Bonus and nomination rights to affordable housing;**
  - (3) That the Acting Chief Executive be authorised to agree the final version of the LIP, in consultation with the Leader of the Council.**
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#### **Background**

1. We have considered a report of the Local Development Framework Cabinet Committee which has considered in detail the proposed adoption of the West Essex Local Investment Plan.
2. The Homes and Communities Agency (HCA) requires all local authorities to produce a

Local Investment Plan (LIP), agreed by the HCA in a form determined by the HCA, setting out its approach to development in its district over a three year period. The HCA will not provide funding for affordable housing and infrastructure in districts where the local authority has not produced a LIP.

3. The intention for LIPs is to provide a framework for future partnership working with the HCA and to set out the investment required for an area to deliver the agreed vision and economic purpose of the place. LIPs will be used as the basis to set out the funding and resources that the HCA will invest in an area over time, as resources become available.
4. The LIP identifies the need to be addressed, based on robust evidence from local strategies, including the Housing Strategy, the Strategic Housing Market Assessment and the Local Economic Assessment, and includes outputs that are expected from each partner's interventions.
5. At the suggestion of the HCA, in view of the proposed growth of Harlow, which could potentially involve and affect neighbouring districts to Harlow, the three West Essex local authorities, together with Harlow Renaissance, Essex County Council and others, have been working together to produce a joint Local Investment Plan for West Essex. This has involved the Council's Acting Chief Executive, Director of Housing, Director of Planning and Economic Development and staff in their Directorates. Such joint working has been encouraged by the HCA nationally, but very few areas have been able to deliver joint LIPs. This approach is also in keeping with the recent Memorandum of Understanding between the three West Essex councils.

#### **Draft LIP**

6. The latest draft of the LIP is attached as an Appendix to this report and it now needs to be adopted by the three local authorities involved.
7. One of the difficulties has been to set out a vision for West Essex, at a time of uncertainty, when there is currently a hiatus in each local authority's thinking on its own development objectives, following the revocation of the East of England Plan (even though this was subsequently re-instated following a legal challenge) and the need for each local authority to now determine, locally, the amount of growth that it considers appropriate for its district and in which location(s). This view is being progressed through each council's Local Development Framework. There is currently no clear view from any of the three local authorities on future development in each of the districts, let alone West Essex as a whole.
8. One of the key aims of the LIP is to support the growth of Harlow, as a "sub-regional" centre. However, there are no statements or commitments given as to the way such support would be provided by this Council, or to the extent of such support.
9. Priorities for investment across West Essex have emerged from the evidence that is set out in the LIP, and these have been prioritised in terms of both strategic importance and timescale deliverability.
10. As part of its quality assurance process, the draft West Essex LIP has been subject to a peer review by the HCA. Feedback following this process was positive and the LIP has been commended by the HCA for its quality, content and as an example of good partnership working across local authority boundaries.
11. The document has been considered in detail by the Local Development Framework Cabinet Committee which made some comments which have been incorporated into the final version and we are satisfied it can now be adopted by the Council.

12. However, we are concerned about the possibility of the Council agreeing to any development in Epping Forest District on the borders of Harlow in order to support the growth of Harlow which is followed by a subsequent boundary change involving such areas where development has occurred. In the event of this happening, we have sought to ensure that Epping Forest District Council receives the full benefit of:
  - (a) any New Homes Bonus that arises for the whole six year period of the New Homes Bonus;
  - (b) all the nomination rights to the affordable housing provided as part of any developments.
13. Accordingly, we are recommending that the adoption of the LIP by this Council is subject to an exchange of letters taking place between the Chief Executives of the three local authorities (following formal resolutions by the relevant executive bodies of each local authority), confirming that each district council gives a commitment that it will not seek to instigate a boundary change in respect of any areas where new housing is developed close to its boundary, other than through mutual agreement with the reasons. Furthermore, we are recommending that, if a boundary change is instigated by a third party, the affected councils should work together to ensure that any proposed and/or resultant changes are not to the detriment of either council, particularly in relation to the New Homes Bonus and nomination rights to affordable housing.
14. It is necessary for the LIP to be formally adopted by all three partners by 31 March 2011. If this timescale is not achieved, there will be insufficient time for this Council, or either of the other two councils, to produce their own LIP and based on advice from HCA officials, the HCA would then not provide any funding for affordable housing or infrastructure in any of the three local authority areas.
15. Although the LIP has no legal status, it is our view that since it is a strategic document, it would be appropriate for it to be adopted by full Council.
16. The document before the Council is the latest draft and we are recommending that the Acting Chief Executive be authorised to agree the final version of the LIP, in consultation with the Leader of the Council in order to meet the required timescale.
17. Accordingly, we recommend as set out at the commencement of this report.

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# West Essex



## Local Investment Plan

2011



# **The Local Investment Plan for Epping Forest District Council, Harlow District Council and Uttlesford District Council.**

## **January 2011**

## **West Essex Local Investment Plan**

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## **Section 1 – West Essex in Context**

### **1.0 Introduction to the West Essex Local Investment Plan**

#### **1.1 Background to the West Essex Local Investment Plan**

West Essex is an attractive area of great opportunity. It comprises the predominantly rural Districts of Epping Forest and Uttlesford, around the urban sub-regional centre, Harlow. The area is also home to Stansted Airport. This Local Investment Plan (LIP) describes a clear vision for West Essex, and sets out priorities for housing, infrastructure, and regeneration activity to deliver the vision over the next 15 years. It draws on the priorities for each local area as set out in key local plans and is an ongoing, evolving and dynamic process. It has at its core, shared visions and objectives for places.

A key function of this LIP is to provide a framework for future partnership working with the Homes and Communities Agency (HCA). It will articulate the shared priorities of each local authority and other partner agencies and will be the starting point for partners to consider resource allocation to local areas. The development of the Local Investment Plan (LIP) has been led by a joint steering group in partnership with Housing, Planning and Economic Development teams and Members of the three District Councils, the County Council's regeneration team and supported by the Homes and Communities Agency, Harlow Renaissance Ltd, East of England Development Agency, Government Office for the East of England, and the Environment Agency. Development of this Local Investment Plan has also fed into the development of *Opportunity Essex – an Integrated Strategy for Greater Essex*. It should also be noted that consultation with the communities affected has taken place through the Local Development Framework and associated processes.

The amount and location of new housing provision is properly a matter for the three District Councils through their Local Development Frameworks (LDFs) and any revised planning processes that are required through the Government's localism agenda and subsequent statutory requirements. This LIP has been developed recognising that all three LDFs are at the early stages of development. In identifying priorities it has drawn on the evidence base prepared for the LDFs, but will necessarily need to be reviewed and revised as the LDF processes go forward. Until recently LDFs were being developed in the context of the East of England Plan (EEP) which, amongst other things, set housing delivery targets for Epping Forest, Uttlesford, and the Harlow Area. Following the decision to revoke the EEP, all three Districts are reviewing the most appropriate level of housing delivery for their area in light of the evidence and the views of local communities. This work is being further informed by the emerging direction from central government which is set out in the Localism Bill, published in December 2010.



**Fig 1. The West Essex LIP Area**

## **1.2 The origins of our joint approach to Local Investment Planning**

The three partners have a history of working together, with joint discussion on the previous regional spatial strategy, joint working on Harlow's growth, and in the work with the Homes and Communities Agency on their original Single Conversations with the Districts. The development of this LIP has been led by a Steering Group which includes senior officers from all three Districts.

On the 30<sup>th</sup> July 2010 the Leaders of the three District Councils and the Leader of East Herts District Council jointly wrote to the Housing Minister, Grant Shapps setting out their approach to housing growth, primarily in Harlow, as requested by the Minister. A copy of the letter is attached at Appendix 1.

This plan reflects the development of the joint thinking set out in that letter and recognition that joint co-operation and development of shared objectives can provide a range of mutual growth and economic benefits.

This commitment to partnership working was further strengthened in December 2010 when the three authorities signed up to a joint Memorandum of Understanding which set out how they would work together to improve their organisational economy, efficiency and effectiveness. The Councils agreed that when acting together they would be known as the West Essex District Councils Group. The Memorandum of Understanding is attached at Appendix 2.

It is fully recognised that the LIP will be a 'living document' and the Steering Group will continue to have a pivotal role in overseeing and monitoring the delivery of priorities.

The Steering Group will meet quarterly to review the status of the LIP and to update it as projects progress and as additional information is provided. The core group shall engage with relevant partners and undertake any necessary actions. The Affordable Housing Delivery Schedules (see Section 6) will be updated by the three Districts every two months, and provided to the HCA.

In addition, the West Essex Alliance aims to bring together businesses and the public sector across West Essex to promote economic growth and to feed into the Kent, Greater Essex and East Sussex Local Enterprise Partnership)

### **1.3 The Aims of the Local Investment Plan**

The West Essex LIP demonstrates that investment in West Essex will:

- Meet the significant need for additional housing including affordable housing , infrastructure and community facilities
- Meet key objectives for the County and the Local Economic Partnership in delivering sustainable growth and regeneration
- Represent excellent value for money
- Demonstrate that growth and regeneration projects in West Essex can be delivered.

The LIP provides an introduction to the West Essex Authorities supported by detailed evidence setting out the strategic case for West Essex. The appendices draw on a range of policy documents to provide this evidence.

## **2.0 West Essex – The Vision and the Three Districts in context**

### **2.1 The Shared Vision**

West Essex has become an area of importance in its own right, still with strong links to London, but increasingly working with Cambridgeshire and Hertfordshire as well with partners in the rest of Essex. The West Essex area offers an unparalleled opportunity in close proximity to London, Cambridge and Stansted Airport, which can deliver economic and jobs growth in the private sector.

The West Essex area has a unique role to play in the future prosperity of the region and the nation, encompassing the following vision which will be delivered by taking advantage of its opportunities and assets:

- The area has consistently been identified as a location for both economic and housing growth over the last two decades. This status recognizes the unique mix of the sub regional role of Harlow within West Essex and the importance of protecting the high quality environment of Epping Forest and Uttlesford. This combination along with the excellent strategic transportation links of West Essex creates a focus for untapped and unparalleled opportunity in close proximity to London
- The green and unique character of much of the Epping Forest and Uttlesford Districts is very important to the residents of these two Districts, which the two

Local Authorities are anxious to protect, whilst encouraging appropriate development – particularly in support of Harlow's growth ambitions. Therefore an appropriate balance needs to be struck

- Existing sector strengths with the potential for growth and significant contribution to national recovery e.g. research & development, knowledge based industries, pharmaceuticals, health care sector, construction, distribution, advanced engineering and electronics aligned with a large amount of potential employment land in Harlow.
- An international airport at Stansted with the capacity to be a strong driver for economic growth, and attract inward investment to the area and wider region
- The necessary infrastructure for an excellent tourism industry bringing jobs and marketing opportunities that will be of positive benefit to business, residents and the community as a whole. The mix of ancient Forest, waterways, proximity to the Olympic Park and the cycling and white water canoeing venues, historic environments, green approach and spirit of enterprise produces an excellent foundation for this area of growth
- An area that has existing partnerships attracting funding and resources, with a record of delivery
- An area where business and the public sector have already identified priority issues for investment that will support a thriving private sector
- The opportunity for a collective solution and drive across the three Districts to achieve economic prosperity and housing growth.

The opportunity of promoting the identity and strengths of West Essex as an area offering a diverse and unique offer to residents and businesses will contribute to the regional and national economy through marketing the breadth of physical, natural and social environment in this area. These opportunities will be delivered with respect to the purposes of the Metropolitan Green Belt that forms its setting and the desire to protect and enhance the rural character of much of the rest of the West Essex area.

Historically this area has had strong links with London. Epping Forest District for many years has both supported and benefited from the Capital. Harlow New Town is looked to internationally for its role in creating a new living environment for some of the post-war population of London and Stansted is regarded as London's third airport. The area enjoys good transport links with London, Harlow and other nearby centres, through the M11 and M25 motorways and several Transport for London underground stations on the Central Line. There are however, issues with congestion in some areas. Conversely, many of the more rural areas lack sufficient public transport, and residents without a car can find travel difficult.

West Essex is an area that has huge potential with these strategic transport links, road, rail and air, its potential for providing housing and employment land to contribute towards growth in the region and its fantastic heritage and rural environment. This potential can best be realized with a strategic partnership that is local enough to concentrate on the positive challenges but also recognize the areas of concern and more importantly a vision for the future that is particular to this functional economic area.



The West Essex area is ideally located in the east of England to realize the potential of the UK's research and development which is centred in Cambridge as there are spatial opportunities for growth. The area has untapped potential which requires strategic leadership to deliver, contributing to the nation's economic prosperity. We believe that the Steering Group tasked to deliver the West Essex area Local Investment Plan has the necessary skills, drive and enthusiasm to fulfil this role. Partners have already proved their capacity for joint delivery for example through joint housing, planning, regeneration and employment initiatives for example, the Growth Area Fund Programme of Development and the West Essex Future Jobs Fund programme.

Harlow as a town has an aspiration for housing and economic growth but recognizes the importance of a wider partnership. Neighbouring Districts support the regeneration of Harlow because of the significant benefits this will bring to the wider area, but have significantly less appetite for growth in their Districts. Developing the mutual benefits and the relationship between the opportunities for growth in the Harlow and the shared impact on the more diverse strengths of Epping Forest and Uttlesford will be key to delivery of this Local Investment Plan. Epping Forest and Uttlesford can continue to contribute to national economic growth through such elements as the high number of new enterprises, the potential for Stansted airport and the growth in tourism knowing that Harlow is in an excellent position to absorb housing and economic growth that could otherwise be detrimental to the historic and natural environment that makes this area so special.

Delivering housing and economic growth is central to delivering this much needed regeneration and to deliver this, growth will need to be concentrated at Harlow but jointly directed and supported by Epping Forest and Uttlesford's developed and prosperous economies. With this in mind we welcome the opportunity to establish a Local Investment Plan for the West Essex area which will seek to support both aspiration and achievement and to provide a compelling case for the private sector to invest in the area.

The West Essex LIP is a good approximation to a real functional economic area, with strong links to East Hertfordshire, Cambridgeshire and North East London. This is demonstrated by the Business Survey 2010 which found that 54% of business respondents in the West Essex area claim to have a market reach within 20 miles. In recognition of this, business representative organizations are increasingly collaborating across the area, reflecting issues of common interest.

The West Essex Area falls within the approved boundary of the Kent, Greater Essex and East Sussex Local Enterprise Partnership (LEP). As the plans for the LEP evolve, the Steering Group will assess how the priorities set out in the west Essex LIP can be realised through partnership working within the LEP framework.

## 2.2 The West Essex Districts' Community Strategies

Set out below is a summary of the key priorities set out in the three Districts Community Strategies which are reflected in this Local Investment Plan.

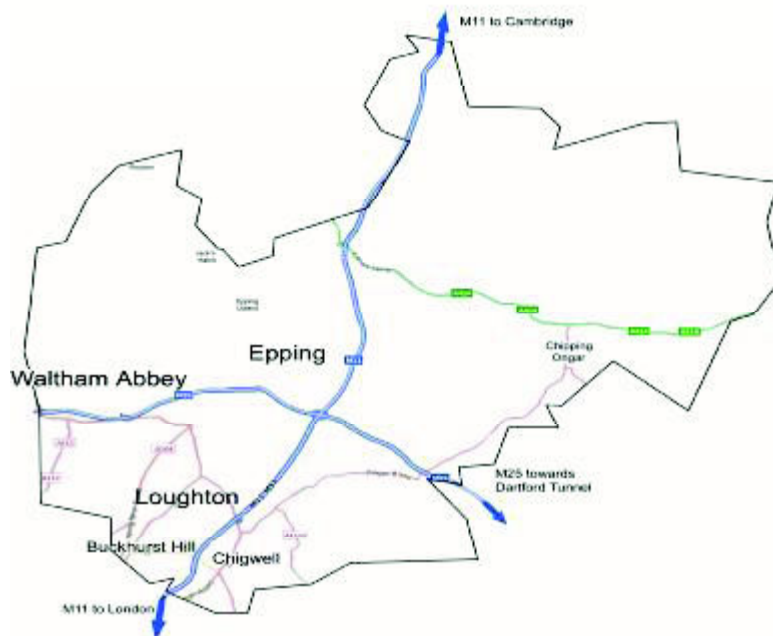
Epping Forest	Harlow	Uttlesford
<ul style="list-style-type: none"> <li>• Accommodate appropriate levels of growth whilst protecting the rural landscape.</li> <li>• Work to deliver environmental gains from effective planning of floodwater retention and water gathering areas.</li> <li>• Develop a rural transport strategy in partnership with ECC.                             <ul style="list-style-type: none"> <li>• Increase levels of waste recycling and promote energy and water efficiency</li> <li>• Ensure that growth in the number of homes in the District is properly planned, along with adequate infrastructure</li> </ul> </li> <li>• Make affordable housing available, in rural and urban locations</li> <li>• Accommodate homeless people in suitable accommodation.</li> <li>• Ensure that all homes are in a decent condition</li> <li>• Co-ordinate land use, planning policies, housing, transport and infrastructure in a way that ensures economic prosperity.</li> <li>• Encourage and support innovation and enterprise, small businesses.</li> <li>• Work to secure vibrant</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a dynamic economic base, by retaining attracting business and investment</li> <li>• Continuing to regenerate the Town Centre</li> <li>• Training a skilled workforce to meet employers' needs</li> <li>• Raising aspirations and achieving progress across all phases of learning</li> <li>• Securing the best possible educational staff, facilities and resources</li> <li>• Developing a strategy which enables all sections of the community access to lifelong learning</li> <li>• Enhancing our open spaces and improving the way they are used, to meet the needs and aspirations of local people</li> <li>• Increasing the supply of good quality, decent and affordable housing</li> <li>• Reducing waste and maximising recycling</li> <li>• Improving the local neighbourhood street scene and enhancing the green environment</li> <li>• Ensuring that Harlow is able to exploit fully its geographical position in relation to major regional economic developments</li> </ul>	<ul style="list-style-type: none"> <li>• Developing high value jobs in small businesses</li> <li>• Reduced carbon footprint of local businesses</li> <li>• Reduce pockets of deprivation, poverty and low economic activity</li> <li>• Raise the benefits of local tourism</li> <li>• A smaller carbon footprint with less waste</li> <li>• A well managed environment</li> </ul>

and viable town centres.	by developing transport networks in our area	
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### 2.3 Individual District Profiles

Set out below is further detail on the three Districts in the West Essex Local Investment Plan area

#### 2.3.1 Epping Forest District



Epping Forest District is an area of contrasts. It has some very rural and agricultural areas, particularly in the north and east of the District, and some more urban areas, mostly towards the south and south west, near to the border with London. The District is, in the main, quite affluent, but pockets of deprivation exist primarily in the urban areas. The District comprises a total of 24 Parishes, or 32 Wards. Epping Forest District abuts four Greater London authorities (Enfield, Havering, Redbridge and Waltham Forest), four Essex authorities (Brentwood, Chelmsford, Harlow and Uttlesford) and two Hertfordshire authority areas (Broxbourne and East Hertfordshire).

Housing has been at a premium historically, as the District has proved a popular place to live, although this has resulted in higher prices and a greater need for affordable housing, for example to enable younger local people to stay within the area. Much of the District's area is within the Green Belt, and protection of the 'Green and Unique' nature of the area is prized by residents. These contrasting needs, for development and for the protection of the District's green character, require careful balance.

Epping Forest District has a network of 6 smaller town centres, rather than one primary centre. These vary in nature, from historic charter market towns to the more conventional high street, and from local neighbourhood parades to clustered specialist retail units.

Epping Forest is a strong business location with excellent communication links, a substantial local business base and a fairly diverse economy. The District does not operate in isolation and its economy is impacted by its location adjacent to London and there is a large volume of out commuting.

The District boasts very high levels of entrepreneurship and business creation with local levels fairly significantly outperforming all higher geographical areas. In 2008 Epping Forest District achieved 95.6 business start-ups registrations per 10,000 people aged 16 years +. This may be compared to regional and national rates of 56.4 per 10,000 residents and 57.2 per 10,000 residents respectively.

Growth industries include construction, distribution, hotels, restaurants, banking, finance and insurance sectors, all of which have experienced significant growth in recent years. The public administration, education and health sectors, which although significant in the local profile, are substantially smaller than the regional and national average. Horticulture and farming continue to play a role in the local economy, with tourism and leisure seen as a sector of the economy with much growth potential.

The District has tremendous assets in terms of its built and natural heritage with distinctive towns and rural villages set in pleasant countryside, as well as the ancient Epping Forest itself and the River Lea. The development of the Lee Valley White Water Centre in Hertfordshire on the western boundary of the District for the London 2012 Games is seen as a key opportunity for the wider area particularly in relation to the post Games operation of the venue.

### 2.3.2 Harlow



Harlow is a compact, strategically located town in West Essex that was built from the 1950s onwards as one of the post-war new towns. In 1947, Harlow was a rural area

with a scattered population of about 4,500. By 1980 it was a prosperous town, housing about 80,000 people and providing work, shopping and entertainment for a large surrounding area.

The town was built by Harlow Development Corporation to the Master Plan of Sir Frederick Gibberd. Sir Frederick created a town plan based on a series of neighbourhoods separated by green wedges, which are highly valued by local people. These green spaces enabled the residential areas to be built at a higher density, often using experimental designs. The neighbourhoods were designed with access to amenities such as community centres, shopping, primary schools, leisure and employment within walking distance. The town was also designed with a comprehensive and well integrated network of excellent cycle ways and Harlow's 'green wedges' complement the surrounding Green Belt giving an overall feel of space and connectivity with the surrounding countryside.

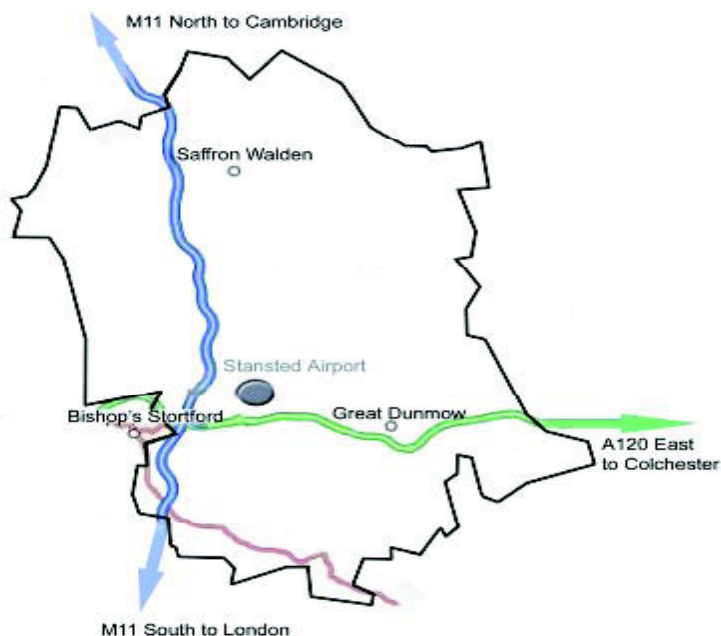
Harlow and the wider area's close proximity to London, Cambridge, Stansted airport and the motorway network enable easy access to UK and global markets. It offers value for money business space to facilitate economic growth, with a population of 4 million people within a one hour journey time from Harlow; and is a sub regional employment hub providing 40,000 jobs.

Harlow has underperformed economically and positive regeneration initiatives have not yet been delivered through the market. Co-coordinated and strategic interventions have been required to bring significant renewal projects forward. The recession impacted disproportionately upon the town creating regionally high levels of unemployment and will require similar interventions to enable it to recover. There is also an economic mis-match, with Harlow residents earning on average 23% less than those who commute into the town to work. This is in large part because Harlow's highly paid workforce does not choose to live in the town because of a lack of high quality housing, weak town centre offer, and negative image.

Harlow offers an unparalleled opportunity in close proximity to London to deliver economic growth to the benefit of the area. The areas of advanced electronics and ICT, pharmaceuticals, advanced manufacturing, and health related industries have been highlighted as sectors with significant potential for economic growth. Harlow has a base in each of these and will be looking to maximise the potential that it has as a hub for each of these industries, contributing to national economic recovery and growth.

The town, which saw the birth of fibre-optic cable, the development of cutting edge radar equipment and which has been home to significant research and development activity, has the potential again to create a vibrant future.

### 2.3.3 Uttlesford



Uttlesford District is located in North-West Essex and covers an area of approximately 250 square miles. Uttlesford is considered a predominantly rural area but has major road networks running through it which allow easy access to London. The main residential areas of Saffron Walden, Great Dunmow and Thaxted are all historic market towns displaying a wealth of beautiful and distinctive architecture.

A predominantly rural, sparsely populated District it has good road and rail links to both London and many regional towns, but public transport in the more rural areas is poor. Most importantly for the District's infrastructure though is that London's third largest airport, Stansted, lies within its boundaries. The airport itself offers economic growth opportunities for the West Essex LIP to progress.

Its rural nature, coupled with its proximity to London and Cambridge, make it a highly desirable place to live. The area provides desirable homes at the higher end of the market. However this causes difficulty for the local economy. Businesses find it increasingly difficult to locally recruit staff as their workforce cannot afford to live in the area. The construction of affordable housing, as yet, has proved inadequate to meet demand.

Given the presence of Stansted Airport, it is not surprising that the sector with the highest density of industry in Uttlesford is air transport followed by land transport and agriculture. Communications, metals & engineering and construction are also located in the District but the majority of sectors with high densities in Uttlesford are service sectors serving local residents or visitors to the District's attractions. Knowledge economy businesses are also well represented in the area. The aerospace industry is also extremely important to Uttlesford and naturally clusters around Stansted.

Chesterford Research Park hosts fourteen hi tech industrial laboratories with strong links to Cambridge University. Close to this site a further Science Village is to be

built, offering 28,000 sq ft plus a further 60,000 sq ft in one unit. This illustrates the links between Uttlesford and Cambridge.

Uttlesford is an area of contrasts - a strong agricultural base with funding to develop low carbon schemes alongside a growing aerospace industry benefiting from the UK's third largest airport. The District benefits from a growing tourism industry based on its heritage but needs the support of areas such as the regeneration of Harlow to provide a local workforce for successful business growth.

## 2.4 Summary of key Evidence

The three Districts have all produced substantial evidence base documents to support this Local Investment Plan. Set out below is a summary of some of the key indicators derived from these studies.

Key Evidence Area	Stand out Evidence	LIP Outcome Required
<b>Population Growth</b>	Substantial population growth in excess of 10,000 people primarily in Harlow and Uttlesford over the next 10 years	Growth in jobs and affordable homes
<b>Population Growth - Elderly</b>	Substantial population growth of older persons across all three Districts	Growth in suitable homes and appropriate care
<b>Unemployment</b>	Harlow 4.3% Epping Forest 2.8% Uttlesford 3.3%	Growth in jobs required
<b>Education, Employment and Training requirement</b>	Not in Education, Employment or Training (NEETs) 16 – 19 year olds: Harlow 6.2% Epping Forest 2.3% Uttlesford 3.6%	Investment required in jobs growth, educational opportunity and apprenticeships
<b>Deprivation</b>	Harlow is the 3 <sup>rd</sup> most deprived District in Essex Epping Forest and Uttlesford have 'pockets' of deprivation	Investment required in jobs growth, educational opportunity and apprenticeships
<b>Health</b>	Harlow has below average health indicators, Uttlesford is above average. Whilst Epping Forest has some wards that have above average health indicators, it also has small pockets with the highest health inequalities in Essex.	Investment required in jobs growth, educational opportunity and apprenticeships
<b>Education</b>	Harlow below average Underperformed GCSE	Investment required in jobs growth, educational opportunity and apprenticeships
<b>Housing Need</b>	4,800 households in housing need and 8,448	New Affordable Homes required

	registered on waiting lists	
<b>Affordability</b>	Average House price to earnings ratio of minimum of 8:1	New Affordable Homes required

## 2.5 Strengths, Weaknesses, Opportunities and Threats (SWOT) Exercise

Partners across all three Districts carried out a SWOT exercise and identified the following strengths, weaknesses, opportunities and threats:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Buoyant before recession with low unemployment rates</li> <li>• Proximity to London</li> <li>• Transport infrastructure – M11/M25/London Underground/rail stations, Stansted Airport and London City Airport close-by as well as North Weald and Stapleford airfields</li> <li>• Quality of life and pleasant natural environment –Green &amp; Unique</li> <li>• Rich heritage, Epping Forest, Lee Valley Regional Park etc.</li> <li>• Location is in demand - attractive to potential house buyers/residents</li> <li>• Parts of local community engaged with planning policy already, lots of residents groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of developable land given Green Belt constraint</li> <li>• High levels of out-commuting of skilled workforce impacting on productivity levels</li> <li>• Certain areas poorly served by public transport</li> <li>• Poor access to M11 in some places</li> <li>• Pockets of deprivation, particularly in Harlow that can be overlooked when viewing the broad affluence of the area</li> <li>• Lack of sufficient affordable housing</li> <li>• All three Districts have yet to adopt a Local Development Framework Core Strategy</li> <li>• Potential lack of extra capacity on the Central Line in to Epping Forest.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• To capitalise further on the area's green and unique character</li> <li>• Strategic development opportunities associated with potential Harlow growth (e.g. connected with junction 7a on M11)</li> <li>• Opportunities related to the 2012 Olympics</li> <li>• Increased community engagement localism agenda and progression of Local Development Framework Core Strategies</li> <li>• Housing provision through schemes involving regeneration and employment/retail</li> <li>• Redevelopment of Loughton Broadway, incorporating housing, employment, retail (Epping DC)</li> <li>• Potential retail warehouse scheme at Langston Road, Loughton Broadway,</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced public sector support in current economic climate.</li> <li>• Contraction in public sector employment given central government's budget cuts</li> <li>• High residential property costs In some areas</li> <li>• Lack of Broadband access in rural areas, causing a loss of potential economic activity</li> <li>• Loss of labour through out-commuting of workforce and increasing dormitory role for the area</li> <li>• Lower development during the recession leading to lower provision of affordable housing</li> <li>• Confusion of national/regional policy situation following change of Government.</li> </ul>



(Epping DC) <ul style="list-style-type: none"> <li>• Redevelopment of site on St John's Road, Epping (Epping DC)</li> </ul> Redevelopment of Harlow Town Centre.	
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## Section 2 – The Objectives of the Local Investment Plan

### 3.0 Growth in West Essex

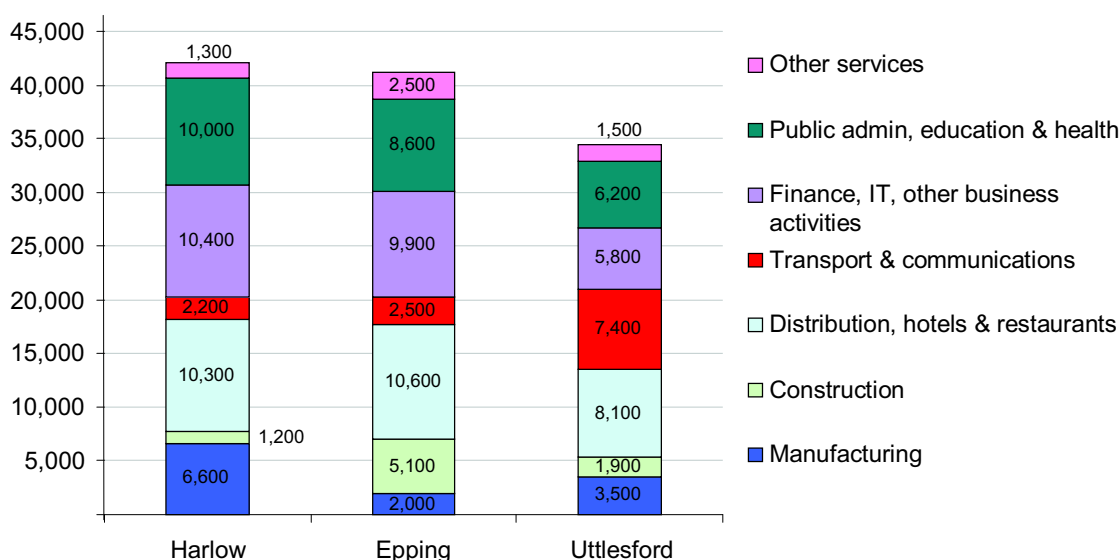
#### 3.1 Economic Growth

The West Essex LIP will have focus on a real functional economic area and can deliver the strategic leadership for the economic revitalization of the area and the housing growth needed to support it.

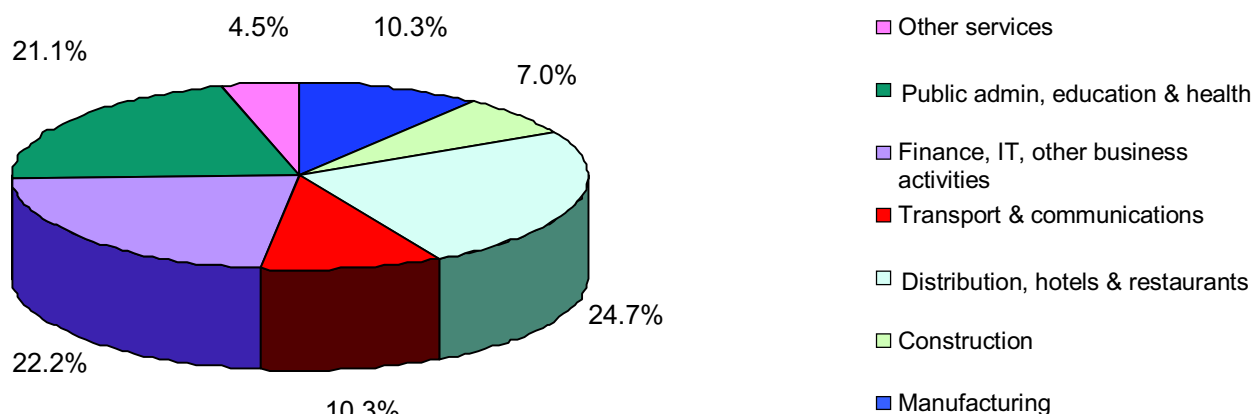
West Essex alone has a population of over a quarter of a million people (276,600), covers over 1,000 square kilometres, and is home to 14,000 businesses, including major employers such as Raytheon, Kier, Higgins, GSK, the Bank of England, BUPA Home Healthcare and London Stansted Airport. Epping Forest District by itself has a larger population than many unitary authorities, and growth in Harlow will make it similarly significant.

In 2007, the Gross Value Added of West Essex was roughly £5.5bn, larger than unitary authorities such as Derby, Southampton and Brighton, and similar in size to Milton Keynes and Leicester. The sub-region's economy is forecast to be worth £6.8 billion by 2020 and over £8 billion by 2030. The Portsmouth/Southampton partnership, which was one of the first to establish effective sub-regional working, had a 2007 combined GVA of around £9bn – not dissimilar in scale to that of West Essex.

**Fig 2 - Employee Jobs by Sector**



**Fig 3 - West Essex Total Employees by Sector**



### 3.1.1 Harlow's role as the Growth Hub in West Essex

Following consultation with Harlow Council's 'People's Panel' in 2008, *Regenerating the Town* has been identified as Harlow Council's top corporate priority. Epping Forest and Uttlesford support the regeneration of Harlow Town because of the benefits this will bring to the wider area. Delivering housing and economic growth is central to delivering this much-needed regeneration. Ongoing informal consultations associated with the preparation of Harlow's Core Strategy reinforce the need to improve the range of housing within the District, supported with appropriate levels of infrastructure provision and environmental enhancements in order to meet community needs.

Harlow now suffers from high levels of deprivation, ageing infrastructure and a poor range of housing. Nonetheless, the town's location means it is ideally placed for the growth that will ensure its long-term regeneration.

Harlow's aim is to create a place that is economically thriving and with the positive attributes and vibrancy of a city. The cornerstones of these aims are:

- Harlow as a place of aspiration and a University town (As part of Anglia Ruskin)
- Harlow as a prime business location
- Harlow as a cultural hub
- Harlow as a sub-regional centre and retail destination.

Regeneration and growth of the town need to recognise and respect its setting in the Metropolitan Green Belt, and the purposes for including land in the Green Belt. The whole of Epping Forest District and the southern part of East Herts District, which together surround Harlow, are within the Green Belt, with only towns and larger villages being excluded.

All partners are signed up to considering appropriate levels of growth in/around Harlow, in appropriate locations, which assist Harlow with its growth ambitions, whilst respecting and recognising Epping Forest's and Uttlesford's lower growth ambitions.

Realising these aims for Harlow will be fundamentally dependent upon the continuation and extension of partnership working between the public, private and voluntary sectors, and the local community. It is also dependent upon delivery of new homes and associated infrastructure, for which there is cross-party political support in the town, and from Uttlesford and Epping to create the broad based economy and society that will deliver sustainable prosperity.

It should be noted that East Herts DC is currently consulting on its issues and options for their LDF core strategy. This includes proposals for a major urban extension to the north of Harlow, of around 10,000 homes. Harlow Council supports housing growth, including at North Harlow, provided it is of high quality and accompanied by appropriate infrastructure.

To the east of the town, the Newhall development of 3000 homes is continuing. The area is being built in line with an ambitious master plan which aims to develop a high quality living environment. Phase 1 of Newhall will be complete by the end of 2011 with the last 3 elements, 'North Chase', 'Be' and 'Slo' completing this phase.

Phase 2 of Newhall will include a further 2500 dwellings, neighbourhood centre, commercial District and school and is currently in the final stages of planning.

### **3.1.2 London-Harlow-Stansted Programme of Development Partnership**

The three Districts are part of a broader sub-regional partnership which has collectively delivered a programme of housing, economic development and environmental projects over the last two years. The London-Harlow-Stansted Programme of Development Partnership (LHSP) comprises Broxbourne, East Hertfordshire, Epping Forest, Harlow and Uttlesford District Councils along with Essex and Hertfordshire County Councils and a number of other key stakeholders including Harlow Renaissance Ltd, British Waterways and the Harlow Area Green Infrastructure Partnership. The LSHP aims to:

- ensure that the delivery of new homes, infrastructure and economic growth plays a major role in the regeneration of Harlow and the Lee Valley
- ensure that development in the area meets the highest possible quality, sustainability and design standards, is supported by the necessary services and infrastructure, and is well integrated with existing communities
- protect and enhance the rural character of the majority of the area and the character of smaller and historic towns
- recognise the important role that historic buildings, conservation areas and other features can play in creating communities with a sense of place
- make the most of existing, and create new, green infrastructure as a resource for local communities, and in particular promote cycling and walking for recreation and transport
- use growth at Harlow, and its proximity to London, Stansted Airport and Cambridge, to promote its role as a substantive sub-regional centre and as a catalyst for a fundamental change in its image
- establish Harlow as a key location for airport-related employment and housing, and as a university town
- tackle the significant transport issues facing the area, particularly congestion at Harlow, by appropriate management of existing and provision of new infrastructure and by a major increase in the provision of facilities for and use of public transport, walking and cycling.

To deliver this vision, growth will need to be concentrated at Harlow – to support the regeneration of the town, to respect its setting within the Metropolitan Green Belt and to protect and enhance the rural character of much of the rest of the area. In order to deliver this vision all future growth will be determined through the Local Development Framework processes where it has the support of local communities. The Partnership will continue to support such growth where it is locally supported.

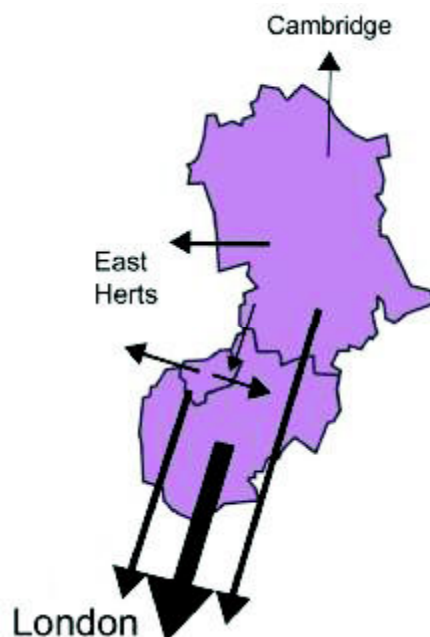
Whilst the delivery of growth at the level proposed in the expected to be revoked Regional Spatial Strategy would not be achievable by the original date of 2021, substantial new housing in Harlow is desirable and deliverable in that timeframe. Planning permission has already been granted for 3,000 new homes at Newhall, in the eastern part of the town, with a number of developers considering proposals within the town. The precise level of growth appropriate to the wider Harlow area, and options for the location of that growth, will be the main ingredients of community engagement starting this autumn, as the first stage in the preparation of Local Development Frameworks for Harlow, Epping Forest, and East Herts Districts. Attention will need to be paid to the differing housing needs of the partner authorities – Harlow has identified a need for more aspirational housing, while Epping Forest and Uttlesford require significant numbers of affordable homes.

Harlow Council and its partners recognise that Harlow need to take the opportunity to renew and reinvigorate itself. Epping Forest and Uttlesford recognise Harlow's aspiration to provide a compelling case for the private sector to invest in the town and for people wanting to live in the town. The delivery of new housing, and in particular a wider mix of housing, is essential to lift the town from a long period of stagnation and for it to deliver valuable benefits for the wider area. Achievement in this area will assist the strategic priorities of Epping Forest and Uttlesford.

Broxbourne Borough Council and East Herts District Councils will be producing their own Local Investment Plans and are expecting to contribute to a wider over arching Herts County Local investment Plan.

### **3.1.3 Business and Workforce Development**

Businesses in the area have all identified that while the transport links offer great advantages to the area they are also of concern and need to be planned and managed strategically. The area of West Essex encompasses a great diversity of housing types/tenures/values and in order to ensure that an overall package of housing options can be delivered to existing expanding businesses as well as enterprises attracted to the area a strategic overview is crucial. All three Districts are in a position to provide additional housing at affordable prices whilst areas of Epping and Uttlesford are extremely attractive to the highest earners. These factors contribute to a clear travel to work area which the proposed West Essex area mirrors.



**Fig 4 – Commuting patterns**

Over the course of the last year, the Local Authorities of West Essex have increasingly been working together on economic development and shared needs, opportunities and priorities, and now have a well established understanding. Recently this has included the delivery of economic intelligence and business advocacy work to EEDA (under the banner of “London Arc East”), a substantial and successful West Essex submission to the Future Jobs Fund and current proposals for the establishment of a more formal M11 Economic Partnership to feed into the Kent, Greater Essex and East Sussex Local Enterprise Partnership.

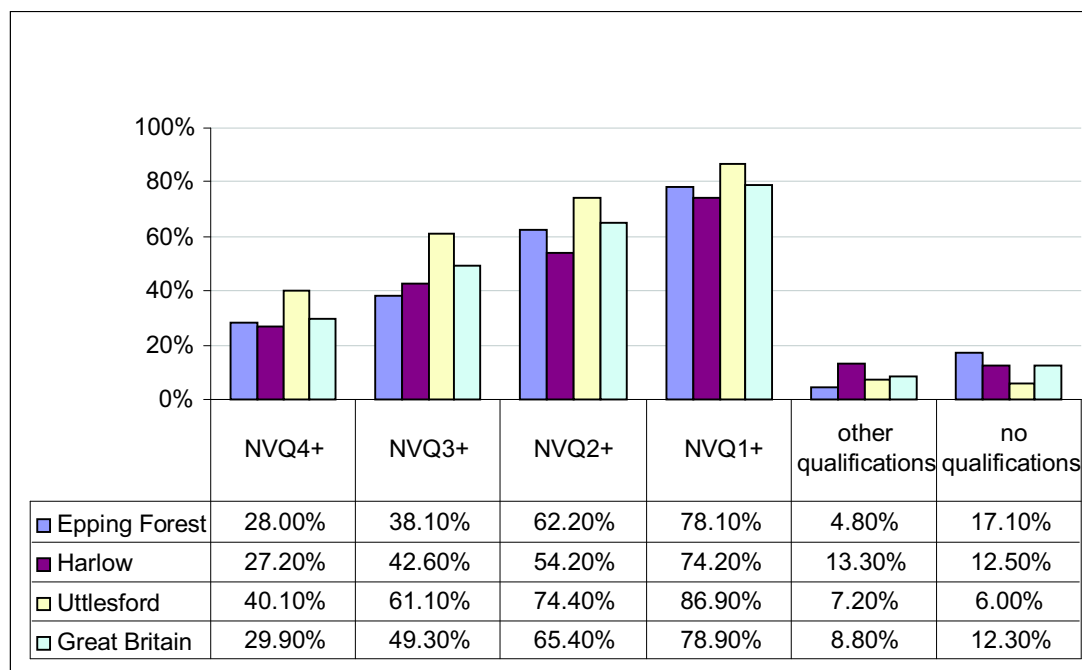
A desire to embrace sustainability has been identified from the business community. The business case is clear with increasing energy costs it is an area mentioned by the majority of businesses where assistance is required. The culture for enterprise in the area (highest % of start ups in the UK) aligned with the concentration of knowledge driven businesses (31% in Harlow) give a unique baseline for developing businesses addressing the low carbon agenda.

Traditionally this area of West Essex has been lacking high quality education facilities. It has benefited from the Eastern region’s superb academia (the Universities of Cambridge, Hertfordshire, Essex and London) but this has perhaps stifled local provision. However, new opportunities recognizing the needs of local businesses, including large international companies can ensure that universities with sites in Harlow and Epping Forest provide skills and qualifications required to service the local workforce and businesses. Also importantly local businesses working in partnership with academic institutions can benefit from research and development. The establishment of the Anglia Ruskin University campus at Harlow, with courses running from September 2010 and a new University Centre opening in 2011, will be of major benefit to the sub-region.

#### **3.1.4 Skills, Employability & Aspirations**

Parts of the sub-region, particularly Uttlesford, have highly skilled populations. However, skills attainment must increase to ensure economic prosperity of the sub region; in particular Harlow needs to continue to increase educational attainment and up-skill the proportion of its residents attaining NVQ Levels 1-4 .This will be critical to ensuring that local residents are able to attain better quality and remunerated work

thus decreasing the large wages disparity between resident and workplace earnings in Harlow. Additionally, Epping Forest has pockets of deprivation where education and skills attainment levels suffer. It should also be noted that there are difficulties in accessing further education in rural parts of Uttlesford.



**Fig 5 – Resident age working qualifications**

About a half of businesses (49%) in the West Essex area identify skills gaps in their current workforce. There is an urgent need for a strategic overview of skills delivery to ensure step change improvement is achieved. The Districts will need to consider how best this can be led and ensure business needs are delivered, building upon successful existing relationships for example the arrival of Anglia Ruskin University (ARU) to Harlow including a part of its highly regarded Business School provision. Such expertise would greatly benefit the area in its endeavours to encourage business innovation and economic growth. Indeed ARU has already commenced discussion with local businesses. In addition to this, the provision will increase access to skills training for Uttlesford.

### 3.2 Transport & Infrastructure

Tackling congestion is identified by the Local Authorities and local business as the highest priority for action for the benefit of the sub-region. There is extensive support for a second M11 junction to the north of Harlow. Improvements such as this are critical to local business success. The Authorities wish to support businesses and the excellent transport links that attracted them to the area in the first place need to be assured now and in the future. The infrastructure serves a much larger area but with local guardians of it with the highest motivation of ensuring efficient movement of people and goods for their own businesses will ensure that the much wider population also benefits. Future decisions on Stansted Airport also need to be supported by a local partnership which can look both to the immediate picture and the far reaching implications.

The Central Line of the London Underground passes through, and terminates, within the Epping Forest District. At peak times, the line operates at full capacity, and there is a real problem with commuter parking around underground stations; there is insufficient parking at underground stations, resulting in residents of surrounding roads experiencing parking difficulties for themselves.

Therefore, any significant development within the Epping Forest District needs to consider the effect on, and may be constrained by, the capacity of the Central Line.

The Harlow and Stansted Gateway Transportation Board is a successful public-private partnership of the West Essex area working together to achieve improvements in the transportation infrastructure. Wider infrastructure needs, for example the enhanced provision of water, energy, and broadband infrastructure, will be required to support both economic and housing growth.

### **3.3 Community Support**

Widespread community support for growth has been evidenced in Harlow over many years. It has long been seen that growth, combined with the appropriate infrastructure provision, can deliver the wider regeneration of the town. The Communities and Local Government funded Growth Area Funding 2 projects have all been subject to extensive local community consultation through dozens of residents meetings to discuss community needs and project design. At these meetings, a common theme has been the need to provide new housing for current and future generations combined with improved local retail and health facilities, which are now being delivered through these projects.

In 2009 a consultation process on the proposals for the re-development of Harlow Town Centre saw more than 2,500 people visit the exhibition with 90% of those responding supporting the need for regeneration, and over 80% supporting the proposals.

Access to good quality housing and regeneration are two of the key themes to have emerged from informal consultations associated with the preparation of Harlow's Core Strategy. This will be delivered through the Council's growth aspirations. The Council's 2010 'Call for Sites', and other technical work, has revealed considerable interest from landowners, developers and other interested parties to develop land. This has indicated potential for future development opportunities in and around the town.

The Council commenced its formal consultation on its Core Strategy Issues and Options in the autumn of 2010 to ensure the community is involved in developing an appropriate policy base to underpin Harlow's growth and regeneration aspirations.

Epping Forest Council will shortly adopt a "Local Development Framework Communication Strategy". This is an initial response to the Government's localism agenda, and the results of the engagement will form a key part of the LDF evidence base and will be used to develop the Core Strategy Issues and Options. Consultation on the latter will commence in June 2011. The Communication Strategy will eventually be expanded to form the Council's Statement of Community Involvement.

The Council commenced a Call for Sites exercise in 2008, and will shortly re-run this to try and encourage a more meaningful response from public sector organisations.

As with Harlow, the initial exercise revealed considerable interest from landowners and private developers.

The Debden Broadway regeneration scheme was the subject of a number of successful consultation exercises, and it is anticipated that the St John's Road, Epping regeneration scheme will be published for public consultation in early 2011.

Uttlesford DC is also expecting to undertake formal consultation on key areas around employment and housing provision as part of the development of its Local Development Framework in 2011.

### **3.4 Enabling Delivery**

All the LIP partners recognise that the main requirement for Growth Funding is for Harlow.

To date, Harlow Council and its partners have been able to use Growth Fund money to stimulate housing delivery, provide the infrastructure needed to facilitate growth, and to deliver wider packages of community benefit to complement growth. This has seen, and continues to see, the following activities:

- Delivery of local neighbourhood based mixed use projects, affordable and market housing, new shops, health centres and other community facilities.
- Development of a major town centre scheme
- Development of renewal plans for some of the town's poorer estates
- The launch of an inward investment and re-branding campaign
- Acquisition of sites for new affordable housing
- Completion of the funding package to bring Anglia Ruskin University to the town
- Completion of the necessary evidence base to support the growth plans
- Development and delivery of transportation proposals designed to support growth
- Delivery of a range of enhancements to the green infrastructure of the town and the wider area of the Stort and Lee Valleys.

The Partnership intends to complete this programme over the next year, utilising the existing Growth Fund allocation, whilst developing plans for future activity from 2011/12 through the community consultation processes to be undertaken in 2010 and 2011 on the respective Local Development Frameworks. These will determine the preferred extent of and locations for growth as well as the range of additional measures required to facilitate this growth. Details of the nature of any future growth cannot be quantified until the Local Authorities within the partnership have completed their community engagement processes. This consultation will also determine the way in which the individual authorities within the Partnership implement any incentive schemes.

The other main area for delivery funding across all three Districts of West Essex is in the provision of grant from the HCA and the exploration of the use of rent revenue generated through the new 'affordable rent' tenure to maximise the provision of affordable housing. Details of the need for affordable housing are set out in Section 5.



### **3.5 Responding to Incentives**

The LIP partners seek to balance the requirements to deliver housing growth with packages of measures that will provide the necessary benefits to existing residents. For example, in Harlow, the key requirements have been to deliver the necessary transport infrastructure to tackle the existing infrastructure deficit as well as to accommodate future growth. The current works to widen the A414 into Harlow is a good demonstration of this.

The West Essex Partnership welcomes the Government's intentions to deliver incentivised growth. We support the innovation of local retention of Council Tax match funding and would benefit if delivery of incentives took place in advance of housing delivery. This particularly relates to the provision of infrastructure. For this reason we would urge the retention of Growth Funding as a non-ringfenced block grant as we have found this to be invaluable as a mechanism for stimulating delivery.

All three authorities will also be considering the impact of the proposed New Homes Bonus and revisions to the Community Infrastructure Levy in incentivising growth through the provision of additional funding.

### **4.0 Regeneration**

In addition to the growth aspirations set out above, there is a substantial requirement for the regeneration of specific areas across West Essex.

#### **4.1 Epping Forest**

The main objectives for Epping Forest within West Essex are as follows:

- Limited, but planned, housing growth
- Protection of its green and unique character
- Allocation of Green Belt land for additional housing growth to be minimised as much as possible. Currently 94% of the District is in the Green Belt with only towns and larger villages being excluded.
- Encourage and promote the reuse or redevelopment of brownfield sites
- Increased affordable housing
- Limited funding for infrastructure required – main investment requirement is from the HCA for maximising affordable housing provision.

Epping Forest has 2 regeneration schemes in the Loughton Broadway and St John's Road area, Epping, with other potential housing sites located on smaller windfall brownfield sites owned primarily by developers.

##### **4.1.1 The Broadway area (Debden) Loughton Broadway**

The Broadway is part of overspill estate from 1950s, town centre constructed in range of 2 broad runs of buildings with retail and community facilities on ground floor, residential above. Debden estate was originally 100% council housing with substantial homes now sold under right to buy with the remainder still in Council control. Most of the land is in public ownership, apart from Debden Underground Station.

Land assembly is expected to be straightforward, but existing developments may cause problems, e.g. BP site and the small Sainsbury's. There is a local aspiration

for a petrol station but the current brief specifies the site as re providing retail, with housing above, and significant improvement to transport interchange. Other sites such as the Winston Churchill Pub have fairly new leases. There is lot of interest in the pub site from one small-scale developer

The Broadway Development and Design Brief was adopted by EFDC at Council on 25 September 2008; the report included the following paragraph; "Following adoption, the brief will become a material consideration in the assessment of any future planning applications for the locality. The brief will also build upon Local Plan policies and may eventually provide the basis of an Area Action Plan - a Development Plan Document within the new Local Development Framework."

The Council is looking at how it can use its land assets to deliver the aspirations set out in the Brief. Discussions are at an early stage and an officer group is being formed. The Council needs to determine how much housing should be affordable and how much private. Affordable housing is the priority for the Council in the area although a substantial capital receipt could be gained from market housing. The expectation is that there will be at least 40% affordable housing as set out in the policy. The location is sustainable as it is near a school, tube station, shops etc. It is expected that the Council could move forward on the more straightforward parts of Broadway regeneration during the first half of 2011.

#### **4.1.2 St John's Road area, Epping**

St John's is set in the area of Epping centred around a historic church, the town centre with some retail elements, listed buildings, the library, County offices and a school site. The County decided to reprovide that school on existing nearby site and there have been some concerns that this site would be developed for purely housing.

The Council is working on a development brief to look at that area and a number of options have been considered. Officers are now looking at a significant retail-led scheme (but issues with impact on other businesses and access) with housing, and better pedestrian links. This could involve significantly altering the library building. The other option is to reprovide the existing council sports centre which is in another location in Epping but is arguably not fit for purpose. There is support for reproviding the sports centre but a sports led scheme could be less viable. It is possible that a retail/sports combination may be more deliverable.

The Development Brief could also incorporate some community uses, which will also be explored as part of the consultation exercise.

Council Members are not yet ready to go out to consultation on the options identified so far. However, most of the sites are in public ownership and so not in a fragmented position. The area offers some exciting opportunities for a mix of uses including affordable housing.

If sports centre is re-provided on St John's site, a large site for housing could be freed up on the former sports site which is owned by the Council.

The main difficulty with St John's area is timing, as the Council has yet to identify the preferred option. The St John's situation is more complicated than Broadway, as there is more uncertainty over what the preferred option will be. Some viability assessment work on the options has been undertaken but this work is ongoing.

Since the proposed Design and Development Brief is still at an early stage, and has not yet been subject to public consultation, the numbers of new homes to be provided within the regeneration area has not yet been agreed. 4 options are currently under consideration:

- retail-led option, with residential accommodation
- a leisure-led option with residential accommodation
- a combined retail and leisure-led option, with residential accommodation
- a wholly residential accommodation option.

#### **4.1.3 Small-scale sites**

These are all the smaller sites that are ranked in the affordable housing schedule. Set out in section 3 .They are smaller, but are more likely to come forward before the Broadway or St John's.

There would be added value from these housing sites which can provide much needed affordable housing. Addressing deprivation, protecting the Green Belt and providing affordable housing are very strong priorities in the District.

#### **4.2 Harlow**

Harlow's regeneration priorities lie in four different areas:

- Town Centre
- Appropriate Urban Extension
- Priority Estates
- Neighbourhood Centres.

##### **4.2.1 Town Centre**

The Council is committed to regenerating the town centre as it is seen as the place to break a potential cycle of failure. Improving the town centre is a priority to make the town more attractive to current and potential investors, residents, businesses and visitors. A regenerated town centre in Harlow will provide attractive shopping, employment and wider leisure opportunities

The key issues which will affect the success of the regeneration of the centre include

- Quality of business space
- Transport
- Meeting people's aspirations.

There is strong evidence to support the regeneration of the town centre

The regeneration of the town centre is not just about direct delivery of jobs, homes and shops etc; but also catalytic effect of attracting people to live and work in Harlow in the new and existing homes. A more attractive town centre aligned with substantial housing growth will provide somewhere cheaper and more attractive for people to

potentially move in from Epping Forest and Uttlesford. A key aim of the Local Investment Plan is to make it more desirable to live in Harlow. By increasing the self-containment of the town this will also reduce congestion both in Harlow and the wider sub-region. If this can be achieved it is envisaged that the housing offer can then be improved with more attractive higher end market housing becoming available over time.

It has been identified that improving the night time economy will also be a priority and make a significant difference to attractiveness of area to existing and potential residents.

The northern part of Harlow Town Centre suffers from large numbers of empty units, is of tired appearance with dated retail units and poor quality public realm, a very limited evening economy, a significantly diminished market offer and a fear of crime. An ongoing project will provide a much improved environment in this area of the town centre, with a greater variety of retail and leisure facilities which will be of benefit not only to the existing community, but also to the residents of the wider area including Epping Forest and Uttlesford.

The overall objectives for this project are:

- To improve and increase Harlow's retail offer ensuring the town centre becomes a regional centre that incorporates high quality retail including a major department store
- To improve the culture and leisure facilities within the town centre including the provision of a new library, a theatre/multi-purpose entertainment space and other leisure activities, complemented by bars, cafes & restaurants that help sustain an evening economy.
- To regenerate and connect the market square into the rest of the town centre, including high quality public realm and excellent linkages.
- To include a high quality residential development with a diversity of tenures
- To achieve a balanced transport and parking solution that creates a more positive streetscape, encourages public transport use and is safe and accessible for pedestrians, breaking the collar of the ring road.

It is recognised that the success of the scheme will depend on the mix of the offer and that the economic climate will have an impact on the scheme.

#### **4.2.2 Priority Estates Projects**

The Priority Estates programme was established in 2007, initially in response to concerns about the condition of housing, which in many cases has been designed to have a short life. The priority estates are:

- Aylets Field, Copshall Close and The Briars
- Barley Croft and Lower Meadow
- Northbrooks.

In late 2008 the programme was broadened to recognize the importance of taking a wide ranging approach to regenerating the estates by improving the quality of housing, the built environment and open spaces. The challenges facing the estates fall into three categories:

- Layout of streets, homes and open spaces

- Structural condition of the buildings
- Socio-economic deprivation.

The focus throughout 2009 was on gathering factual information about and professional assessments of the estates, in particular the condition of stock, the suitability of layouts, the cost of future maintenance and repair, and the state of the housing market in those neighbourhoods. In the first half of 2010, the emphasis shifted to community engagement and consultation, with a workshop for members and a series of consultation events with residents from the six estates.

A dedicated Priority Estates officer is now in post, and newsletters are now being issued quarterly to keep residents informed of developments on the project. Through that engagement with Members and the community the following separate vision for the Priority Estates has been confirmed:

“To create successful, desirable neighbourhoods which engender prosperity and an enhanced standard of living, of which current and future communities can be proud”.

This vision is underpinned by six core principles:

- Balanced and mixed neighbourhoods providing places of choice for a range of ages and incomes.
- Well designed layouts with good communal and public spaces that retain the best of Gibberd’s philosophy, but also reflect changes in lifestyles.
- Good quality of green space in terms of views, accessibility and security.
- Provide sustainable dwellings that are economic to run in terms of energy, waste and long term maintenance
- To enable lasting improvements to community facilities, education and well being through the development of partnerships.
- Appropriately connected and accessible neighbourhoods.

The priority now is to take the information gathered from surveys and studies, from consultation and community engagement, and from other data sources such as the Indices of Multiple Deprivation, and to use it to make recommendations about how best to deliver the agreed vision. This will enable the Council to make decisions in principle about the future of the estates, thus providing residents with much greater certainty about what is likely to happen in future.

To this end EC Harris, a built asset consultancy, have been commissioned to prepare an options appraisal, and make recommendations for action on each estate. They will:

- Test the completeness of the data and highlight any key considerations that could have fundamental implications on the planning and delivery of the project, and also identify any gaps in information or knowledge that should be filled to enable a robust and effective assessment of the capacity to deliver the Priority Estates
- Look at examples of how other Local Authorities have tackled similar issues, and to look at examples of best practice
- Identify a range of possible solutions and options, including refurbishment, improvement and comprehensive redevelopment
- Consider the financial implications of these and
- Make recommendations as to the way forward.

EC Harris has also been asked to ensure that their recommendations are compatible with the delivering rooms of a 'liveable' size. Officers are considering how this might best be defined – one option might be to adopt the HCA standards for affordable housing for all tenure types.

The work above was completed with a final report being received from consultants by October 2010.

Following completion of this independent report, officers will brief residents on the findings and recommendations for the regeneration of the Priority Estates, before bringing both the recommendations, and residents' reactions to them, to Council in December 2010. These recommendations are:

- The Briars, Cophalls Close & Aylets Field – redevelopment of the estates. An architect or similar specialist will be appointed to work with residents to write a development brief.
- Lower Meadow & Barley Croft - a programme of retrofit, reconfiguration of open spaces and garages and some new build. An architect or similar specialist will be appointed to work with residents to write a development brief
- Northbrooks – Further work be undertaken to establish a master plan for the estate that can be implemented when financially viable

#### **4.2.3 Renewed neighbourhoods and neighbourhood centres**

Harlow's original Master plan provided for a town comprising of a series of neighbourhoods with housing, leisure and green spaces, community facilities, education, health, neighbourhood retail centres and hatches. The town has evolved and aged, and the way communities live has changed. Some areas of the town are faring and functioning better than others but require regeneration.

Harlow will take a fresh look at its neighbourhoods, and of what a modern neighbourhood needs to be successful. It will develop neighbourhood programmes of activity for identified areas to address social, economic and physical regeneration needs.

### **4.3 Decent Homes**

#### **4.3.1 Background to the Decent Homes Standard**

In July 2000 the previous Government announced additional resources for housing, especially social housing. As part of its desire to link increased spending to better outcomes, the Government established a target to:

“Ensure that all social housing meets standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004 with most of the improvement taking place in the most deprived local authority areas.”

The Government's standard for public sector housing called the Decent Homes Standard states that a property must:-

- Not have any category 1 hazards as defined by the Housing Health and Safety Rating System
- Be in a reasonable state of repair

- Have reasonably modern facilities and services
- Provide a reasonable degree of thermal comfort.

The Coalition Government made £2bn available for Local Authorities to bid for in order to meet the decent homes standard in November 2010. Harlow is the only West Essex District to have made a bid from this funding pot.

#### **4.3.2 Decent Homes - Harlow**

On 1<sup>st</sup> February 2007, responsibility for the delivery of the Council's repairs and maintenance programmes was transferred to the Joint Venture Partnership (Kier Harlow Ltd).

In previous years performance against the Decent Homes Standard was good and figures for non-decent homes were reducing. In the past, work to Harlow's housing stock was confined mainly to the external fabric of the properties (e.g.: roof recovering; window replacement; door replacement; structural repairs). The Decent Homes Standard changed the emphasis to key elements of the property and also the internal condition of the property.

In June 2005 it was reported to the Housing Committee that expenditure on Decent Homes would need to be £99.8m over the following 5 years to achieve the Decent Homes Standard, with £60.8m being funded directly from the capital programme and the remainder being funded by revenue. Following this report funds were identified for other priorities and performance against decent homes slipped.

By March 2009 it was reported to Committee that the current non-decency level was 10.85% of the overall council housing stock. However, based on the stock data available, it is estimated that at quarter one 2010/11, non-decency had risen to approximately 18%.

Since June 2008, the Council has been informing the Government Office for the Eastern Region that the Council has reprioritised its Decent Homes target in line with its Regeneration Strategy and Local Plans and Strategies, Corporate Priorities and the Medium Term Financial Strategy. Changes in the financial situation of the Council, the reduction in Right to Buy sales and the reduction in other estimated property disposals have all had an effect on the Council's ability to fully fund the Capital programme to the levels required. This has also put added pressure on reducing revenue and capital budgets as more properties are being maintained than had originally been budgeted for.

A lack of capital investment also places more pressure on revenue budgets, and responsive repairs volumes will rise as a result of the lack of investment. Currently there is an annual deficit of £4,000,000 between need and resources and this will also affect the Decent Homes delivery.

Since 2006, no stock condition surveys have been carried out, other than on the Priority Estates, due to reductions in the budgets. In 2010/11, £50,000 has been allocated for stock condition surveys.

A project is under way to introduce a new, fully supported stock condition database that will provide accurate data on the condition of our housing stock. This will go live by the end of the financial year.

The agreed priorities of the revised Housing Asset Management Strategy are to:-

- Deliver Decent Homes
- Improve energy efficiency and reduce the carbon footprint of Council dwellings
- Target works to priority estates

- Undertake a stock condition survey and review of sheltered housing.

A visual survey is currently being carried on the properties from years 6-10 of the stock condition survey to re- assess the elements identified as having failed the Decent Homes Standard.

To monitor this and to ensure work is targeted accurately, it is essential that stock condition surveys are carried out annually to 20% of our housing stock, and that the new database is brought online as quickly as possible. An action plan to deliver decent homes by 2015 is now in place.

### **4.3.3 Decent Homes – Epping Forest**

Epping Forest undertook its stock condition survey in 2000, just prior to the announcement of the Decent Homes Standard. The survey data were based on a cloned survey whereby 20% of the stock was surveyed internally and 100% externally. This meant that the database had to be analysed carefully and then validated to establish the number of currently and potentially non decent homes.

The exercise revealed a total number of 1,627 homes which were non decent, which equated to 22% of all the Council's housing stock. In addition, if the Council were not to undertake any further investment in the stock that number would have increased to 3,797 (54%) by the year 2010. There were therefore 2,170 properties that were potentially non-decent in addition to those currently non decent.

The key strategy which was employed was to look at where properties were failing and then only undertake work that was absolutely necessary to ensure that the Council met the Decent Homes Standard. For example, where properties fail on three or more categories under the "Reasonably Modern Facilities" heading, then just one category of work was addressed so that it was no longer non decent (since it had less than three failures).

Using this approach, as of 2001 it was estimated that a total of £14 million was required to tackle non-decent homes by 2010, which excluded the resources necessary to prevent properties becoming non-decent. This also excluded other improvements the Council wished to continue funding such as door entry security, estate enhancements, off street parking, estate regeneration, digital TV etc

Since 2001, one area which not only required significant investment, but also needed a whole new programme to prevent homes from becoming non-decent, was the replacement of kitchens and bathrooms under the 'Reasonably Modern Facilities' category. Since 2001, the Council invested £6.7 million to improve the quality and layout of bathrooms and kitchens.

To tackle the backlog, the Council trained its own Housing Assets surveyors and began collecting stock condition data for each of its properties. The on-going stock condition surveys informed annual programmes of work, which were then focused on meeting Decent Homes. The database has subsequently been updated each year to include work undertaken as and when contracts are completed.

The Council completed its Decent Homes Programme by eliminating all non-decent homes in May 2010, which was 7-months ahead of the Government target of the end of December 2010. Within the HRA Business Plan, there is a 30-year programme for planned maintenance to the Council's housing stock in place, which is focused on making sure all potentially non-decent homes are improved, thus making sure all



homes are Decent. Based on the investment needed, the Council can continue to maintain its housing stock and meet the Decent Homes standard until around 2037/38 (28 years).

#### **4.3.4 Decent Homes – Uttlesford District Council**

As at 31 March 2010 of the 2872 Council owned homes, 28 failed the Decent Homes Standard. This equates to 0.97% of the stock. These failures are mainly due to tenants' refusal to have certain improvement works carried out.

Whilst the Council has already nearly met the target in advance of the Government's target date of 2010 this does not mean that the stock does not need further work - it is estimated that between 4% and 5% of properties per annum become non-decent and these require investment.

The introduction of the Decent Homes Standard caused the Council to re-evaluate its strategy so that a balance could be struck between meeting the Government's target and completing works identified in existing planned maintenance programmes. Spending priorities were identified and an investment programme tied to broad maintenance headings aligned to Decent Homes is now in place for the next 5 years.

## **5.0 Delivering Affordable Housing**

### **5.1 Overview**

One of the pressing reasons for producing this Local Investment Plan is to assess and understand the need for additional affordable housing within West Essex, and then to plan the most effective way of maximising its delivery.

There is a desperate shortage of affordable housing across West Essex, but synergy can result from the three councils planning and working together, in partnership with the Homes and Communities Agency and Registered Providers.

This section of the Local Investment Plan:

- Summarises the current assessment of the housing market and housing need across West Essex
- Sets out the aims and objectives of the three Councils for affordable housing provision within West Essex, together with some specific objectives for individual councils

A programme of affordable housing developments for all three Councils, together with an associated prioritisation of grant funding requirements from the HCA is set out in Section 6 of the document.

Housing Officers from the three Councils have worked together to formulate a common aims and objectives for affordable housing provision in West Essex, based on their Housing Strategies and the outcome of the recently-completed Strategic Housing Market Assessment which includes coverage of the Epping Forest, Harlow and Uttlesford Districts.

In relation to the housing market the common aim is 'to understand West Essex's housing market and to identify the amount of housing necessary to accommodate the population of each District, at appropriate minimum standards and of suitable size, type and tenure'

In addition the following common objectives have been agreed:

- Achieve a deeper understanding of the housing market in each District and across West Essex, in order to establish the level of need and demand for housing in each District and West Essex
- Establish the overall proportions of households that are likely to require market or affordable housing, now and in the future
- Develop a robust and credible evidence base to inform the planning process at regional (if appropriate), sub regional and local levels.

## 5.2 The Housing Market and Assessment of Housing Need Within West Essex

### 5.2.1 Housing Completions and Outlook

Data on yearly completion rates for West Essex since 2001/02 are shown in figure x.

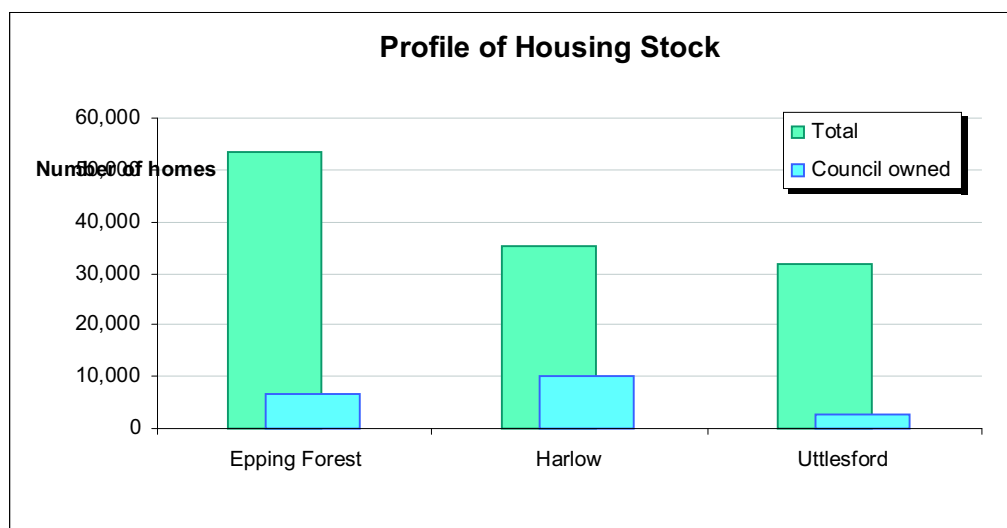
The West Essex area continues to be attractive to builders and developers, and although in recent years there has been a slowing in the completion rate, the situation seems to be slowly improving.

Financial year	Net new housing units completed
2001/02	357
2002/03	451
2003/04	329
2004/05	454
2005/06	816
2006/07	486
2007/08	309
2008/09	559
2009/10	375
<b>Total</b>	<b>4136</b>

The former East of England Plan target for the M11 Corridor was for 27,500 new homes by 2021. Of these, 16,000 were assigned for Harlow, 8,000 for Uttlesford and 3,500 for Epping Forest. (Note some of Harlow's allocation was required to fall in neighbouring authorities, namely Epping Forest and East Herts).

### 5.2.2 Housing Need across West Essex

Within West Essex, there are 120,455 homes, of which 16% are council owned, 80% are within the private sector and 4% are owned by housing associations.



Harlow has 35,315 homes – of which 28% are Council-owned and a further 5% RSL-owned. This level of Council ownership is equal highest in the East of England. It should also be noted that a further third of the town’s housing stock are ex-Council properties that are now in owner-occupation.

Epping Forest has around 53,500 homes in the District, of which 87.5% are within the private sector, 12% are owned by the Council and around 3% are owned by housing associations.

In Uttlesford, there are around 31,600 homes in the District, of which 28,700 are within the private sector, 9% are owned by the Council and approximately 3% are owned by housing associations.

West Essex is within the London Commuter Belt (LCB) Sub Region for housing purposes. Six Districts of the Sub Region, joined to form the London Commuter Belt (East)/M11 Strategic Housing Market Assessment (SHMA) area. SHMAs do not provide definitive estimates of housing need, demand and market conditions. However, they do provide valuable insights into how housing markets operate, both now and in the future. Opinion Research Services (ORS) was commissioned to undertake a comprehensive and integrated SHMA. The other Districts in the SHMA area are Brentwood, Broxbourne and East Herts. The research used secondary data from sources such as the UK Census, the former Housing Corporation, HM Land Registry and the Office for National Statistics, along with a qualitative consultation programme with a wide range of stakeholders. The Key Findings of the (SHMA), relevant to this Local Investment Plan are:

The key factors that characterise the SHMA area:

- Its proximity to London;
- Its house prices;
- The diversity of the area that appeals to both residents and migrant households.

Between 2001 and 2006, the population of the area rose by 8.5% and the 2001 Census states that 5.5% of households in the SHMA area are overcrowded. It is estimated that around 16,700 households are considered to be ‘unsuitably housed’ in West Essex area, broken down as follows:

Epping Forest - 7,100 households

Harlow - 6,300 households  
Uttlesford - 3,300 households

This term is used to encompass households that:

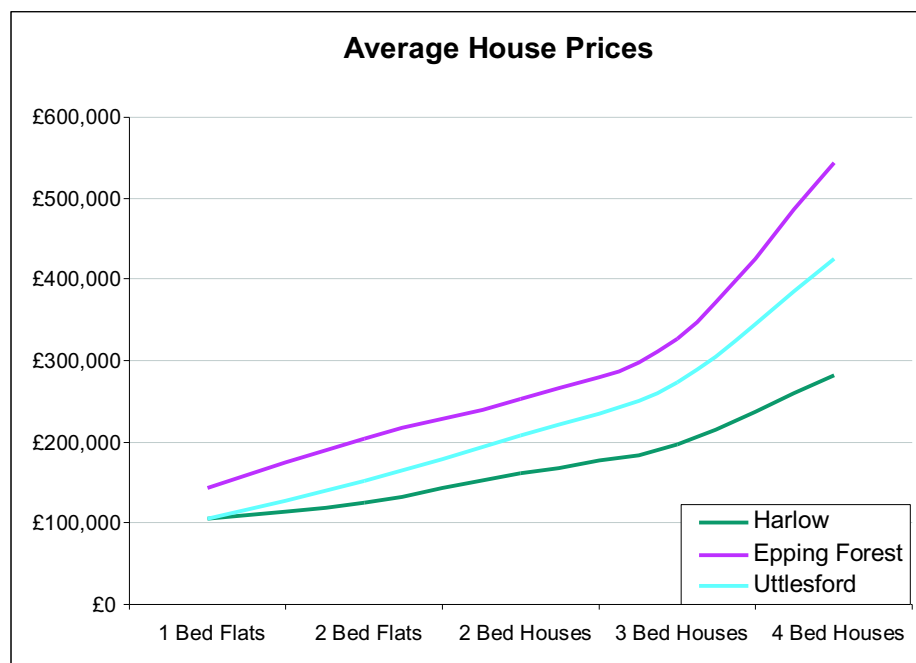
- are homeless or have insecure tenure
- are 'mismatched' to the dwelling they live in
- are living in dwellings that lack amenities or are in a poor condition
- have social needs that can only be resolved through a move.

Some unsuitably-housed households may choose to move elsewhere, but not all unsuitable housing problems require a move from the householder's current home. For example, a problem may be resolved by extending or repairing the home, or – where overcrowding exists – one or more member(s) of the household may be able to move out of the property. Where such solutions could not be applied, due to affordability or other reasons, a household is considered to be in 'housing need' (a much rarer event than being unsuitably housed). The draft SHMA estimates that, across the SHMA area there are 4,800 households in housing need, and 2,450 (51%) of these are West Essex residents, as follows:

Epping Forest - 1300 households  
Harlow - 750 households  
Uttlesford - 400 households

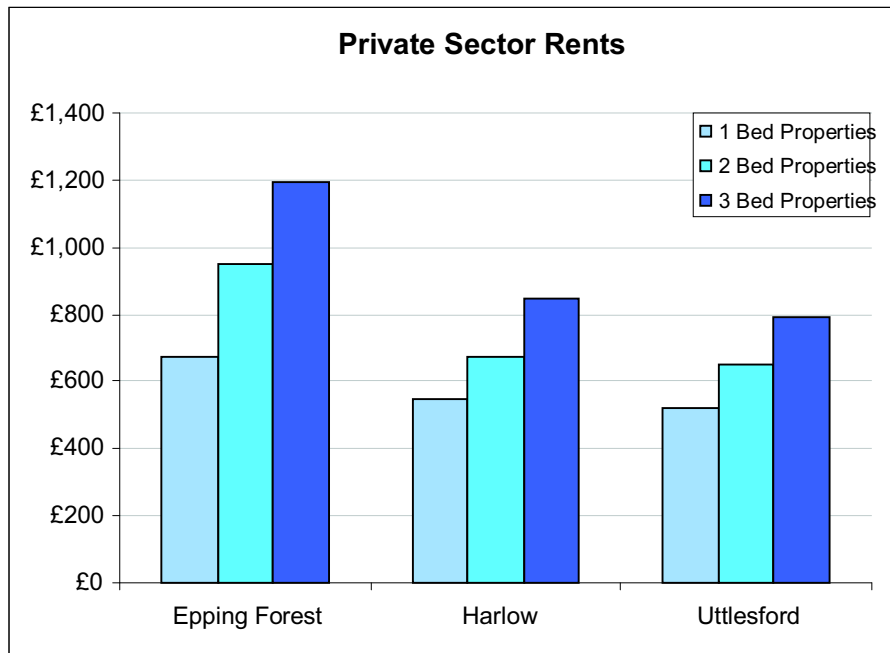
### 5.2.3 The Local Housing Markets

Local market factors can have a significant bearing on future housing demand and/or the sustainability of current rent structures. Indeed, the Council's future rent levels under the Government's proposed rent reforms are affected by property values. Property prices have significantly fluctuated in past years and their future is uncertain given the unstable economy. Figure shows house prices across West Essex, as at March 2010



Source: Hometrack

Set out below are the average monthly private sector rents across the three Districts at March 2010.



Source: Hometrack

The table below shows the average earnings of those who work in each District compared to those both live and work in each District. Average house price to annual earnings ratio range from 8:1 in Harlow to 13:1 in Epping



Source: ASHE

## 5.2.4 The Councils' Housing Registers

The numbers of applicants on the Housing Registers of West Essex Councils confirm the levels of households seeking social housing in area. The table below illustrates the total level of people seeking council assistance over the past two years, based on the numbers registered on the three Housing Registers. Between 2009 and 2010, the overall housing figure in West Essex decreased by 41%. This statistic is distorted however; as a review of the Housing Register by Harlow Council during late 2009 has seen a decrease in demand of nearly 4,000 caseloads. Demand in Uttlesford has fallen by 12% to 1,020 and Epping Forest has seen an 8% increase in demand in the past year to 5,008.

### Housing Registers of West Essex Councils – March 2010

	Mar-10	Mar-09	Difference (09-10)	
			+/-	%
Epping Forest	5008	4611	+397	+8%
Harlow	2421	6165	-3744	-60%
Uttlesford	1020	1146	+125	-12%
<b>Total</b>	<b>8449</b>	<b>11922</b>	<b>-3473</b>	<b>-41%</b>

## 5.2.5 Social Housing Turnover

This table compares turnover of Housing Register, homeless and other applicants for vacancies in the sub-region's Councils' housing stock over the last two years.

	2008/09	2009/10
Housing Register (Inc Homeless)	1077	1322
Mutual Exchanges	239	281
<b>TOTAL</b>	<b>1316</b>	<b>1603</b>

In addition, 321 applicants were nominated and accepted in 2009/10 for vacancies in stock owned by Housing Associations, compared with 261 in 2008/9. All three Councils operate a Choice Based Lettings Scheme. Homeseekers on the Housing Registers can search for available vacant council properties across one or more Districts and for housing association properties where the Councils have 'nomination rights'. Vacant properties are advertised, and applicants can 'express an interest' in them (also known as bidding).

Tenants under-occupying their properties are encouraged to consider a mutual exchange. A maximum of only one spare bedroom is allowed as a result of any mutual exchange between Council and RSL tenancies.

All three West Essex Districts operate policies to incentivise under-occupying residents to move to smaller suitable properties offering both financial payments, practical assistance with moving and additional priority points within transfer schemes.

The authorities also take a pro active approach to bringing back into use empty properties within the Districts and will work with partner RSLs in tackling this issue with the assistance of the recently announced £100m funding set aside in the Homes and Communities Agency budget.

### **5.2.6 Homelessness**

The three West Essex Councils' aim is:

“To prevent homelessness and to respond to homelessness applications in accordance with statutory requirements, efficiently, effectively and fairly, helping homeless people to secure appropriate accommodation and keeping the use of bed and breakfast accommodation to a minimum.”

Interim and temporary accommodation includes Bed and Breakfast (B&B) accommodation for households without children, and both self contained flats and rooms in hostels (where housing related support is provided) for households with and without children. The Councils aim to minimise the use of B&B accommodation, and seek to ensure that only single people are accommodated in B&B. All three Councils have successfully met the Government's target to reduce the numbers of households placed in temporary accommodation by April 2010. This has been achieved by incorporating effective prevention measures and significantly reducing the numbers of households occupying temporary accommodation.

### **5.3 New Affordable Housing Provision**

#### **5.3.1 Provision of Affordable Housing and Tenure Mix**

In relation to new affordable housing provision the common aim is to maximise and increase the amount of good quality affordable housing in West Essex, in the form of social rented housing and low cost home ownership”. The Government will be introducing a new flexible tenure in 2011 which will attract an ‘Affordable Rent’ set at up to 80% of local market rents. The three Districts will work closely with Registered Providers to set objectives around the use of this new tenure.

In addition the following common objectives have been agreed:

- a) Work with Registered Providers and developers to increase the number of affordable homes within West Essex;
- b) Seek to achieve the provision of 40% affordable housing (33% in Harlow) on large housing developments (over 0.5Ha or 15 properties) in urban areas through the use of agreements under Section 106 of the Town and Country Planning Act 1990, with the affordable housing mix on such sites reflecting the private housing mix;
- c) In exceptional circumstances, where on-site affordable housing provision is inappropriate, seek either:
  - (i) the off-site provision of affordable housing, equivalent to the percentage of affordable housing that would normally be required to be provided on-site and at the off-site location combined; and /or
  - (ii) the provision of an appropriate financial contribution, equivalent to the amount of subsidy the developer would have needed to contribute to the affordable housing, if it was provided on-site;
- d) Seek an appropriate mix of social-rented housing and low cost home ownership for the affordable housing provision on Section 106 sites;

- e) In order for them to be affordable, ensure that – for shared ownership schemes:
- I. The average initial equity share sold to shared owners across all the shared ownership homes within any development is no more than 35%;
  - II. Shared owners are able to purchase a minimum initial equity share of 25% and a maximum initial equity share of 50% (75% in Uttlesford) for shared ownership schemes;
  - III. Shared owners are able to purchase additional equity shares (staircase) up to full 100% ownership, except for rural housing schemes for which a maximum of 80% equity can be purchased under current Homes and Communities Agency policy; and
  - IV. Shared owners pay an initial rent of no more 2.75% (2.5% in Epping Forest) of the unsold equity per annum, with subsequent rent increases determined in accordance with the relevant housing association's rent setting policy;
- f) Generally, seek up to 30% in Uttlesford and Epping Forest (apart from Green Belt sites) – and no less than 50% in Harlow – of the total affordable housing provided on Section 106 sites as shared ownership, to assist first time buyers to gain access to home ownership; and
- g) Seek to ensure that affordable homes meet the Homes and Communities Agency's Design and Quality Standard, and at least Level 3, but preferably Level 4, of the Code for Sustainable Homes.

The following Specific Objectives have been agreed for Epping Forest:

- a) In exceptional circumstances, where on-site affordable housing provision is inappropriate, seek the off-site provision of affordable housing within Epping Forest, equivalent to at least 40% of the combined total number of properties developed on-site and off-site provision, or the provision of a financial contribution equivalent to the amount of subsidy the developer would have needed to contribute to the affordable housing, if it was provided on-site;
- b) Generally, seek up to 40% of the total affordable housing provided in Epping Forest on Section 106 sites in the Green Belt as shared ownership, to assist first time buyers to gain access to home ownership; and

On an exceptional basis, consider planning applications for developments on land within Epping Forest, currently in the Metropolitan Green Belt, for which planning permission would not normally be granted, if they provide high levels of affordable housing (at least 80%) and are otherwise considered suitable for residential development.

The following Specific Objective has been agreed for Harlow:

In exceptional circumstances, where on-site affordable housing provision is inappropriate, the Council may require the contribution to be greater than the cost of providing affordable housing on site to reflect the additional costs incurred in providing affordable housing elsewhere. The calculation of any commuted sums will be based upon 75% of the current local market costs of acquiring properties of the



required size and type, reflecting the broad findings of the current housing requirements.

The following Specific Objective has been agreed for Uttlesford:

In exceptional circumstances, where the provision of 40% affordable housing on a site is proved unviable, other options will be considered. In such circumstances, the Council may accept a commuted sum but this, and the amount to be paid, would have to be agreed in each case.

### **5.3.2 New Supported Housing Provision for Older & Other Vulnerable People**

In relation to new supported housing provision for older & other vulnerable people the common aim is to help vulnerable people with special housing needs to live in homes suitable for their needs, with appropriate levels of support.”

In addition the following Common Objectives have been agreed:

- a) Work with other statutory and voluntary agencies to enable people with special housing needs to live in homes suitable for their needs, with appropriate levels of support;
- b) Work with the Essex Supporting People Team to ensure that supported housing and floating support services are provided to those in most need at an economic cost; and
- c) Seek the provision of the following amounts of “lifetime homes” within new developments in the three Districts:

Epping Forest - At least 10% of homes on sites in excess of 10 homes  
Harlow - At least 5 homes, or 25% of homes  
Uttlesford - All homes.

In addition the following specific objective has been agreed for Uttlesford:

In new housing developments of between 10 and 20 units, at least one dwelling should be built to wheelchair accessible standards and, in developments of 20 units and over, at least 5% should be built to wheelchair accessible standards.

### **5.3.3 Affordable Housing in Rural Areas (Epping Forest and Uttlesford only)**

In relation to Affordable Housing in Rural Areas in Epping Forest and Uttlesford the common aim is to increase the amount of affordable homes within rural areas, in order to help meet the housing needs of local people, whilst safeguarding the essential qualities of rural life”

In addition the following Common Objectives have been agreed:

- a) Work with parish councils to assess the housing needs of local people living in rural areas and to identify sites suitable for the provision of affordable housing schemes; and

b) Increase the amount of affordable housing in rural areas, by granting planning permission for small scale affordable housing schemes on appropriate sites within the Green Belt, adjacent to rural settlements, as an exception to normal planning policy, where there is a demonstrable local housing need, subject to:

- 100% of the dwellings being affordable and provided through a Registered Social Landlord
- The development meeting a particular local need that cannot be met in any other way
- The development being of a scale appropriate to the size, facilities and character of the settlement; and the site adjoining the settlement.

In addition the following specific objective specific objective has been agreed for Epping Forest:

In villages with a population of less than 3,000 people within Epping Forest, on new developments comprising;

- (a) two or more dwellings on greenfield sites – seek the provision of 50% of the homes as affordable housing; and
- (b) three or more dwellings on previously-developed land – seek the provision of at least 33% of the homes as affordable housing.

#### **5.3.4 Gypsies and Travellers**

Recent Government announcements have suggested that future allocation and development of pitches for Gypsies and Travellers is likely to be encouraged through the Government's proposed new home bonus which is expected enable Local Authorities to receive additional funding equivalent to their local Council tax rates for up to 6 years. Of the three Districts, Epping Forest has experienced significant recent activity in relation to the provision of Gypsy and Traveller sites.

#### **Epping Forest**

Gypsy and Travellers pitches are considered an "inappropriate" use of land in the Green Belt, which only adds to the difficulties of identifying potentially suitable sites. Two recent separate appeal decisions in Epping Forest District concluded that sites in the Green Belt were the only feasible options because of land values and other reasons.

The biannual caravan counts from about 2004 to 2007 consistently showed that about 25% of caravans were on unauthorised sites. The Labour Government concluded that this was such a high figure that urgent action was needed to address the problem. In October 2007 the Council was served with a Direction to prepare a separate Development Planning Document (DPD) on Gypsy and Traveller pitch provision ahead of the Core Strategy, with submission of the draft DPD timetabled for October 2009.

A public consultation exercise on potential sites was held from November 2008 to February 2009. There was a very significant negative response from the settled community. The quantity and complexity of the replies quickly made it apparent that the original timetable was quite unrealistic, and the Council entered into discussions

with the Government Office about a more realistic timescale in July 2009. No conclusions had been reached by the time of the General Election in May 2010.

The travelling community chose to respond to the consultation in a different way – by submitting planning applications for sites which were either long-tolerated, had temporary permissions, or were otherwise unauthorised. The number of such applications submitted in previous years had consistently been much lower, so the Council concludes that the consultation exercise (which included the use of specialist consultants, the preparation of DPDs explaining how to submit planning applications, and the process for preparing the DPD, and the staging of an exhibition solely for the local travelling community) was particularly successful in reaching the target community. The applications have been dealt with in accordance with current Local Plan policies – some have been granted, some refused and some granted on appeal. A conscious effort has also been made to contact some Traveller families individually to encourage the submission of applications, and to ask relevant planning agents to deal with some other long-standing unauthorised sites.

The overall result has been that, at July 2010, there were 103 pitches (comprising 127 caravans) with permanent permission (16 of those (pitches and caravans) are on a County Council managed site – the rest are privately owned and run), 16 pitches (36 caravans) with temporary permission, and at least 6 caravans which are unauthorised.

There are current applications and some in the pipeline for some of the temporary and unauthorised sites, so these figures may yet change. If all the outstanding/anticipated applications were granted, the Council would be very close to the 2016 target for authorised pitches in the Gypsy and Traveller Accommodation Assessment. In July 2010, the coalition Government revoked the Direction so the Council has ceased further work on the preparation of a separate DPD. The issue will be included in the Core Strategy and relevant subsequent DPDs.

## **Harlow**

In 2008 it was identified that all 36 official pitches in Harlow were fully occupied, but also that there was no use of unofficial pitches, suggesting that current need is being met. The report also identified that the formation of new family units and the need to tackle some overcrowding of existing pitches would lead to a requirement of an additional 12.7 pitches in the period to 2013. It is believed that this requirement can be accommodated within the two official sites at Fernhill and Elizabeth Way.

## **Uttlesford**

In 2010, a total of 63 gypsy and traveller caravans were present in Uttlesford. It is estimated that 59 of these were on authorised sites with planning permission. 2 were recorded as on 'unauthorised gypsy owned land without planning permission and not tolerated' and 2 were on tolerated sites without planning permission.

## **6.0 Sustainability and Quality**

The West Essex LIP is committed to the highest quality design and sustainability levels.

New affordable homes will be built to at least the minimum standards required to attract government funding currently set at the Code for Sustainable Homes level 3 rising to Code 6 by 2016.

## **Section 3 – Prioritisation and Outputs**

### **7.0 Overview of the West Essex approach to Prioritisation**

This section gives details of the scheduled programmes, required programmes and projects and their prioritisation based on their deliverability and agreement between the three Districts.

#### **7.1 Prioritisation**

Set out below are the priority areas for investment that have emerged from the evidence set out in the West Essex Local Investment Plan. The individual areas are set out as either themes i.e affordable housing) or by geographical location (i.e Harlow Town Centre) or a combination of both ( i.e. Uttlesford Decent Homes)

They have been prioritised in terms of both importance and timescale deliverability. These judgements have been made collectively by the West Essex LIP Steering group taking into account the following criteria:

- Existing prioritisation as agreed by individual Councils
- Deliverability and viability
- Funding availability
- Potential contribution to overall LIP vision.

Further details of each area are set out in section 7.2 below.

	<b>Immediate – Now – 2 years</b>	<b>Medium term - 3 – 5 years</b>	<b>Longer term 5 years plus</b>
<b>Priority 1 *</b>	<p>Affordable Housing (Epping Forest &amp; Uttlesford)</p> <p>Harlow Town Centre Regeneration</p> <p>Harlow Housing Growth</p>		<p>M11 Junction 7A</p>
<b>Priority 1</b>	<p>Loughton Broadway Regeneration</p> <p>Affordable Housing (Harlow)</p> <p>Harlow Decent Homes</p> <p>A414 road improvements</p>	<p>Harlow Priority Estates Project (Delivery)</p> <p>West Anglia main line railway upgrade</p> <p>Epping St John's Regeneration</p>	<p>Uttlesford Decent Homes</p> <p>Epping Forest Decent Homes</p>
<b>Priority 2</b>	<p>Harlow Neighbourhood Centre Regeneration</p>	<p>Supported Housing</p> <p>Harlow Town station area development</p> <p>Uttlesford Gypsies and Travellers site provision</p> <p>Harlow Gypsies and Travellers sites provision</p>	<p>Epping Forest Gypsies and Travellers sites provision</p>

7.2 Growth and Regeneration projects

Growth project outputs in each District prioritised by as set out in 7.1

Issue	Partners	Project / scheme	Priority	HCA input sought			Progress/ Comments
				Investment <sup>1</sup>	Advice	Influe ncing	
Harlow Town Centre Regeneration	Harlow Council Essex County Council EEDA Harlow Renaissance HCA	Harlow Town Centre North	H*	✓ Now - 2016	✓ Now - 2016	? 2010 onwar ds	Top priority for HCA investment support. Would welcome advice on structure of delivery vehicle, and potentially on further value engineering. May require some covenant release.
Estate Regeneration	Harlow Council Essex County Council HCA	Priority Estates	H*	✓ 2012 - 2018	✓ Now - 2018?	? 2010 onwar ds	May suggest slight reshaping of green spaces and/or moving community facilities, which would require HCA covenant release.
Housing Growth	Harlow Council HCA	Ram Gorse	H	✓		✓ 2010	Scheme contingent on transfer of HCA 'green wedge' land

<sup>1</sup> Excludes projects already allocated GAF3 funding

Issue	Partners	Project / scheme	Priority	HCA input sought				Progress/ Comments
				Investment <sup>1</sup>	Advice	Influencing	Property rights	
								to HDC for provision of new Rugby Club.
	Harlow Council HCA	Wych Elm redevelopment land	M	✓ 2011/12 (for affordable element)			✓ 2011/12?	HCA / HDC have jointly appointed agents to agree release of land to developer
		Harlow North	H					Up to 10,000 homes in conjunction with East Herts Council
Pitch Regeneration	Harlow Council HCA	As per Gateway scheme	H	✓ 2010				Gateway scheme / pool receipts. The high priority reflects the fact that it is an already committed / publicised commitment that needs to be honoured
Town Park		Town Park Masterplan – HLF match funding	M	✓ 2011			?	Offsetting clawback on sale Marshgate Farm (within Park) with equivalent grant to support

Issue	Partners	Project / scheme	Priority	HCA input sought				Progress/ Comments
				Investment <sup>1</sup>	Advice	Influencing	Property rights	
Station regeneration		Implementation of emerging master plan	M	?	?			Park regeneration. Covenant release?
Neighbourhood Centres	Harlow Council HHCT Harlow Renaissance	Staple Tye Regeneration	H	?			✓ 2010	Harlow Renaissance study underway. Possible investment in social housing elements? Release of covenant on Lister House Health Centre to allow redevelopment for housing / mixed use; health centre being replaced under GAF2
		Stow	M	? 2011 onwards			? 2011 onwards	3 land owners keen to redevelop area, as yet no clear master plan. Could have a significant number of home



Issue	Partners	Project / scheme	Priority	HCA input sought			Progress/ Comments
				Investment <sup>1</sup>	Advice	Influencing	
							and business units built. May require buy out of private sector landowners keen to sell. May require covenant release s.t. detail of proposals
Sewage Treatment Capacity		Increase capacity at Rye Meads STP	H			✓	Environment Agency
		Pipework upgrades					Assumed developer funded
<b>Epping Forest</b>							
Loughton Broadway	Epping Forest District Council Essex County Council Stobarts Broadway Town Centre Partnership HCA	To provide a new supermarket, a sustainable mix of new residential housing (with higher proportions of affordable housing than usually required), a new bus interchange at	H			2011	An EFDC Officer Project Team is currently being established to take the project forward. Stobarts are in discussion with EFDC planning and estates officers about the provision of a new

Issue	Partners	Project / scheme	Priority	HCA input sought			Progress/ Comments
				Investment <sup>1</sup>	Advice	Influencing	
		Debden Underground Station and environmental improvements					supermarket.
St John's Regeneration	Epping Forest District Council Essex County Council Epping Town Council Urban Practitioners HCA	To provide either a retail-led, leisure-led or combined retail/leisure regeneration scheme, together with the provision of new residential housing (including affordable housing) and other environmental improvements	H	2011			A draft Design and Development Brief is under consideration and a public consultation exercise on the options will be undertaken in early 2011.
<b>Transport</b>							
		J7A	H*			✓	Need to lobby now to secure delivery by 2020
		A414-J7A Link Road	H			No w - ?	Longer term priority
		Southern Way / Second Avenue	H				Need to address problems with

Issue	Partners	Project / scheme	Priority	HCA input sought				Progress/ Comments
				Investment <sup>1</sup>	Advice	Influencing	Property rights	
								Southern Way to facilitate urban extensions to S and W. GAF funded study kicking off shortly.
		Crossing the Stort – Burnt Mill	M		?	?	?	To facilitate growth within Harlow. HCA own adjacent land.
		Crossing the Stort – Other North	M		?	?		To facilitate growth to north?
		Crossing the Stort – East	M		?	?		To facilitate growth to north?
		Crossing the Stort – Pinnacles	M		?	?		To facilitate growth to north and/or increased employment at pinnacles?
		Public transport improvements			?		✓	To ensure RFA commitment is honoured.

## **7.3 Affordable Housing – 2010 – 2015**

### **7.3.1 Overview**

Prior to the production of this Local Investment Plan, the three West Essex Councils have been working with land-owners, developers and housing associations to facilitate the provision of additional affordable housing, and will continue to do so over the period of the Local Investment Plan.

Generally, the proposed affordable housing provision is in the form of either social rented housing or shared ownership (sometimes referred to as low cost home ownership – LCHO). Social rented housing is generally offered to those housing applicants who have expressed an interest in a housing vacancy through the choice based lettings scheme, and have the highest assessed level of housing need - and have been waiting on the Housing Register the longest - compared to other applicants who have also expressed an interest.

Shared ownership is sometimes referred to as “part rent - part buy”, and enables first time buyers to join the property ladder when they would otherwise have insufficient income to purchase a property. A housing association owns the freehold of the property and provides a shared ownership lease to the housing applicant. The housing applicant purchases part of the equity (e.g. 25%) from the housing association through a mortgage and, possibly, savings, and then pays the housing association a rent for the equity remaining with the housing association – this is usually around 2.5%-2.75% of the value of the equity retained by the housing association per annum. Overall, the combined cost of the applicant’s mortgage and rent for a shared ownership property is far less than the cost of a full mortgage for the same property. The shared-owner can then purchase additional tranches of equity, usually up to 100% (in urban areas) - often referred to as “stair-casing”.

As set out above, the three Districts will need to take account of the new flexible tenure, ‘affordable rents’ and other social housing reform proposed by the Government which is likely to be introduced in 2011

### **7.3.2 Schedules of Affordable Housing Sites**

Set out below are the Schedules of Affordable Housing Sites for each District, and provides the following information for each site:

- A list of affordable housing sites in development, separated into:
  - Development schemes on-site;
  - Sites with both planning permission and grant from the HCA or other sources, but which have not yet started on-site;
  - Sites with planning permission, but grant is still required from the HCA or - other sources before the development can commence;
  - Sites with planning permission, that do not require any grant from the HCA or other sources; and
  - Sites without planning permission, but are under consideration by developers;
- The site location and name of the housing association (“registered provider”) undertaking the affordable housing (if decided);

- Whether the site is owned by the District Council, Essex County Council or a developer, or whether the site is privately-owned (usually prior to a sale to a developer);
- The actual or forecast number of affordable homes to be provided as social rented housing, or through shared ownership (LCHO)
- Whether the site is within a Designated Protected (Rural) Area, whereby certain requirements apply to shared ownership schemes and/or where a rural development is being provided through a “planning exceptions scheme”
- Whether the accommodation will provide “supported housing” (e.g. for older people, people with physical or learning disabilities or young parents). In these cases, appropriate levels of revenue funding from the Essex Supporting People Commissioning Body will also be required
- Whether or not grant from the HCA or other sources has already been allocated and, where it is still required, the amount of grant required to provide the proposed amounts of affordable housing with the proposed tenure
- Where grant from the HCA or other sources is still required, the relevant District Council’s ranked prioritisation of the site for funding
- The year in which the proposed development is expected to be completed, and the percentage of the total housing provided on the site that will be in the form of affordable housing.

In addition, the Schedules of Affordable Housing Sites also provide:

- A forecast of the amount of affordable housing (social rented and LCHO) that will be provided in later years through “windfall” sites. These are sites where new housing is not currently planned or known about, but subsequently come forward by developers who have identified a development potential for the site. The assessment is primarily based on historical data
- A summary of the anticipated affordable housing completions by year, including anticipated windfall sites
- An estimate of the total grant required from the HCA or other sources over the five-year period (excluding grant already allocated)
- The *average* amount of grant required each year for the proposed affordable housing developments in the District the five-year period.

### **7.3.3 Summary of Anticipated Affordable Housing Provision across West Essex**

Page 51 provides a summary of anticipated affordable housing completions for the whole of West Essex, broken down by current site status (e.g. developments on site, developments with and without planning permission, with and without grant), together with a summary of the anticipated numbers of affordable housing completions for the next 5 years, including from windfall sites.

#### **7.3.4 Current of the Schedules of Affordable Housing Sites and Funding Priorities**

It is important to note that, whilst the aims and objectives for affordable housing provision within this Local Investment Plan are expected to be enduring over the life of Plan, the Schedules of Affordable Housing Sites are “working documents” that will be updated by the three Councils – in partnership with the HCA - on a bi-monthly basis, taking account of:

- New developments coming forward
- Developments that have been completed
- Outcomes of planning applications
- Negotiations with developers and housing associations
- New information coming forward from developers and housing associations undertaking the developments
- Grant allocations made by the HCA and other sources.

It should also be noted that as:

- Current developments progress and complete
- New developments come forward
- The status of sites change (e.g. receive planning permission).

each District Council’s ranked prioritisation of sites for funding is likely to change, to reflect the changing deliverability of each scheme.

Therefore, the following schedules should only be regarded as a “snap-shop in time”, based on the status and deliverability of sites at the time of the Local Investment Plan’s publication.

As can be seen from following Schedules, 3371 affordable housing completions may be possible across West Essex over the next 5 years, representing an average of 675 per annum;







**West Essex Joint Investment Plan  
Schedule of Affordable Housing Sites**

**EPPING FOREST**

Funding Priority	Site	Registered Provider	Prev/Current Landowner	Rent	LCHO	Rural?	Supported Housing?	Grant Allocated	Grant Required	Completion Year	Afford Housing %	Comments
	Young Parent Scheme, Ongar School Lane, Abbess Roding	East Thames	Barretts Private	13	0		X	Y		2010/11	100%	Nominations to be shared with Brentwood BC and Harlow DC Rural exceptions scheme
	Merlin Way, North Weald	Home Estuary	EFDC	20	7	X		Y		2010/11	100%	Must be completed by 31st March 2011 (to ensure Kickstart funding)
	Acres Avenue, Ongar	White Lodge, Waltham Abbey	Private	57	38	X		Y		2010/11	100%	Former EFDC land
	Green Belt - To be completed in phases over three years							Y		2010/11-2012/13	80%	Green Belt - To be completed in phases over three years
	For people with learning disabilities							Y		2011/12	100%	
	Barretts Meadow View, Station Approach, Ongar	East Thames	Barretts Redrow	2	4		X	Y		2011/12	12%	
	Epping Forest College (Phase 2)	Moat Home	Redrow	15	0			Y		2011/12	30%	
	Epping Forest College (Phase 2)	Home		15	9			Y		2011/12	30%	
	<b>Total</b>			<b>135</b>	<b>72</b>							
<b>With Planning Permission and Grant - Not Yet Commenced</b>												
	<b>Total</b>			<b>0</b>	<b>0</b>							
<b>With Planning Permission - Grant Required &amp; Not Yet Commenced</b>												
2	Jenkinings Nursery, Manor Road	Moat	Private	37	17				TBA	2012/13	80%	Green Belt
	Nursery Site, Manor Road, Chigwell	To be decided	Private	17	0				TBA	2012/13	80%	Green Belt
1	St. Johns School, Epping	L&Q	ECC	27	11					2013/14	25%	Higgins (developer) finalising legal agreements with Essex CC - School construction due Summer 2011
	<b>Total</b>			<b>81</b>	<b>28</b>				<b>£0</b>			
<b>With Planning Permission - No Grant Required &amp; Not Yet Commenced</b>												
	<b>Total</b>			<b>0</b>	<b>0</b>							
<b>No Planning Permission - Under Consideration</b>												
4	Millfield, High Ongar	Hastoe Home	EFDC	4	0	X			TBA	2011/12	100%	EFDC-owned land - Proposed straw bales development
5	Merlin Way, North Weald	To be decided	EFDC	7	3	X			TBA	2011/12	100%	EFDC-owned land. To be considered by EFDC Cabinet in March 2011
6	Leader Lodge, North Weald	To be decided	EFDC	0	8	X			TBA	2011/12	100%	EFDC-owned building - Options currently being reviewed
7	Theydon Place, Epping	Moat	Private	29	19					2012/13	80%	Green Belt - all houses. Outline planning application received and under consideration
8	Knollys Nursery, Waltham Abbey	To be decided	Private	106	29		X (Partly)			2013/14	80%	To include 50-home Extra Care Scheme, 12-home wheelchair housing
9	St John's Regeneration, Epping	To be decided	ECC	77	33				TBA	2013/14	40%	Former ECC school site - Subject to proposed Development Brief (under consultation)
10	Broadway Regeneration, Loughton	To be decided	EFDC	54	36				TBA	2013/14	100%	Devf Brief approved (Supp. Planning Guidance). On various EFDC land holdings
	<b>Total</b>			<b>277</b>	<b>126</b>				<b>£0</b>			

Forecast of Affordable Properties Completed as a Result of Windfall Sites - Not Currently Identified		Summary of Completions by Year and Windfalls (Planned)			
	Rent	LCHO	Total	Planned	Windfall
2010/11	0	0	0	135	0
2011/12	0	0	0	141	0
2012/13	70	30	100	131	100
2013/14	70	30	100	373	100
2014/15	70	30	100	0	100
<b>5-Year Total</b>	<b>210</b>	<b>90</b>	<b>300</b>	<b>780</b>	<b>300</b>
					<b>1080</b>

<b>Total Grant Required - 5 Years</b>	TBA
<b>Average P/A over 5-Year Period</b>	TBA

West Essex Joint Investment Plan Schedule of Affordable Housing Sites												
Funding Priority	Site	Registered Provider	Prev/Current Landowner	Rent	LCHO	Rural?	Supported Housing?	Grant Allocated	Grant Required	Completion Year	Afford Housing %	Comments
	Joseph Rank House Gateway 5th Avenue Newhall's 106 next 5 years assuming 150 units total per year @ 20% affordable	Luminus Various to be decided	Luminus Barratt Private	40 19 15	12 18 15			Y Y N		2011 2011 2011	40 or 20	159 units in total - grant already awarded for 122 units. Have assumed 159 total AH
	<b>Total</b>			<b>74</b>	<b>43</b>				<b>0</b>			
<b>On-Site</b>												
<b>With Planning Permission and Grant - Not Yet Commenced</b>												
	Old Harlow	Moat	Harlow Council	3	9			Y		2011/2012	33	GAF 2 Regen Site
	Clifton Hatch	Moat	Harlow Council	7	3			Y		2011/2012	33	GAF 2 Regen Site
	Centers Mead	Moat	Harlow Council	5	6			Y		2011/2012	33	GAF 2 Regen Site
	Prentice Place	Moat	Harlow Council	24	24			Y		2012	33	GAF 2 Regen Site
	<b>Total</b>			<b>39</b>	<b>18</b>							
<b>With Planning Permission - Grant Required &amp; Not Yet Commenced</b>												
	Gateway Swimming Pools Site	to be decided	Crowdance	11	11			N	TBA	2013	33	% affordable subject to variation
3	Newhall's 106	to be decided	private	100	100				TBA	2015	20	
2	Gateway 5th Avenue	various	Barratt	38	37				TBA	2013	31	
	<b>Total</b>			<b>149</b>	<b>148</b>				<b>£0</b>			
<b>With Planning Permission - No Grant Required &amp; Not Yet Commenced</b>												
	<b>Total</b>			<b>0</b>	<b>0</b>							
<b>No Planning Permission - Under Consideration</b>												
	Yorke	Moat	S&HP	5	3				TBA	2012	100	POD 3 site
7	Wyth Elm	to be decided	Harlow & HCA	20	20				TBA	2014	33	
14	Luton Bush Centre	to be decided	Harlow Council	0	0				TBA	2015	33	
1	Priority Estates Project - 1st phase	to be decided	Harlow Council	150	150		possibly		TBA	2013	various	Regeneration Site - figure are estimates for first of many phases
12	Tyson's Gate	Moat	Private	0	0				TBA	2013	33	
8	Stacksbury Hatch	to be confirmed	Harlow Council	5	5				TBA	2013	100	Regeneration Site
9	Katherine's Hich	to be confirmed	Harlow Council	5	5				TBA	2013	100	Regeneration Site
8	Manor Hatch	to be confirmed	Harlow Council	5	5				TBA	2013	100	Regeneration Site
10	Pollards Hatch	to be confirmed	Harlow Council	5	5				TBA	2013	100	Regeneration Site
14	Gliden Way Nursery	to be decided	Harlow Council	200	200				TBA	2015	33	
14	Stow Neighbourhood Centre	to be decided	Harlow Council	20	20				TBA	2014	33	Regeneration Site
13	Staple Tye Depot & Risdens	to be decided	Harlow Council	20	20				TBA	2013	33	Regeneration Site
11	Kingsmoor hse, Wissants, Maples Land & Millwards	to be decided	Harlow Council	20	20				TBA	2013	33	Regeneration Site
14	Berecroft current use = LD scheme	to be decided	Harlow Council	3	3				TBA	2013	33	Regeneration Site
14	Rivermill Adult Education Centre	to be decided	Harlow Council	5	5				TBA	2015	33	Regeneration Site
14	Northbrooke House	to be decided	Essex CC	3	3				TBA	2014	33	Regeneration Site
14	Westfield Schools Site	to be decided	Essex CC	3	3				TBA	2014	33	Regeneration Site
14	Fern Hill Lane	to be decided	Harlow Council	66	66				TBA	2015	33	Regeneration Site
14	Garage Sites	to be decided	Harlow Council	30	30				TBA	2013	33	Regeneration Site
14	Sherrards House	to be decided	Harlow Council	3	2				TBA	2015	33	Currently a TA unit
8	Town Centre North Resi	to be decided	Private	100	100				TBA	2015	33	Estimates
	<b>Total</b>			<b>684</b>	<b>661</b>				<b>£0</b>			

Forecast of Affordable Properties Completed as a Result of Windfall Sites - Not Currently Identified											Summary of Completions by Year and Windfalls (Planned)		
	Rent	LCHO	Total	Summary of Completions by Year and Windfalls (Planned)									
				Planned	Windfall	Total							
2010/11	0	0	0	2010/11	119	0	119						
2011/12	0	0	0	2011/12	65	0	65						
2012/13	10	10	20	2012/13	575	20	595						
2013/14	10	10	20	2013/14	92	20	112						
2014/15	10	10	20	2014/15	967	20	987						
<b>5-Year Total</b>	<b>30</b>	<b>30</b>	<b>60</b>	<b>5-Year Total</b>	<b>1818</b>	<b>60</b>	<b>1878</b>						

<b>Total Grant Required - 5 Years</b>	TBA
<b>Average P/A over 5-Year Period</b>	TBA

West Essex Joint Investment Plan Schedule of Affordable Housing Sites												
Uttlesford												
Funding Priority	Site	Registered Provider	Prev/Current Landowner	Rent	LCHO	Rural?	Supported Housing?	Grant Allocated	Grant Required	Completion Year	Afford Housing %	Comments
<b>On-Site</b>												
	Bell College (Lancaster House)	Hasloe	Ashwell	13	12	N	N	Y	2010/11	2010/11	25/62	
	Holloway Crescent, Leadon Roding	UDC	UDC	5	0	Y	N	N	225000	2010/11	5/5	
	Coney Acre, Rickling	Flagship	UDC	3	0	Y	N	Y		2010/11	3/3	
	Waldrooms, Dummow	Flagship	UDC	6	0	Y	N	Y		2010/11	6/6	
	Rochford Nurseries, Stansted (Blake Mews)	Moat	Croudace	6	6	N	N	N		2010/11	12/	
	Tye Green, Wimbish	Hasloe	Exception	10	4	Y	N	Y		2010/11	14/14	
	<b>Total</b>			<b>43</b>	<b>22</b>							
<b>With Planning Permission and Grant - Not Yet Commenced</b>												
	Frambury Lane, Newport	Flagship	UDC	1	0	Y	N	Y		2011/12	1/1	
	Pinkneys, Christhal	Flagship	UDC	3	0	Y	N	Y		2011/12	1/1	
	Rosemary Lane, Dummow	Flagship	Barratts	12	0	N	N	Y		2011/12	12/30	
	Wanwick Road, Priors Gn, Takely	Flagship		18	8	Y	N	N		2012/13	2/6/	
	<b>Total</b>			<b>34</b>	<b>8</b>							
<b>With Planning Permission - Grant Required &amp; Not Yet Commenced</b>												
1	Friends School, Saffron Walden	Hasloe	Hill Partnership	22	9	N	N	N	1,209,500	2011/12	31/76	
2	Bell College, Saffron Walden	Hasloe	Hasloe	24	10	N	N	N	1,188,000	2011/12	34/88	
4	Carnation Drive, Saffron Walden	Hasloe	Hasloe	4	0	N	N	N	139,800	2011/12	4/4	
5	Rochford Nurseries, Stansted (Blake Mews)	Moat	Croudace	37	12	N	N	N	1,750,000	2012/13	49/	
6	Oakwood Park, Felsted	Moat	Colomade	28	18	Y	N	N	14,560,35	2012/13	46/	
3	Manor Road, Stansted	Flagship	UDC	2	0	N	N	N	52,500	2011/12	2/2	
11	Woodlands Park, Dummow	TBA	Wickford	61	0	N	N	N	2,440,000	2012/13	6/1	
11	Springfields, Dummow	Flagship	Zog	7	3	N	N	N	400,000	2013/14	10/	
7	Meadow House Nursery, High Roding	TBA	Swills	10	0	Y	N	N	400,000	2013/14	10/25	Estimated grant
11	Maulden	ERHA	Exception	4	0	Y	N	N	180,000	2011/12	4/4	Estimated grant
11	11 Church, Saffron Walden	ERP	Exception	28	12	Y	N	N	1,600,000	2012/13	32/32	Estimated grant
9	11 Walden Rd / Ashton Rd, Saffron Walden	TBA		249	74				£12,095,938		40/	
	<b>Total</b>			<b>249</b>	<b>74</b>				<b>£12,095,938</b>			
<b>With Planning Permission - No Grant Required &amp; Not Yet Commenced</b>												
	<b>Total</b>			<b>0</b>	<b>0</b>							
<b>No Planning Permission - Under Consideration</b>												
8	Frambury Lane, Newport	Hasloe	Exception	26	8	Y	N	N	1,474,000	2012/13	34/34	Estimated grant
10	Frambury Lane 2, Newport	Flagship	UDC	5	0	Y	N	N	200,000	2011/12	5/5	
11	Canfield Service Station	CHP	UDC	10	5	Y	N	N	585,000	2012/13	15/	
11	Everitt Road, Saffron Walden	Hasloe	UDC	8	0	Y	Y	N	560,000	2012/13	8/8	Estimated grant
	Older Persons Stock Renewal Program	TBA	UDC	25	0	N	Y	N	1,500,000	2012/13	25	Estimated grant
	Older Persons Stock Renewal Program	TBA	UDC	25	0	N	Y	N	1,500,000	2013/14	25	Estimated grant
	Older Persons Stock Renewal Program	TBA	UDC	25	0	N	Y	N	1,500,000	2014/15	25	Estimated grant
11	Widdow Rd, Thaxted	TBA	Exception	13	6	Y	N	N	760,000	2013/14	19/	Estimated grant
11	Chigar Rd, Dummow	TBA	Exception	22	8	N	N	N	1,160,000	2012/13	37/	Estimated grant
11	Armadale Rd, Newport	Flagship	Exception	10	0	Y	N	N	1,474,000	2012/13	34/	Estimated grant
11	Arthurs Roding	Hasloe	Exception	18	0	Y	N	N	1,474,000	2012/13	10/10	Estimated grant
11	Debden	Hasloe	Exception	8	2	Y	N	N	202,113	2012/13	10/10	
11	Christhal	Hasloe	Exception	6	2	Y	N	N	202,113	2012/13	8/8	
11	Arkefen	Hasloe	Exception	4	0	Y	N	N	202,113	2012/13	4/4	
11	Hatfield Heath	Hasloe	Exception	15	0	Y	N	N	2012/13	2012/13	15/15	
11	Rickling	ERHA	Exception	8	0	Y	N	N	2011/12	2011/12	8/8	
11	Gt Chesterford	ERHA	Exception	7	0	Y	N	N	2012/13	2012/13	7/7	
11	Felsted	Hasloe	Exception	7	0	Y	N	N	2011/12	2011/12	7/7	
	<b>Total</b>			<b>243</b>	<b>49</b>				<b>£10,713,000</b>			

Forecast of Affordable Properties Completed as a Result of Windfall Sites - Not Currently Identified												
Year	Rent		LCHO		Total		Summary of Completions by Year and Windfalls					(Planned Total)
	2010/11	2011/12	2012/13	2013/14	2014/15	5-Year Total	2010/11	2011/12	2012/13	2013/14	2014/15	
2010/11	0	0	0	0	0	0	0	0	0	0	0	0
2011/12	0	0	0	0	0	0	165	165	0	0	0	65
2012/13	0	0	0	0	0	0	438	438	0	0	0	438
2013/14	50	20	70	0	0	140	64	70	70	134	0	134
2014/15	100	20	70	0	0	190	25	70	25	70	95	95
<b>5-Year Total</b>	<b>150</b>	<b>40</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>330</b>	<b>713</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>853</b>

<b>Total Grant Required - 5 Years</b>	<b>£22,814,635,000</b>
<b>Average P/A over 5-Year Period</b>	<b>£4,562,927,000</b>





<b>West Essex Joint Investment Plan Schedule of Affordable Housing Sites</b>						
<b>SUMMARY</b>						
<b>Site</b>	<b>Rented</b>	<b>LCHO</b>	<b>Total</b>			
<b>On-Site</b>						
Epping Forest	145	108	253			
Harlow	74	45	119			
Uttlesford	43	22	65			
	<b>262</b>	<b>175</b>	<b>437</b>			
<b>With Planning Permission and Grant - Not Yet Commenced</b>						
Epping Forest	15	9	24			
Harlow	39	18	57			
Uttlesford	34	8	42			
	<b>88</b>	<b>35</b>	<b>123</b>			
<b>With Planning Permission - Grant Required &amp; Not Yet Commenced</b>						
Epping Forest	81	29	110			
Harlow	149	148	297			
Uttlesford	249	74	323			
	<b>479</b>	<b>251</b>	<b>730</b>			
<b>With Planning Permission - No Grant Required &amp; Not Yet Commenced</b>						
Epping Forest	0	0	0			
Harlow	0	0	0			
Uttlesford	0	0	0			
	<b>0</b>	<b>0</b>	<b>0</b>			
<b>No Planning Permission - Under Consideration</b>						
Epping Forest	265	114	379			
Harlow	684	661	1345			
Uttlesford	243	40	283			
	<b>1192</b>	<b>815</b>	<b>2007</b>			
<b>Planned Completions by Year</b>						
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Windfalls</b>
<b>Epping Forest</b>	135	141	131	373	0	300
<b>Harlow</b>	119	65	595	112	987	60
<b>Uttlesford</b>	65	121	438	64	25	140
<b>Totals</b>	<b>319</b>	<b>327</b>	<b>1164</b>	<b>549</b>	<b>1012</b>	<b>500</b>
	<b>3371</b>					

## **Section 4 - Budgets and Funding**

The austerity measures and reduction in public spending announced by the Government in the comprehensive spending review in October 2010 will restrict the shorter term delivery of many of the aspirations set out in this Local Investment Plan.

The three authorities will work together to identify potential funding from their own resources as well as any existing regeneration funds that were previously allocated.

The Homes and Communities Agency released its Framework Document for the delivery of affordable housing in February 2011 setting out its desire to see the majority of new homes funded through the 80% market rent 'affordable rent' model. The £1.8bn available public funding being made available through the HCA will be used to provide 56,000 new homes where the affordable rent model is unviable.

The three authorities will work with its registered provider partners to identify how the affordable housing programme set out in the Local Investment Plan can be funded within the terms of the HCA Framework.

## **Section 5 - Governance Arrangements**

The development of the Local Investment Plan (LIP) has been led by a joint steering group made up of Housing, Planning, Regeneration and Economic Development teams and Members within the Councils and supported externally by the Homes and Communities Agency, East of England Development Agency, Go East, Essex County Council and the Environment Agency.

The Steering Group has met frequently during the development of the LIP to steer the process and to ensure that the LIP fully reflected all partners' interests. A consultation awayday attended by all partners was held in September 2010 and the outcomes helped inform the development of the LIP.

The LIP will be taken forward and monitored by the Steering Group with frequent updates provided to all partners.

Membership of the Working Party and partners consulted are set out in Appendix 2.

## **Section 6 – Appendices**

### **Appendix 1 – Joint letter to Grant Shapps**



***From the Leaders  
East Herts, Epping Forest, Harlow & Uttlesford District Councils***

Grant Shapps  
Minister for Housing  
Department for Communities & Local Government  
Eland House  
Bressenden Place  
London  
SW1E 5DU

By email:  
[david.waterhouse@communities.gsi.gov.uk](mailto:david.waterhouse@communities.gsi.gov.uk)

*Please direct enquiries to:*  
Cath Shaw  
Assistant Chief Executive  
(Growth and Regeneration)  
Harlow Council  
Civic Centre  
The Water Gardens  
Harlow  
Essex CM20 1WG  
[www.harlow.gov.uk](http://www.harlow.gov.uk)

Date: 30 July 2010

Dear Minister

**A NEW APPROACH TO HOUSING GROWTH**

1. Thank you for your letter of 2 July, seeking comments from local authorities on our approaches to housing growth. This response has been prepared on behalf of the London-Harlow-Stansted Programme of Development Partnership, particularly the district councils of Harlow, Epping Forest, East Hertfordshire and Uttlesford. It focuses on Harlow as a town which has an aspiration for growth but which recognises the importance of a wider sub-regional partnership.

A vision for Harlow

2. Following consultation with Harlow Council's 'People's Panel' in 2008, *Regenerating the Town* has been identified as Harlow Council's top corporate priority. Neighbouring authorities also support the regeneration of Harlow town because of the benefits this will bring to the wider area. Delivering housing and economic growth is central to



delivering this much-needed regeneration, as set out in paragraph 9. Ongoing informal consultations associated with the preparation of the Core Strategy reinforce the need to improve the range of housing within the District, supported with appropriate levels of infrastructure provision and environmental enhancements in order to meet community needs.

3. Built with a bold vision and aspiration, Harlow now suffers from high levels of deprivation, ageing infrastructure and a poor range of housing. Nonetheless, the town's unparalleled location close to London, Cambridge and Stansted Airport, and connections to strategic transport links, mean it is ideally placed for the growth that will ensure its long-term regeneration. The town, which saw the birth of fibre-optic cable, the development of cutting edge radar equipment and which has been home to significant research and development activity, has the potential again to create a vibrant future.
4. Harlow's vision is to create a place that is economically thriving and with the positive attributes and vibrancy of a city – the place to choose for a better way of life, and a smarter place to do business. The cornerstones of this vision are:
  - Harlow as a place of aspiration and a University town
  - Harlow as a prime business location
  - Harlow as a cultural hub
  - Harlow as a sub-regional centre and retail destination
5. Regeneration and growth of the town needs to recognise and respect its setting in the Metropolitan Green Belt, and the purposes for including land in the Green Belt. The whole of Epping Forest District and the southern part of East Herts District, which together surround Harlow, are within the Green Belt, with only towns and larger villages being excluded.
6. Realising this vision for Harlow will be fundamentally dependent upon the continuation and extension of partnership working between the public, private and voluntary sectors, and the local community. It is also dependent upon delivery of new homes and associated infrastructure, for which there is cross-party political support in the town, to create the broad based economy and society that will deliver sustainable prosperity.

#### London-Harlow-Stansted

7. Harlow is part of a broader sub-regional partnership which has collectively delivered a programme of housing, economic development and environmental projects over the last two years. The London-Harlow-Stansted Programme of Development Partnership (LHSP) comprises Broxbourne, East Hertfordshire, Epping Forest, Harlow and Uttlesford District Councils along with Essex and Hertfordshire County

Councils and a number of other key stakeholders including Harlow Renaissance Ltd, British Waterways and the Harlow Area Green Infrastructure Partnership. The LSHP aims to:

- a. ensure that the delivery of new homes, infrastructure and economic growth play a major role in the regeneration of Harlow and the Lee Valley
  - b. ensure that development in the area meets the highest possible quality, sustainability and design standards, is supported by the necessary services and infrastructure, and is well integrated with existing communities
  - c. protect and enhance the rural character of the majority of the area and the character of smaller and historic towns
  - d. recognise the important role that historic buildings, conservation areas and other features can play in creating communities with a sense of place
  - e. make the most of existing, and create new, green infrastructure as a resource for local communities, and in particular promote cycling and walking for recreation and transport
  - f. use growth at Harlow, and its proximity to London, Stansted Airport and Cambridge, to promote its role as a substantive sub-regional centre and as a catalyst for a fundamental change in its image
  - g. establish Harlow as a key location for airport-related employment and housing, and as a university town
  - h. tackle the significant transport issues facing the area, particularly congestion at Harlow, by appropriate management of existing and provision of new infrastructure and by a major increase in the provision of facilities for and use of public transport, walking and cycling
8. To deliver this vision, growth will need to be concentrated at Harlow –to support the regeneration of the town, to respect its setting within the Metropolitan Green Belt and to protect and enhance the rural character of much of the rest of the area. The remainder of this submission therefore focuses on Harlow.
9. All future growth will be determined through the LDF processes where it has the support of local communities. The Partnership will continue to support such growth where it is locally supported.

#### The needs

10. Harlow's needs have been well documented in recent years: the town centre needs to be rejuvenated as a catalyst to wider regeneration; a wider housing mix needs to be encouraged; the town's transport infrastructure needs a significant upgrade; an increase in the business base must be facilitated with all of this contributing to a change to the image and perception of the town.

11. We need to tackle the following issues through growth:

- A population that has stagnated over the last two decades at a time when surrounding areas have seen steady population growth. Without positive action to support growth, ONS population projections see this trend continuing over the next 20 years with Harlow's population forecast to grow by only 3% with surrounding districts forecast to grow between 11% and 14%.
- An economic mis-match, with Harlow resident's earning on average 23% less than those who commute into the town to work. This is in large part because Harlow's highly paid workforce does not choose to live in the town because of a lack of high quality housing, weak town centre offer, and negative image.
- Changing the image of the town to move away from perceptions of deprivation and Council estates to one of attractive places to live with excellent connections to London and Cambridge.

12. Whilst the delivery of growth at the level proposed in the RSS is not achievable by 2021, substantial new housing numbers are both desirable and deliverable in that timeframe. Planning permission has already been granted for 3,000 new homes at Newhall, in the eastern part of the town, with a number of developers considering proposals within and around the town. The precise level of growth appropriate to Harlow, and options for the location of that growth, will be the main ingredients of community engagement starting this autumn, as the first stage in the preparation of Local Development Frameworks for the wider area. Attention will need to be paid to the differing housing needs of the partner authorities – Harlow has identified a need for more aspirational housing, while the more rural authorities of Epping Forest, East Herts and Uttlesford require significant numbers of affordable homes.

13. Harlow Council and its partners believe that Harlow has an unparalleled opportunity to renew and reinvigorate itself. Together the partners will seek to support both aspiration and achievement to provide a compelling case for the private sector to invest in the town and for people wanting to live in the town. The delivery of new housing, and in particular a wider mix of housing, is essential to lift the town from a long period of stagnation and for it to deliver valuable benefits for the wider area.

#### Community support

14. Widespread community support for growth has been evidenced in Harlow over many years. It has long been seen that growth, combined with the appropriate infrastructure provision, can deliver the wider regeneration of the town. The CLG funded GAF 2 projects have all been subject to extensive local community consultation through dozens of residents meetings to discuss community needs and project design. At these meetings, a common theme has been the need to provide new

housing for current and future generations combined with improved local retail and health facilities, which are now being delivered through these projects.

15. Last year's consultation process on the proposals for the re-development of Harlow Town Centre saw more than 2,500 people visit the exhibition with 90% of those responding supporting the need for regeneration, and over 80% supporting the proposals.
16. Access to good quality housing and regeneration are two of the key themes to have emerged from informal consultations associated with the preparation of Harlow's Core Strategy. This will be delivered through the Council's growth aspirations. The Council's recent 'Call for Sites', and other technical work, has revealed considerable interest from landowners, developers and other interested parties to develop land. This has indicated potential for future development opportunities in and around the town.
17. The Council is preparing to formally consult on its Core Strategy Issues and Options in the autumn to ensure the community is involved in developing an appropriate policy base to underpin Harlow's growth and regeneration aspirations.

#### Enabling delivery

18. To date, Harlow Council and its partners have been able to use Growth Fund money to stimulate housing delivery, provide the infrastructure needed to facilitate growth, and to deliver wider packages of community benefit to complement growth. This has seen, and continues to see, the following activities:
  - Delivery of local neighbourhood based mixed use projects, affordable and market housing, new shops, health centres and other community facilities.
  - Development of a major town centre scheme
  - Development of renewal plans for some of the town's poorer estates
  - The launch of an inward investment and re-branding campaign
  - Acquisition of sites for new affordable housing
  - Completion of the funding package to bring Anglia Ruskin University to the town
  - Completion of the necessary evidence base to support the growth plans
  - Development and delivery of transportation proposals designed to support growth
  - Delivery of a range of enhancements to the green infrastructure of the town and the wider area of the Stort and Lee Valleys.
19. The Partnership intends to complete this programme over the next year, utilising the existing Growth Fund allocation, whilst developing


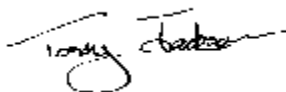
plans for future activity from 2011/12 through the community consultation processes to be undertaken this autumn on the respective Local Development Frameworks. These will determine the preferred extent of and locations for growth as well as the range of additional measures required to facilitate this growth. Details of the nature of any future growth cannot be quantified until the local authorities within the partnership have completed their community engagement processes. This consultation will also determine the way in which the individual authorities within the Partnership implement any incentive schemes.

Incentives

20. We have always sought to balance the requirements to deliver housing growth with packages of measures that will provide the necessary benefits to existing residents. For Harlow, the key requirements have been to deliver the necessary transport infrastructure to tackle the existing infrastructure deficit as well as to accommodate future growth. The current works to widen the A414 into Harlow is a good demonstration of this. Equally, the local community has been very concerned to retain and enhance the strong green infrastructure which was endowed to Harlow through the original new town master plan of Sir Frederick Gibberd.

21. We welcome the Government's intentions to deliver incentivised growth. We would support the innovation of local retention of Council Tax match funding but would point out that much delivery of incentives will need to take place in advance of housing delivery. This particularly relates to the provision of infrastructure. For this reason we would urge the retention of Growth Funding as a non-ringfenced block grant as we have found this to be invaluable as a mechanism for stimulating delivery.

Yours sincerely



Cllr Tony Jackson  
Ketteridge  
Leader  
East Herts Council  
Council

Cllr Diana Collins  
Leader  
Epping Forest  
District Council

Cllr Andrew Johnson  
Leader  
Harlow Council

Cllr Jim  
Leader  
Uttlesford  
District

## **Appendix 2**

### **West Essex District Councils Group Memorandum of Understanding**

**Epping Forest, Harlow and Uttlesford District Councils when acting together agree to be known as the West Essex District Councils Group.**

**Whilst each Council has its own sovereignty and characteristics, which each partner will continue to recognize and respect, they are committed to working together to promote the interests of West Essex and to improve their organisational economy, efficiency and effectiveness.**

**The Councils collectively recognise:**

- **The need to promote and to protect the interests of West Essex.**
  - The need to work together to develop ways to improve their value for money, the performance of their services and their responsiveness to the needs of their communities.
  - That significant and continuing constraints on public sector resources mean that there is an increasing need to work collaboratively as the West Essex Councils with each other and with other public, voluntary and private sector organisations to achieve economies and efficiencies.
  - The need to maintain their individual roles as community leaders but to work together to develop strategic responses to pan West Essex, sub-regional and national issues.
  - Individually, where appropriate, they may need to look beyond West Essex for a solution to a problem affecting their area.
- The Councils agree to:

- Jointly provide a strong West Essex voice to ensure that its interests are heard at the highest level and that the resource investments and the commissioning of services by others meet the needs of its communities.
- Work jointly on strategic issues where it is appropriate and will benefit the residents and businesses of, and visitors to, the communities of West Essex.
- Develop opportunities to achieve economies of scale, improved efficiency and improved effectiveness through partnership working together.

**The Councils therefore undertake to:**

Always give consideration to a West Essex District Councils Group approach to the influencing, commissioning and delivery of services for the benefit of the communities they serve wherever it would facilitate best practice, best outcomes and best value.

.....  
**Cllr J Ketteridge Leader Uttlesford District Council**  
**Cllr A Johnson Leader Harlow District Council**  
**Cllr D Collins Leader Epping Forest District Council**

**Appendix 3 – Contact details of Steering Group**

Aaron Elliott – HCA – Investment and Regeneration Manager  
Alan Hall – Epping Forest District Council – Director of Housing  
Alan Hardy – Essex County Council – Property Appraisals Manager  
Andrew Bramidge – Harlow Renaissance Ltd – Chief Executive  
Cath Shaw – Harlow Council – Assistant Chief Executive (Growth and Regeneration)  
Daniel Grindey – Essex County Council – Senior Regeneration Manager  
Dereck MacNab – Epping Forest District Council  
Dianne Cooper – Harlow Council – Planning and Building Control Manager  
Ian White – Epping Forest District Council  
John Preston – Epping Forest District Council – Director of Planning and Economic Development  
James Spencer – Harlow Council – Research Officer  
Jane Greer – Harlow Council – Regeneration Manager  
Joe McGill – Harlow Council – Properties and Facilities Manager  
Jude Barker – Harlow Renaissance Ltd – Programme Manager  
K Polyzoides – Epping Forest District Council  
Karen Hendry – EEDA  
Mike Tipping – Epping Forest District Council – Assistant Director of Corporate Support Services – Facilities Management and Emergency Planning  
Martin Ling – Uttlesford District Council – Housing Strategy and Housing Policy Manager  
Naisha Polaine – HCA – Head of Area - East  
Paul Pledger – Epping Forest District Council – Assistant Director of Housing (Property)  
Paul Hersey – Go East  
Robert Moore – HCA – Area Manager - Essex  
Roger Harborough – Uttlesford District Council

Draft 6 – 11.03.09

S Wood – Uttlesford District Council

Sandy Cruickshank – Go East – Essex, Southend and Thurrock Team Leader

Victoria Willis – Epping Forest District Council



## **Report to the Council**

**Committee:** Cabinet

**Date:** 29 March 2011

**Portfolio Holder:** Councillor S-A Stavrou (Operational Planning and Transport)

**Item:** 11

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### **ON-STREET DECRIMINALISED PARKING ENFORCEMENT**

#### **Recommending:**

- (1) That the Northern Essex Parking Partnership be joined by the Council with effect from 1 April 2011;**
  - (2) That the Cabinet member with responsibility for parking matters be nominated as the Partnership Board Member for the District and that the appointment of a deputy be made by the Leader of the Council at a later date;**
  - (3) That the off-street parking operation be retained outside of the proposed Partnership and delivered through the existing contract with Vinci Park;**
  - (4) That negotiations be commenced with Vinci Park to enable the permitted two year extension of the contract from September 2012 to August 2014 with respect to off-street operations only; and**
  - (5) That it be noted that all services generated through on-street enforcement activity within the District from 1 April 2011 will be passed onto the new parking partnership.**
- 

#### **Background**

1. The agency agreement between Essex Districts and the County Council in respect of decriminalised on-street parking enforcement commenced in April 2002. This Council decided that it should outsource the enforcement process, including that for its own off-street car parks, and, following a tendering exercise, the contract was awarded to Vinci Park. The contract was re-tendered during 2006/07 following which the contract was re-awarded to Vinci Park until September 2012.
2. The agency agreements with the Essex County Council differed slightly from district to district, particularly in regard to operational deficits. Deficits arose due to the income from parking fees and enforcement activity not covering the costs of enforcement activity. Some districts have “no deficit” agreements, whereby deficits could not be passed back to the County, whereas others, including this Council, had agreements whereby deficits could be recharged to the County.
3. This Council’s contract with Vinci Park has been very effective, and although there have been one or two years where a small deficit was generated, in general, on-street enforcement activity has generated a surplus, which the Council has retained in a ring-fenced budget in accordance with the requirements of the Road Traffic

Regulation Act 1984 and the agency agreement.

4. Across the County, the overall deficit position for the County Council is approaching £1m per annum. The County Council has taken the view that this is not sustainable, and as part of a fundamental review of the agency arrangements, in March 2009, it served notice upon districts of its intention to bring the agency to an end with effect from midnight, 31 March 2011. Since that time the County Council has been considering a range of alternative options and in 2010, it established a multi-council officer working group to draw up options for a partnership approach to the delivery of the on-street enforcement regime, ensuring as far as possible, the reduction and eventual removal of all operational deficits.

### **Parking Partnerships**

5. We have been advised that the outcome of the appraisal exercise is the creation of two parking partnerships, one for the north of the county and one for the south. This Council is included within the north partnership together with Harlow, Uttlesford, Braintree, Colchester (as lead authority) and Tendring. As lead authority, Colchester will be charged with managing the Partnership, will be the employing authority and will hold the delegated authorities from the County Council to act on its behalf.
6. This Council is the only Council in Essex which has chosen to outsource its enforcement activities, all others operating in-house services. It became clear through the option development process that this created tension, even though it could be clearly demonstrated that this Council's contract was cost effective and efficient in its operation, issuing more penalty notices and generating a surplus on the basis of fewer enforcement officers and lower overall costs. However, there was no general appetite for outsourcing to be considered as part of the initial establishment of the partnerships, although it has been recognised that the outsourcing model should be considered by the north partnership in the future once it has been established.
7. The costs of bringing the Council's contract with Vinci Park to an early end are prohibitive and cannot be met by this Council or by the new parking partnership. Furthermore, the possibility of assignment or novation from the Council to the partnership has to be discarded, because both require the consent of both parties, and Vinci Park has stated that it will not give consent.
8. At this stage it is only intended that the new partnerships will deal with on-street enforcement matters, leaving the off-street enforcement with the districts, although in later years it may become possible for districts to contract with the partnership to undertake this enforcement activity as well.
9. We have been advised that a decision has to be taken before the end of March 2011 on whether this Council should join the North Parking Partnership.
10. We have considered the advantages of joining the Partnership and the implications of not joining the Partnership.
11. If the Council joins the Partnership it will:
  - (a) be able to influence Partnership direction and policy, including the extended use of outsourcing in the future;
  - (b) be able, subject to resources, to subsidise future local increases in fees and charges;
  - (c) be able to maintain local management until the Vinci Park contract ends in September 2012, although with policy direction via the Partnership;

- (d) be able to participate in a shared partnership approach to a key local service in accordance with Government policy guidance;
  - (e) be able to demonstrate to the local community that the Council is working within the Partnership to generate the best possible outcome for all;
  - (f) be able to continue with on-street enforcement uninterrupted through the new Partnership delegation between the County Council and Colchester; Colchester will in turn delegate powers to this Council;
  - (g) be able to avoid any contract dispute or associated risks as a result of the Vinci Park contract remaining until its natural end; and
  - (h) be able to defer TUPE/redundancy issues until September 2012, with costs being met by Essex County Council.
12. The implications of not joining the partnership are:
- (a) losing all influence over on-street parking issues within the District, including pricing, tariff and permit pricing structures;
  - (b) not being able to subsidise Partnership set fees/charges;
  - (c) contractual difficulties with Vinci Park and with Essex County Council;
  - (d) opting out of a shared partnership approach to service delivery not in accordance with Government policy guidance;
  - (e) acceptance of whatever policies the Partnership imposes with the inability to explain to the community why the Council cannot exert influence;
  - (f) all on-street enforcement by this Council will have to cease with effect from 1 April 2011 since there will be no legal basis for its continuation; unless Colchester can provide enforcement officers for this area, this may generate local parking difficulties;
  - (g) financial and reputational risks associated with potential contract dispute with Vinci Park and Essex County Council; and
  - (h) TUPE/redundancy complications arising from cessation of part of the Vinci Park contract on 31 March 2011.
13. A Partnership Board is to be created to oversee the operations and policies of the new Partnership. The Board will be made up of members of the constituent district councils and in recommending that this Council joins the Partnership we are proposing that this Council's nominee should be the Cabinet member with responsibility for parking matters. The Partnership documentation allows for a deputy to attend but this should also be a member of the Executive and we are recommending that the Leader make this appointment at a later date. The Shadow Board has already met on two occasions and has been attended by the Operational Planning and Transport Portfolio Holder.
14. A number of concerns still exist around the completeness of the documentation and the business plan in particular. However, more clarity was provided at the second Shadow Board meeting in respect of the application of increased fees and charges and references to this Council not being able to participate fully until the Vinci Park contract ceased have been deleted. This means that this Council, should the decision be made taken to join, will have full participatory rights at the Board.

15. Not all districts in the north and south have indicated their intention to participate, although reasons are different. The exact position will not become clear until all councils have taken membership through their Cabinet or Committee structures.
16. The Partnership documentation enables districts to include within it their off-street operations. This is for enforcement activity only, with decisions on the levels of fees and charges and opening hours etc remaining with the District Council. However, even if the decision is to join a partnership, this option is not yet available. Therefore it is suggested that negotiations commence with Vinci Park in respect of a possible extension of the existing off-street enforcement operation.
17. The contract with Vinci Park (2010/11) amounts to £744,530 split almost equally between on-street and off-street operations. Fee and penalty income on-street was estimated at approximately £0.5m and off-street at approximately £1m. There is an accumulative surplus in the on-street account of approximately £60,000 which we have resolved to utilise to deal with increased enforcement arising from parking reviews and to provide some out-of-hours enforcement at critical locations within the District.
18. Whether the Council joins the Partnership or not, any on-street surpluses will be transferred to the new Partnership. The Partnership business plan as currently presented shows that an overall deficit will be generated for the first two years (£208,000 in 2011/12 and £61,000 in 2012/13). The County Council has stated that it will meet the costs of all outstanding deficits at the point of creating the partnerships and for those first two years. Thereafter, any deficits generated within the Partnership will have to be met by the constituent members of the partnership. It is not clear yet as to how this will be managed between districts which are in surplus and those in deficit.
19. The current business plan appears to rely on increases in income being generated, particularly through on-street tariffs and the costs of resident and visitor permits. The plan recognises that increased enforcement alone, whether through greater activity or through fuller enforcement restrictions, is unlikely to generate an overall surplus. This was an area of concern for a number of councils who foresaw conflicts, for example, between their economic development policies and the need for increases in on-street parking charges. However, at the Shadow Board meeting on 28 February, officers from Colchester indicated a revised approach whereby:
  - (a) a break even position could be achieved through more efficient operations and ensuring that all existing restrictions could be properly enforced;
  - (b) tariffs should only rise by the rate of inflation in general terms;
  - (c) residents' permits would only increase by £10 per annum, from their current base position, that increase to be staged over a four year period; and
  - (d) that only if the Partnership decides that it wished to generate a surplus would it become necessary to consider higher levels of tariffs or charges from free regulated metered on-street arrangements.
20. There will be personnel implications for officers currently engaged in managing the Vinci Park contract. There are currently four FTE posts on the establishment with changes having been made in November 2010 in order to reduce costs and to manage the potential effects of the creation of the new parking partnerships. It is likely that some posts will eventually have to transfer, via TUPE, to Colchester Borough Council, who as lead authority for the northern Partnership will be the employing authority. There may also be TUPE implications for Vinci Park employees depending upon the stance of the Partnership once the on-street element of the contract between the Council and Vinci Park ends in September 2012. These costs

will be met by the County Council for up to a maximum period of six months from the date of effective transfer of all staff. If the contract with Vinci Park is part terminated through the Partnership being declined, complex TUPE/redundancy issues will arise regarding the Council's staff and Vinci Park employees engaged on the on-street enforcement function.

21. There are potential risks to the Council of a decision to join or to remain outside of the new parking Partnership. This is a balanced decision in terms of the risks involved. However, we believe it is entirely reasonable to join the Partnership from April 2011 and see how it develops. Whilst it is our express intention to enter into the Partnership making a positive contribution, especially with regards to the consideration of future outsourcing, it remains the position that, like any other Partnership member if the Council is not satisfied with the Partnership arrangement it could serve the Partnership with six months' notice with the intention of bringing its membership to an end with effect from 31 March of any calendar year.
22. We recommend as set out at the commencement of this report.

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## ***Report to the Council***

**Committee:** Overview and Scrutiny

**Date:** 29 March 2011

**Chairman:** Councillor Richard Morgan

**Item:** 12

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### **STATUTORY OFFICERS PROTOCOLS**

#### **Recommending:**

- (1) That protocols for the three Statutory Officers and their relationship with the Council, set out in Appendices 1-3 be adopted and published as part of the Constitution; and**
  - (2) That these protocols be reviewed every two years in future.**
- 

1. The Constitution and Member Services SSP have considered, on two occasions, a report on draft protocols for the three Statutory Officers at the last meeting, namely: Head of Paid Service (HOPS), Monitoring Officer (MO) and Chief Finance Officer (CFO). The SSP has now submitted the drafts as set out in Appendices 1-3 to us for consideration and we are happy to recommend these for adoption.
2. Hitherto, the Council has not adopted such protocols although they are common practice in many local authorities. We consider that they are a useful way of:
  - (a) setting out the powers and duties which the officers who hold the designations must exercise;
  - (b) stating how those roles affect the Council; and
  - (c) clarifying what happens if any of the designated officers is absent or subject to a conflict of interest.
3. Generally, we feel that the protocols will aid understanding and effective working arrangements and we are recommending that these Protocols be adopted and reviewed every two years.

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**EPPING FOREST DISTRICT COUNCIL – PROTOCOL REGULATING THE DUTIES OF THE HEAD OF PAID SERVICE**

**A GENERAL INTRODUCTION TO STATUTORY RESPONSIBILITIES**

1. The Head of Paid Service is a statutory appointment pursuant to Section 4 of the Local Government and Housing Act 1989. This Protocol provides some general information on how those statutory requirements will be discharged in Epping Forest District Council.
2. The current responsibilities of the Head of Paid Service role rest with the Chief Executive, who should discharge these statutory responsibilities in a positive way and in a manner that enhances the overall reputation of the Council.
3. A summary list of the statutory responsibilities appears in the table annexed to this document. In general terms, the Head of Paid Service's ability to discharge the following duties and responsibilities will depend, to a large extent, on elected members and officers:
  - (a) addressing the staffing needs of the authority;
  - (b) meeting the staffing needs of the Council;
  - (c) the appointment and proper management of the staff.

**B WORKING ARRANGEMENTS**

4. Having excellent working relations with members and officers will assist in the discharge of the statutory responsibilities of the Head of Paid Service. Equally, a speedy flow of relevant information and access to debate (particularly at the early stages of any decision-making by the Council) will assist in fulfilling those responsibilities. Members and officers should, therefore, work with the Head of Paid Service to discharge the Council's statutory and discretionary responsibilities.
5. The following arrangements and understandings between the Head of Paid Service, Members and Directors are designed to ensure the effective discharge of the Council's business and functions. The Head of Paid Service will:
  - (a) be alerted by Members and officers to any issue(s) that may become of concern to the Council, including the manner in which the discharge by the Council of its different functions is co-ordinated, the number and grades of staff required for the discharge of its functions, the organisation of the Council's staff and the appointment and proper management of the Council's staff;
  - (b) have advance notice (including receiving agendas, minutes, reports and related papers) of all relevant meetings of the Council at which a decision may be made (including a failure to take a decision where one should have been taken) at or before the Council, Executive, Committee meetings and Sub-Committee meetings (or equivalent arrangements);
  - (c) have the right to attend any meeting of the Council (including the right to be heard and report to the Executive) before any decision is taken (including a

failure to take a decision where one should have been taken) at or before the Council, Executive, Committee meetings and Sub-Committee meetings (or equivalent arrangements);

- (d) in carrying out any investigation(s) and exercising any duties have unqualified access to any information held by the Council and to any Officer who can assist in the discharge of the functions;
  - (e) ensure that other statutory officers (Chief Finance Officer and the Monitoring Officer) are kept up-to date with relevant information regarding the manner in which the Council discharges its various functions, the corporate approach of the Council, the staffing needs of the Council, the organisation of the staff and the appointment and proper management of the staff;
  - (f) meet regularly with the Chief Finance Officer and the Monitoring Officer to consider and recommend action in connection with Corporate Governance issues and other matters of concern described in (e) above;
  - (g) report to the Council, from time to time, on the corporate approach of the Council and any necessary or desirable changes following consultation, in particular, with the Chief Finance Officer and Monitoring Officer;
  - (h) in accordance with the statutory requirements, make a report to the Council, as necessary, on the staff, accommodation and resources required to discharge his statutory functions;
  - (i) develop a relationship based on respect and trust with the Leader, Deputy Leader and the Chairmen of the Standards, Regulatory, and Scrutiny Committees with a view to ensuring the effective and efficient discharge of Council business;
  - (j) develop effective working liaison and relationship with the External Auditor;
  - (k) in consultation, as necessary, with the Chairman of the Council, the Executive and the External Auditor, defer the making of a formal report under Section 4 of the Local Government and Housing Act 1989 where another investigative body is involved;
  - (l) have access to an appropriate budget (whether corporate or serviced based) to address any matter concerning the Head of Paid Service's functions.
6. To ensure the effective and efficient discharge of the arrangements set out in paragraph 5 above, Members and Officers will report any breaches of statutory duty or Council policies or procedures and other legal or constitutional concerns to the Head of Paid Service, as soon as practicable.
7. The Head of Paid Service is also available for Members and Officers to consult on any issues of the corporate approach of the Council, staffing needs, appointment and management of staff.
8. To ensure the effective and efficient discharge of this Protocol, the Head of Paid Service will ensure adequate insurance and indemnity arrangements are in place for the same to protect and safeguard the interests of the Council and the proper discharge of the Head of Paid Service role.

9. The Head of Paid Service will record details of any advice given.

**Conflicts of Interest**

10. In the event that the Head of Paid Service acknowledges, after taking appropriate advice, that a conflict of interest exists on a matter which requires action he or she will not be involved in the consideration of that matter and will make arrangements for the action to be taken by one of the other statutory officers or another Director.

**Review of Protocol**

11. This protocol shall be reviewed every two years or more frequently if necessary.

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**EPHING FOREST DISTRICT COUNCIL – PROTOCOL REGULATING  
THE DUTIES OF THE ROLE OF MONITORING OFFICER**

1. The Monitoring Officer undertakes to discharge the responsibilities outlined in this Protocol with determination and in a manner which will enhance the reputation of the Council. In general terms the ability to discharge these duties depends on excellent working relations with colleagues and elected Members of the Council, but also on the flow of information and access to debate, particularly at early stages.
2. The following arrangements and understandings between the Monitoring Officer and colleagues and Councillors are designed to help ensure the effective discharge of the Monitoring Officer's functions:-
  - (a) the Monitoring Officer will be a member of the Council's Management Board;
  - (b) the Monitoring Officer will be given advance notice of meetings (whether formal or informal) between Chief Officers, Committee and Sub Committee Chairmen where any procedural, vires or other constitutional issues are likely to arise;
  - (c) the Monitoring Officer will have access to all meetings;
  - (d) members of Management Board (the Chief Executive and Directors) will be responsible for alerting the Monitoring Officer to all emerging issues of concern including legality, probity, vires and constitutional issues;
  - (e) the Monitoring Officer will be provided with access to all reports to Councillors;
  - (f) the Monitoring Officer is expected to develop good liaison and working relations with the Standards for England (or any successor body), its Ethical Standards Officers, the District Auditor and the Local Government Ombudsman, including giving and receiving relevant information, whether confidential or otherwise, whether requested or not;
  - (g) the Monitoring Officer will ensure that the Head of the Paid Service and the Chief Financial Officer have up-to-date information regarding emerging issues;
  - (h) the Monitoring Officer will be expected to make or commission enquiries into allegations of misconduct by Councillors;
  - (i) the Head of the Paid Service, Chief Financial Officer and Monitoring Officer will meet regularly to consider and recommend action in connection with current governance issues and other probity matters;
  - (j) in carrying out any investigation the Monitoring officer will have unqualified access to any information held by the Council and any employee who can assist in the discharge of his/her functions.

- (k) the Monitoring Officer will have access to an appropriate budget (whether corporate or service based) sufficient to enable him/her to seek Counsel's opinion or take appropriate action on any matter concerning his/her functions;
- (l) the Monitoring Officer will be responsible for preparing a training programme for Members of the Council on the ethical framework, for approval by the Standards Committee;
- (m) the Monitoring Officer will report to the Council from time to time on the Constitution and any necessary or desirable changes following consultation, in particular with the Head of the Paid Service and the Chief Financial Officer;
- (n) the Monitoring Officer may defer the making of a formal report under Section 5 of the LGHA 1989 where another investigative body is involved;
- (o) the Monitoring Officer may make an annual report to the Council on the staff, accommodation and resources required to discharge his/her functions;
- (p) the Monitoring Officer will appoint a deputy to act in his/her absence and will ensure that he/she is briefed on emerging issues;
- (q) the Monitoring Officer will make arrangements to ensure good communication with the Clerks to the Town and Parish Councils in the District;

### **Summary of Monitoring Officer Functions**

<b>Description</b>		<b>Source</b>
1.	Report on contraventions or likely contraventions of any enactment of rule of law	Section 5, Local Government and Housing Act 1989
2.	Report on any maladministration or injustice where Ombudsman has carried out an investigation	Section 5, Local Government and Housing Act 1989
3.	Personal appointment of Deputy	Section 5, Local Government and Housing Act 1989
4.	Report on resources	Section 5, Local Government and Housing Act 1989
5.	Investigate misconduct in compliance with regulations made and directions of Ethical Standards Officers	Regulations when made. Directions when made in individual cases. LGA 2000 Section 66 (1) + 66 (6)
6.	Establish and maintain registers of Members' interests and gifts and hospitality	Section 81 LGA 2000 and Model Code of Local Government Conduct
7.	Advice to Members on the interpretation of the Code of Conduct and Local Protocols	Model Code and title of Regulations
8.	Key role in promoting and maintaining high	Statutory Guidance, paragraph 8.20

	standards of conduct through support to Standards for England	
9.	Liaison with Standards for England and Ethical Standards Officers	New ethical framework, practical implications
10.	New ethical framework functions in relation to Town and Parish Councils	Section 83 (12) LGA 2000
11.	Compensation for maladministration	Section 92 LGA 2000
12	Advice on vires issues, maladministration, financial impropriety, probity and policy framework and budget issues to all elected Members	DETR guidance; Council Constitution 2007

3. The Monitoring Officer is to be the primary qualified person in respect of advice on the application of Section 36 of the Freedom of Information Act 2000 in accordance with the Secretary of State's decision of December 2004. Where the Monitoring Officer is absent responsibility for carrying out the functions of the qualified person will fall to the Deputy Monitoring Officer, subject to consultation with the Chief Executive.

#### **Conflicts of Interest**

4. If any member of the Council has concerns about any conflict of interest concerning the duties of the Monitoring Officer they shall:
- (a) raise those concerns with the Head of Paid Service or with the Monitoring Officer directly; and
  - (b) the Monitoring Officer will undertake to review the issue (if necessary taking advice of the Council's Corporate Governance Group) and respond to the concerns with action proposed;
  - (c) such concerns about possible conflicts of interest shall be raised on the understanding that:
    - (i) it is for the Monitoring Officer to determine whether a conflict of interest exists;
    - (ii) that such concerns should not be raised in formal meetings of the Authority without prior consultation with the Monitoring Officer; and
  - (d) in the event that the Monitoring Officer acknowledges that conflict of interest exists, he/she will make arrangements for the matter concerned to be undertaken by the Deputy Monitoring Officer, if necessary after discussion with CGG members.

#### **Review of Protocol**

5. This protocol shall be reviewed every two years or more frequently if necessary.

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**EPPING FOREST DISTRICT COUNCIL – PROTOCOL FOR REGULATING THE  
DUTIES OF THE CHIEF FINANCE OFFICER’S  
(SECTION 151 OFFICER) ROLE**

**GENERAL INTRODUCTION TO STATUTORY RESPONSIBILITIES**

1. The Chief Finance Officer is a statutory appointment pursuant to Section 151 of the Local Government Act 1972. This Protocol provides some general information on how those statutory requirements will be discharged at Epping Forest District Council.
2. The current responsibilities of the Chief Finance Officer role rest with the Director of Finance and ICT, who undertakes to discharge these statutory responsibilities in a positive way and in a manner that enhances the overall reputation of the Council. In doing so, the Chief Finance Officer will also safeguard, so far as is possible, elected members and officers whilst acting in their official capacities, from financial difficulties.
3. A summary list of the statutory responsibilities appears in the table annexed to this document. In general terms, the Chief Finance Officer’s ability to discharge the following duties and responsibilities will depend, to a large extent, on members and officers:-
  - (a) complying with the Council’s financial procedures;
  - (b) making lawful payments; and
  - (c) not taking action that would result in unlawful payments or unlawful action.

**WORKING ARRANGEMENTS**

4. According to the Chartered Institute of Public Finance and Accountancy (CIPFA), there are five key roles that are critical to the achievement of a Chief Finance Officer’s statutory responsibilities:-
  - (a) maintaining strong financial management underpinned by effective financial controls;
  - (b) contributing to corporate management and leadership;
  - (c) supporting and advising democratically elected representatives;
  - (d) supporting and advising officers in their operational roles; and
  - (e) leading and managing an effective and responsive financial service.
- ... The key activities for each of these roles are set out in Annex 1.
5. Having good working relations with Members and Officers will assist in the discharge of the statutory responsibilities of the Chief Finance Officer. Equally, a speedy flow of relevant information and access to debate (particularly at the early stages of any decision-making by the Council) will assist in fulfilling those responsibilities. Members and officers should, therefore, work with the Chief Finance Officer to discharge the Council’s statutory and discretionary responsibilities.
6. The following arrangements and understandings between the Chief Finance Officer, Members and Directors are designed to ensure the effective discharge of the Council’s business and functions. The Chief Finance Officer will:-
  - (a) be alerted by Members and Officers to any issue(s) that may become of concern to the Council, including in particular, issues concerning financial

management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit;

- (b) have advance notice (including receiving agendas, minutes, reports and related papers) of all relevant meetings of the Council particularly those at which a decision may be made (including a failure to take a decision where one should have been taken) at or before the Council, Cabinet, Committee meetings and Sub-Committee meetings (or equivalent arrangements);
- (c) have the right to attend any meeting of the Council (including the right to be heard and report to the Cabinet) before any decision is taken (including a failure to take a decision where one should have been taken) at or before the Council, Cabinet, Committee meetings and Sub-Committee meetings (or equivalent arrangements);
- (d) in carrying out any investigation(s) and excising any fiduciary duties, have unqualified access to any information held by the Council and to any Officer who can assist in the discharge of his functions;
- (e) ensure the other statutory officers (Head of Paid Service and the Monitoring Officer) are kept up-to-date with relevant information regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit;
- (f) meet regularly with the Head of Paid Service and the Monitoring Officer to consider and recommend action in connection with Corporate Governance issues and other matters of concern regarding any financial management, accounts and audit regulations, proposed expenditure or proposed actions which might lead to a loss or deficit;
- (g) report to the Council, from time to time, on Financial Regulations and any necessary or desirable changes following consultation, in particular with the Head of Paid Service and Monitoring Officer;
- (h) as per the statutory requirements, make a report to the Council, as necessary, on the staff, accommodation and resources required to discharge his statutory functions;
- (i) develop effective working liaison and relationship with the External Auditor (including having the authority, on behalf of the Council, to complain to the same, refer any breaches to the same or give and receive any relevant information, whether confidential or otherwise, through appropriate protocols, if necessary);
- (j) In consultation, as necessary, with the Chairman of the Council, the Executive and the External Auditor, defer the making of a formal report under Section 114, 115 and 116 of the Local Government and Finance Act 1988 where another investigative body is involved;
- (k) have access to sufficient resources from within corporate or service budgets to carry out the responsibilities of the Chief Finance Officer's functions but without a designated budget being provided;
- (l) nominate a suitably qualified deputy and keep the deputy briefed on any relevant issues that the deputy may be required to deal with in the absence of the Chief Finance Officer;
- (m) appoint an appropriate adviser in cases where the Chief Finance Officer is precluded from offering advice and the deputy is unable to advise; and

- (n) the Council shall appoint a suitably qualified officer to act as Deputy Chief Finance Officer.
- 7. To ensure the effective and efficient discharge of the arrangements sets out in paragraph 5 above, members and officers will report any breaches of statutory duty or of Council policies or procedures and other legal or constitutional concerns to the Chief Finance Officer, as soon as practicable.
- 8. The Chief Finance Officer is also available for members and officers to consult on any issues relating to the Council's financial powers, possible unlawful payments, or general advice on the financial arrangements.
- 9. To ensure the effective and efficient discharge of this Protocol, the Chief Finance Officer will ensure adequate insurance and indemnity arrangements are in place for the same to protect and safeguard the interests of the Council and the proper discharge of the Chief Finance Officer role.
- 10. The Chief Finance Officer or deputy will record details of any advice given.

### **CONFLICTS OF INTEREST**

- 11. If any member of the Council has concerns about any conflict of interest concerning the duties of the Chief Finance Officer they shall:
  - (a) raise those concerns with the Head of Paid Service or with the Chief Finance Officer directly; and
  - (b) the Chief Finance Officer will undertake to review the issue (if necessary taking advice of the Council's Corporate Governance Group) and respond to the concerns with action proposed;
  - (b) Such concerns about possible conflicts of interest shall be expressed on the understanding that:
    - (i) it is for the Chief Finance Officer to determine whether a conflict of interest exists; and
    - (ii) that such concerns should not be raised in formal meetings of the Authority without prior consultation with the Chief Finance Officer.
- 12. In the event that the Chief Finance Officer acknowledges that a conflict of interest exists he/she will make arrangements for the matter concerned to be undertaken by the Deputy Chief Finance Officer, if necessary after discussion with CGG members.

### **Review of Protocol**

- 13. This protocol shall be reviewed every two years or more frequently if necessary.

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## ***Report to the Council***

**Committee:** Overview & Scrutiny Committee

**Date:** 29 March 2011

**Chairman:** Councillor Richard Morgan

**Item:** 13

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### **MEMBER ACCOUNTABILITY STATEMENTS**

#### **Recommending:**

- (1) That the Member Accountability Statements attached to this report (Appendices 1 - 10) be approved and referred to the Remuneration Panel to assist them in advising the Council on Member Remuneration;**
- (2) That work on Accountability Statements in respect of the Standards Committee be deferred; and**
- (3) That Accountability Statements for the Audit and Governance Committee be prepared for future discussion by that Committee and the Council.**

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#### **Report:**

1. At the Council meeting on 20 April 2010, the following resolution was adopted (Minute 169(18)):  
  
"That Overview and Scrutiny be asked to refer the Member Role Accountability Statements which had been revised in order to reflect the changing role of members, to the Constitution and Member Services Standing Scrutiny Panel with a view to recommendations being made for their adoption after consultation with the Remuneration Panel and the Standards Committee as appropriate".
2. This resolution was referred for consideration by the Constitution and Member Services Standing Scrutiny Panel (SSP) which considered drafts at its meetings on 9 November 2010 and 15 February 2011.
- ... 3. Copies of the revised draft statements are attached in Appendices 1 - 10 to this report.
4. We recommend that, in view of the limited life of the current standards regime, the preparation of statements concerning the Standards Committee should be deferred. However, we also recommend that officers prepare statements in respect of the Audit and Governance Committee for further consideration by the latter and by the Council.
5. We recommend as set out at the commencement of this report.

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

**Role Title: Member of the Council**

**Responsible to: The Council**

**Contact with: Residents, Members, Officers, media, external organisations and representatives, Members of Parliament and community**

### Ward Roles

- (a) Lead and champion the interests of the local community and ward constituents and be accountable to them.
- (b) Meet and liaise regularly with local community including individuals and groups and involving and consulting them on Council matters.
- (c) Support and promote good citizenship locally and encourage community participation in the work of the Council.
- (d) Act as advocate for constituents' concerns so as to assist in resolving their concerns where possible.
- (e) Communicate with local people and answer enquiries on:
  - decisions that affect them
  - opportunities arising in the community
  - the rights of constituents within the ward
  - reasons for Council decisions
- (f) Contribute as a Councillor in promoting good governance of the District.

### Representative Role

- (g) Participate in debates and decision-making at full Council meetings on District-wide and local issues as follows:
  - Formulation of the Council's budget, strategies and policies for service delivery requiring the approval of the Council.

- (h) Scrutiny of decision-making and review of policies/services through Overview & Scrutiny
- (i) To participate in the work and decision-making in non-executive Boards, Panels, Committees and Sub-Committees as appointed by the Council.
- (j) To represent the Council on outside bodies to which the member is appointed by the Council or by Leader of the Council.

**Political Role**

- (k) To participate in the activities of any political group of which they are members.

**Other Roles**

- (l) To fulfil the obligations under the Members' Code of Conduct and the law of local government and to maintain high standards of behaviour and ethics as applies to the public office of Councillor.
- (m) To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

**Skill Development Requirements**

- knowledge of local government processes, decision-making and responsibilities

**Organisational Skills and Personal Effectiveness**

- develop skills for the management of casework relating to the role of Councillor
- develop skills to organise diary and other commitments as a Councillor.
- develop ways of keeping informed about Council activities

**Team Working & Relationship Building**

- develop effective working relationships with key Council officers, other Councillors and representatives from partner agencies and all sections of the community.

**Communication Skills**

- develop skills in communication appropriate to a range of audiences, including formal meetings and other settings,.
- develop listening and questioning skills.
- learn effective presentation and public speaking skills.

**Other Skills and Abilities**

- ability to use IT to access agendas, minutes, reports, etc.
- familiarity with Council budgets.

**Training**

- to utilise training in order to enhance skills development for any role taken.



## Knowledge

- Keep informed about national policies and their impact on the District.
- Keep informed about issues within the ward and the wider locality.
- Keep informed and enhance understanding of how the Council works.
- Seek information of the Council structures, key contact officers, services procedures and eligibility criteria in relation to schemes and services administered by the Council when necessary.
- Achieve an understanding of the political decision-making structures of the Council.
- Be aware of the Members' Code of Conduct in relation to ethics and standards and apply the knowledge gained.
- Keep informed of the strategic priorities and key policies of the Council.
- Achieve an understanding of the legislation and Council policies to which Councillors must adhere.
- Gain a basic understanding of local government finance and what the audit process entails.
- Gain awareness of the Council's standards of customer care and complaints procedure.
- Knowledge of other agencies in the context of the ward.

Date:

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Member of the Executive (Portfolio Holder)</b>
<b>Responsible to: Leader of Council, Cabinet and Council</b>
<b>Contact with: Residents, Members, Officers, media, external organisations and representatives, Members of Parliament and community, other Councillors.</b>
<p><b>Executive Roles:</b></p> <p>(a) To contribute to the development of strategic policy for the Council as a member of the Cabinet.</p> <p>(b) To be responsible for the allocated portfolio and its services including policy initiatives affecting those activities.</p> <p>(c) To consult with Service Directors on matters of policy and service delivery within the allocated portfolio and the purpose of keeping informed about current issues.</p> <p>(d) To attend Cabinet meetings and share collective responsibility for decisions taken by Cabinet.</p> <p>(e) To be personally responsible and accountable for any decisions taken as portfolio holder and to share with the appropriate Directors responsibility for the performance of services within their portfolio.</p> <p>(f) To respond to or deal with any issues arising at Council meetings relating to their portfolio including reports on progress made against portfolio priorities.</p> <p>(g) To act as spokesperson or advocate within and outside the authority on those services and functions within their portfolio for collective decisions made by the Cabinet.</p> <p>(h) To provide regular reports on progress with relevant executive decisions when and where requested and to undertake consultation on proposed decisions when desirable.</p> <p>(i) To attend Overview and Scrutiny Committee meetings and Scrutiny Panel meetings when necessary to share priorities, discuss decisions taken, and provide information, views and explanations on portfolio holder issues.</p> <p>(j) To assist partnership working with other agencies and contribute to delivering a partnership objectives.</p> <p>(k) To represent the Council on outside bodies, as appointed by the Leader or the Council and report back on matters of relevance or interest to the Council.</p> <p>(l) As part of the Cabinet, to be involved in:</p> <ul style="list-style-type: none"> <li>• leading the community planning process for the Council;</li> <li>• the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends.</li> <li>• leading the search for continuous improvement;</li> <li>• taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;</li> <li>• promoting and participating in Councillor Development.</li> </ul> <p>(m) To serve on non-executive Committees, Sub-Committees, Panels, Boards and Working Groups as appointed.</p> <p>(n) To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.</p>

<p><b>Skills Required</b></p> <p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• Development of leadership skills appropriate for a portfolio</li> <li>• Ability to challenge the status quo and deal with complex strategic issues and problems.</li> <li>• Development of skills necessary to represent the Cabinet both within and outside the Council.</li> </ul> <p><b>Chairing Skills</b></p> <ul style="list-style-type: none"> <li>• Achieve chairing skills relating to their portfolio and any external Council activities.</li> </ul> <p><b>Team Working &amp; Relationship Building Skills</b></p> <ul style="list-style-type: none"> <li>• Develop good working relationships with other Cabinet colleagues, senior officers, Overview and Scrutiny, Partners etc.</li> <li>• Ability to work as part of a team to drive forward the continuous improvement of the Council.</li> </ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the Cabinet.</li> <li>• A detailed understanding of the strategic role of Cabinet within the Council.</li> <li>• Understanding of executive functions and the difference between these and non-executive roles.</li> <li>• Understanding of the role of a portfolio holder as part of the executive team.</li> <li>• Detailed understanding of Council strategy, policies and operations for the allocated Portfolio.</li> <li>• Understanding of the roles of certain statutory officers namely the Head of Paid Service, the Monitoring Officer and the Chief Financial Officer.</li> <li>• Awareness of the national policy framework for the Local Government and its impact on the Council.</li> <li>• Knowledge of community needs and their priorities for action.</li> <li>• Understanding of the statutory role of Overview and Scrutiny within the Council</li> <li>• Knowledge of the role of local partners and the services they deliver, relevant to the allocated portfolio</li> <li>• Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.</li> <li>• Understanding of the principles and importance of making evidenced-based decisions.</li> </ul>	<p><b>Communication Skills</b></p> <ul style="list-style-type: none"> <li>• Enhanced communication skills to be able to work constructively with officers, councillors and partners.</li> <li>• High level skills in listening, questioning and negotiation.</li> <li>• High level presentation and public speaking skills suitable for a variety of settings.</li> <li>• Skills in working with the media and developing awareness of ways of ensuring that the Council is positively represented.</li> </ul> <p><b>Organisational Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to manage a portfolio workload, against deadlines and pressure on time.</li> </ul> <p><b>Other Skills and Abilities</b></p> <ul style="list-style-type: none"> <li>• Develop research skills to aid policy development.</li> <li>• Ability to assimilate and analyse complex information.</li> </ul>
<p><b>Date:</b></p>	

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Leader</b>
<b>Responsible to: The Council</b>
<b>Contact with: Residents, Members, Officers, the Cabinet, Overview &amp; Scrutiny members, media, external organisations and representatives, Members of Parliament and community, other Councillors.</b>
<p><b>Roles:</b></p> <ul style="list-style-type: none"> <li>(a) To undertake the role of 'community leader', building a vision for the area and leading the Council and its partners towards that vision.</li> <li>(b) To represent the Council and provide leadership of the Local Strategic Partnership and other key local partnerships.</li> <li>(c) To chair the Cabinet meetings and to take overall responsibility for its performance, individually and collectively.</li> <li>(d) To represent the authority and be accountable for discussions and negotiations with the community and with regional, national and international organisations where appropriate.</li> <li>(e) To propose to the Council the overall strategy, budget, policy arrangements and performance for executive and council functions and to be accountable for their delivery.</li> <li>(f) To provide the principal point of contact to all forms of media on areas of Cabinet activity, as well as the wider Council, to ensure appropriate information is provided.</li> <li>(g) To provide the principal link between the Cabinet and the Chief Executive, the Head of Paid Service, the Monitoring Officer and the Chief Financial Officer.</li> <li>(h) To facilitate good communication so that Cabinet members, Councillors and others who are outside the authority are all able to contribute constructively to the decision-making processes of the Council.</li> <li>(i) To ensure the work of the Cabinet is conducted in accordance with the Council's Constitution and with due regard for any statutory provisions in legislation.</li> <li>(j) To maintain effective liaison with the Chairman of Overview and Scrutiny on behalf of the Cabinet.</li> <li>(k) To work with the Deputy Leader on matters affecting Cabinet portfolio management.</li> <li>(l) To exercise powers in relation to the allocated portfolio of Cabinet functions.</li> <li>(m) To serve on non-executive Committees, Sub-Committees, Panels, Boards and Working Groups as appointed by the Council.</li> </ul>

<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to develop a vision for the District and drive the Council and its partners towards achieving that vision.</li> <li>• Ability to represent the Council at the sub-regional, regional and national level.</li> <li>• Ability to lead the Council towards continuous improvement.</li> <li>• Ability to lead Cabinet members in the pursuit of Council objectives</li> </ul> <p><b>Political Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to provide political leadership for the political group.</li> <li>• Ability, when necessary, to resolve differences within and between members of their political Group.</li> </ul> <p><b>Organisational Skills and Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Ability to plan and prioritise the business of Council, Cabinet and its Committees (having regard to the terms of reference and the key challenges facing the Council).</li> </ul>	<p><b>Team Working &amp; Relationship Building</b></p> <ul style="list-style-type: none"> <li>• Tact and diplomacy to be able to work across the full range of Council services, partners and political groups and directorates, to the benefit of the community.</li> <li>• Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, and other political Groups.</li> <li>• Political sensitivity to enable difficult issues to be addressed across all Groups.</li> </ul>
<hr/>	
<p style="text-align: center;"><b>Date:</b></p>	

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## MEMBER ROLE ACCOUNTABILITY STATEMENT

**Role Title:** Deputy Leader

**Responsible to:** Leader of Council, Cabinet and the Council

**Contact with:** Residents, Members, Officers, media, external organisations and representatives, Members of Parliament and community, other Councillors.

**Principal Accountabilities:**

- (a) To assist the Leader of the Council in the formal processes and matters of leadership of the authority (specifically set out in the Role Profile of the Leader of the Council).
- (b) To work with the Leader of the Council on the portfolio activities across the Cabinet, budget and policy development.
- (c) To deputise in the role of the Leader when necessary, including duties set out in the latter's Role statement .

<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• Skills to assume the Leadership skills required of Leader of the Council when required.</li> </ul> <p><b>Chairing Skills</b></p> <ul style="list-style-type: none"> <li>• None additional.</li> </ul> <p><b>Organisational Skills and Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Ability to assist the Leader to plan and prioritise the business of Council, Cabinet and its committees and maintaining the knowledge required to deputise where necessary.</li> </ul>	<p><b>Communication Skills</b></p> <p>None additional.</p> <p><b>Team Working &amp; Relationship Building</b></p> <ul style="list-style-type: none"> <li>• Ability and awareness to deputise for the Leader of the Council and secure team working and relationship building.</li> </ul>
<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• A detailed understanding of the strategic role of the Leader of the Council.</li> </ul>	
<p><b>Date:</b></p>	

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**



## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Member of Overview and Scrutiny Committee</b>
<b>Responsible to: The Council</b>
<b>Contact with: Residents, Members, Officers, media, external organisations and representatives, Members of Parliament and community.</b>
<p><b>Principal Accountabilities:</b></p> <ul style="list-style-type: none"> <li>(a) To support the Chairman of the Overview and Scrutiny Committee to ensure effective Overview and Scrutiny within the Council.</li> <li>(b) To assist in publicising and communicating the role of Overview and Scrutiny both within and outside the Council.</li> <li>(c) To help manage and co-ordinate the Overview and Scrutiny work programme and forward plan including the work of Scrutiny Panels</li> <li>(d) To contribute to the continuing development of both the organisation and the enhancement of overview and scrutiny from the experience both in this District and elsewhere.</li> <li>(e) To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in Overview and Scrutiny matters.</li> <li>(f) To review the quality of the outcomes from reviews by the Overview &amp; Scrutiny Committee or its Panels in considering proposals to be recommended to the Council or the Cabinet.</li> <li>(g) To participate in the call in the call in of Cabinet and Portfolio Holder on a non party political basis.</li> </ul>

<p><b>Leadership Skills</b></p> <p><b>Team Working &amp; Relationship Building</b></p> <p>Ability to contribute to building effective working relationships within the Committee - with senior officers, Panel Chairmen, the Cabinet and partner agencies and public bodies.</p> <p>Ability to call those individuals and bodies to account through the Overview &amp; Scrutiny process.</p>	<p><b>Communication Skills</b></p> <ul style="list-style-type: none"> <li>• Development of listening and questioning skills, in an Overview and Scrutiny context.</li> <li>• Effective public speaking, in a Committee context.</li> </ul> <p><b>Organisational Skills and Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Ability to monitor and prioritise scrutiny work taking account of available resources.</li> </ul> <p><b>Other Skills and Abilities</b></p> <ul style="list-style-type: none"> <li>• Ability to assimilate and analyse complex information weighing up evidence and making decisions and recommendations based on that evidence.</li> <li>• Ability to deal with strategic issues, needs and problems within the Council through the Overview &amp; Scrutiny activity.</li> </ul>
<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• An awareness of the strategic importance of the Overview and Scrutiny function within the Council.</li> <li>• Awareness of the Epping Forest DC approach to Overview and Scrutiny and its relationship with the the Council's decision-making structures, including the Cabinet.</li> <li>• An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.</li> <li>• An awareness of project management principles applicable to the work of Overview and Scrutiny.</li> <li>• Understanding of the legal status and operational arrangements for the “call in” process in respect of Cabinet and Portfolio holder decisions.</li> </ul>	
<p style="text-align: center;"><b>Date:</b></p>	

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Chairman of Overview and Scrutiny Committee</b>
<b>Responsible to: The Council</b>
<b>Contact with: Residents, Members, the Cabinet, Officers, media, external organisations and representatives, Members of Parliament and community.</b>
<p><b>Principal Accountabilities:</b></p> <p><b>Leading and Promoting the Overview and Scrutiny Function</b></p> <p>(a) To be responsible for maintaining effective liaison with the Leader of the Council, Portfolio Holders, the Chief Executive and Directors to ensure that overview and scrutiny contributes to effective decision-making.</p> <p>(b) To represent Overview &amp; Scrutiny at Council meetings and be accountable to Council for its activities.</p> <p>(c) To represent the Council at regional and national forums concerned with Overview and Scrutiny.</p> <p>(d) To be responsible for the constitutional arrangements relating to the waiving of call-in where decisions are urgent and/or not on the forward plan.</p> <p><b>Managing and Co-ordinating the Overview and Scrutiny Function</b></p> <p>(e) To Chair the meetings of the Overview and Scrutiny Committee.</p> <p>(f) To be responsible for the proper co-ordination of scrutiny work including an overview of the work of all the panels in order to ensure progress of all work.</p> <p>(g) To monitor progress of all scrutiny reviews and ensure that they are completed in reasonable time.</p> <p>(h) To support and advise the Chairmen of the Overview and Scrutiny Panels.</p> <p>(i) To ensure that the Overview and Scrutiny Committee reviews all requests for scrutiny and ensure initial scoping so as to assess proposals.</p> <p>(j) To make arrangements for the use of 'call-in' procedures to advise on whether the procedure is being used appropriately.</p> <p><b>Development of Overview and Scrutiny</b></p> <p>(k) To maintain an overview of scrutiny and to learn from practice elsewhere.</p> <p>(l) To ensure the continuing development of overview and scrutiny through improving both practice and how it is organised.</p> <p>(m) To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.</p>

### **Leadership Skills**

- Ability to lead the scrutiny function within and outside the Council.
- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the authority.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

### **Chairing Skills**

- Developed chairing skills which can deliver clear Overview and Scrutiny decisions.
- Developed understanding of the principles of effective scrutiny.

### **Team Working & Relationship Building**

Skills in developing productive working relationships with the Cabinet, the Leader and Portfolio holders, recognising their statutory role within the Council.

### **Knowledge**

- The statutory role and strategic importance of the Overview & Scrutiny function within the Council.
- Detailed awareness of the constitutional arrangements relating to the scrutiny function and those of the Chairman of the Committee.
- Detailed knowledge of the statutory relationship between the Cabinet and executive functions and the Overview & Scrutiny role.
- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.

### **Communication Skills**

- Developed listening skills and questioning skills.
- Developed communication skills with officers, councillors, co-optees, partners, external bodies and members of the public.
- Developed Presentation Public speaking skills.

### **Organisational Skills and Personal Effectiveness**

- Ability to lead in planning and co-ordinating the work of the Overview and Scrutiny Committee and its agenda, including its Standing and Task and Finish Scrutiny Panels.

### **Other Skills and Abilities**

- Ability to deal with complex strategic issues and problems on behalf of the Committee and the scrutiny function as a whole.
- Ability to seek a consensus from situations where there are conflicting opinions.

**Date:**

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Chairman of the Council</b>
<b>Responsible to: The Council</b>
<b>Contact with: Residents, Members (including Leader of the Council and Cabinet and Group Leaders), Officers, media, external organisations and representatives, Members of Parliament and the community.</b>
<b>Purpose of role: To provide civic representation on behalf of the Council at internal and external functions. To chair the Council. To promote the Council and its work. To provide information to the Council and the Cabinet on the views of the community.</b>
<p><b>Principal Accountabilities:</b></p> <ol style="list-style-type: none"> <li>1. Represent the Council on a non-political basis and fulfil role as the Epping Forest District's first citizen to maintain the civic standing of the Authority and to represent and promote the Council within the community.</li> <li>2. Attendance at appropriate civic functions as well as community events to fulfil the role of first citizen.</li> <li>3. Act as non-political chair of meetings of the Council to ensure that order is preserved and that matters are considered effectively.</li> <li>4. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li> <li>5. Provide a point of contact with the community on civic matters to ensure appropriate information is provided on Council activity.</li> <li>6. To provide the principal link between the Council's civic functions and the Chief Executive/Head of Paid Service, the Cabinet, the Leader of the Council, with particular emphasis on the feedback of views of the community as raised through the conduct of civic functions.</li> </ol>

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• None specific.</li> </ul> <p><b>Chairing Skills</b></p> <ul style="list-style-type: none"> <li>• Achievement of a working knowledge of procedures for debates at Council meetings.</li> </ul> <p><b>Team Working and Relationship Building</b></p> <ul style="list-style-type: none"> <li>• Ability to inspire confidence of all groups in the impartiality of the Chairman.</li> </ul> <p><b>Knowledge</b></p> <ol style="list-style-type: none"> <li>1. The rules for debate at Council meetings.</li> <li>2. Protocols regarding the Chairman as first citizen of the District, precedence and the non-political nature of the position.</li> </ol>	<p><b>Communication Skills</b></p> <ul style="list-style-type: none"> <li>• Developed public speaking skills.</li> </ul> <p><b>Organisation Skills</b></p> <p>Personal Effectiveness.</p> <p>Developed skills in managing debates in Council meetings to allow all opinions to be expressed and to deliver decisions.</p> <p><b>Other Skills and Abilities</b></p> <p>None specific.</p>
<p><b>Date:</b></p>	

## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Vice-Chairman of the Council</b>
<b>Responsible to: The Council</b>
<b>Contact with: Residents, Members (including the Leader of Council, the Cabinet and Group Leaders), Officers, media, external organisations and representatives, Members of Parliament and the community.</b>
<b>Purpose of role: To deputise for the Chairman of the Council. In conjunction with the Chairman of the Council, to promote the Council and its work.</b>
<p><b>Principal Accountabilities:</b></p> <ol style="list-style-type: none"> <li>1. Represent the Council as Vice-Chairman of the Council on a non-political basis and assist the Chairman of the Council in the role as the Epping Forest District's first citizen to maintain the civic standing of the Authority and to represent and promote the Council within the community.</li> <li>2. Attendance at appropriate civic functions as well as community events to fulfil the role of Vice-Chairman.</li> <li>3. Act as non-political chair of meetings of the Council (in the absence of the Chairman) to ensure that order is preserved and that matters are considered effectively.</li> <li>4. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li> <li>5. Provide a point of contact with the community (in the absence of the Chairman) on civic matters to ensure appropriate information is provided on Council activity.</li> <li>6. To support and deputise for the Chairman of the Council in providing a link between the Council's civic functions and the Chief Executive/Head of Paid Service, the Cabinet and the Leader of the Council with particular emphasis on the feedback of views of the community as raised through the conduct of civic functions.</li> </ol>

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

**Leadership Skills**

- None specific.

**Chairing Skills**

- Achievement of a working knowledge of procedures for debates at Council meetings.

**Team Working and Relationship Building**

- Ability to inspire confidence of all groups in the impartiality of the Chairman.

**Communication Skills**

- Developed public speaking skills.

**Organisation Skills**

Personal Effectiveness.

Developed skills in managing debates in Council meetings to allow all opinions to be expressed and to deliver decisions.

**Other Skills and Abilities**

None specific.

**Knowledge**

1. The rules for debate at Council meetings.
2. Protocols regarding the Chairman as first citizen of the District, precedence and the non-political nature of the position.

**Date:**



## MEMBER ROLE ACCOUNTABILITY STATEMENT

**Role Title: Chairman of Area Plans Sub-Committee and District Development Control Committee and other non executive Panels and Working Groups.**

**Responsible to: The Council**

**Contact with: Residents, Members, Officers, media, external organisations and representatives, Members of Parliament and community.**

**Principal Accountabilities:**

- (a) To chair meetings in accordance with their terms of reference.
- (b) To ensure that contributions by the public to meetings are facilitated and controlled in accordance with the agreed procedure and normal courtesy.
- (c) To ensure that the decisions required at meetings are properly summarised before votes are taken.
- (d) To represent the Council in all dealings with the public, media and other bodies in respect of the work of the body concerned.

**Leadership Skills**

- Ability to explain the role of Committees etc to the community.

**Team Working & Relationship Building**

- Relationship building particularly with senior officers involved in the Planning function.

**Organisational Skills**

- Ability to plan and prioritise the business of the Plans Sub-Committee, having regard to its terms of reference and key challenges facing the Planning function.

**Communication Skills**

- Advanced chairing in relation to members of the council and in particular where there is involvement by the public in meetings.
- Communication skills - particularly with Councillors, officers and the public
- Developed public speaking ability.

**Chairing Skills**

- Developed chairing skills, including the ability to manage conflict and contributions by the public to meetings.
- Impartiality and objectivity.

**Knowledge**

- In-depth understanding of council policies and procedures relevant to the body concerned including planning processes, the Planning Protocol and how planning decisions are to be reached.
- Understanding of the role of ward councillors and how to handle conflicts of interest.

Understanding of the role of officers including the roles of professional planning staff at Area plans Sub and District Development Control Committee meetings.

Knowledge of the Council's procedures for dealing with permitted contributions by members of the public at meetings of the body concerned.

**Date:**

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## MEMBER ROLE ACCOUNTABILITY STATEMENT

**Role Title: Group Leaders**

**Responsible to: Political Group**

**Contact with: Other Group Leaders, Political group members, officers, Members of Parliament**

**Principal Accountabilities:**

- (a) To facilitate and represent the views of the Group on issues of policy service delivery and priorities, within the Council.
- (b) To lead the Political Group within the Council.
- (c) To manage the work of Councillors within the Group and the business of the Group.
- (d) To act as the principal spokesperson for an Opposition Group of which he/she is leader and as a representative of the authority to external bodies and organisations as appropriate.
- (e) To comment on, challenge and review the Council's administration performance in the co-ordination and implementation of its policies and procedures.
- (f) To champion and participate in Councillor Development to ensure the smooth running of the Group and the personal development of its councillors.
- (g) To maintain effective liaison with the Chairman of the Overview and Scrutiny Committee.

<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to provide political leadership of their Group and manage the political demands and expectations of the Group, and the needs of the Council.</li> <li>• Ability to discipline members of their political Group, when necessary.</li> <li>• Political sensitivity to be able to address difficult issues with other Groups.</li> </ul> <p><b>Team Working &amp; Relationship Building</b></p> <ul style="list-style-type: none"> <li>• Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, and other political Groups.</li> </ul>	<p><b>Communication Skills</b></p> <p>Developed communication skills which enable internal cohesion of the political group.</p> <p><b>Organisational Skills and Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Ability to plan and prioritise the business of the Group.</li> </ul> <p><b>Other Skills and Abilities</b></p> <ul style="list-style-type: none"> <li>• Ability to assimilate and analyse complex information.</li> <li>• Research skills and policy development.</li> </ul>
<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Understanding of the role of the Leader of the Council and the Leader of Political Groups within the Council, and where these roles differ from the role of the Council itself</li> <li>• Understanding of the relationship between national politics and local political leadership.</li> <li>• Understanding of the wider, national issues facing councillors and the practical implications for the councillors in their Group.</li> <li>• Working knowledge of the operation of the Council's constitution.</li> </ul>	
<p><b>Date:</b></p>	

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## ***Report to the Council***

**Committee:** Overview and Scrutiny **Date:** 29 March 2011

**Chairman:** Councillor Richard Morgan **Item:** 14

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### APPOINTMENTS AT ANNUAL COUNCIL

#### Recommending:

- (1) That the establishment of an Appointments Panel as set out in Annex 1 be approved;**
- (2) That the Terms of Reference of the Appointments Panel set out at Annex 1 be approved;**
- (3) That the following dates for the Appointments Panel for 2011 be agreed:  
Thursday 12 May 2011 and Tuesday 17 May 2011 (Provisional)**
- (4) That group nominations to be made to the Panel in accordance with the Terms of Reference subject to the post-election receipt of a notice made under regulation 8 of the Local Government (Committees and Political Groups) Regulations 1990 of the proper constitution of a Political Group under the Local Government and Housing Act 1989;**
- (5) That to allow the envisaged Appointments Panel to make recommendations to Annual Council on all appointments, the operation of the protocol on the Allocation of Chairmanships and Vice-chairmanships and Outside Organisations (except for sections 6 (a) to (c) in the protocol - the provision for pro-rata for Chairmen) be suspended for the period of one year and then reviewed;**
- (6) That the Assistant to the Chief Executive ensure the distribution of advice to all Panel members, Group Leaders and non-affiliated members on pro rata requirements and details of all Committee Places, Outside Organisation appointments in advance of the electoral period and provide pro rata allocations immediately following the elections;**
- (7) That the following new arrangements for the Annual Council meeting be approved:**
  - (i) That all candidates for the positions of Council Chairman and Vice-Chairman be involved in planning the Annual Meeting;**
  - (ii) That a rehearsal be held for all members and officers involved in organising that meeting; and**

**(iii) That, in principle, supplementary tabled schedules of nominations should not be tabled at the Annual Council meeting and that a deadline for nominations be set to ensure that they are made in advance of the Appointments Panel;**

**(8) That for the purposes of introducing a new system of Group constitution and membership signing this year, new forms under regulation 8 and 9 of the Local Government (Committees and Political Groups) Regulations 1990 be developed to allow individual members to sign to join a political group for introduction from May 2011;**

**(9) That no changes be made to the Vice Chairman appointment process contained in Article 5 of the Constitution save all nominations to be notified by Group Leaders to the Appointments Panel by the date of their meeting; and**

**(10) That the operation of these new arrangements be reviewed by the Constitution and Members Services Scrutiny Panel after one year.**

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### **Report:**

1. Our Constitution and Members Services Scrutiny Panel has reviewed the process of the annual Council meeting and proposes changes to the constitution and those of a procedural nature. We make a number of recommendations to Council.

### **Proposals for the Creation of an Appointments Panel**

2. Traditionally, a meeting of the Group Leaders has been called a few days after the May elections once pro rata calculations are carried out. The Committee is proposing the creation of an 'Appointments Panel' meeting on a pre-arranged date between the Elections and the Annual or next Council meeting. This Panel would have the following characteristics:

- (i) Timetabled meetings between the election and Annual Council.
- (ii) Receive and recommend appointments to the Annual Council. This would have the effect for formalising the appointments process with only those areas of real contention being passed to Council to vote upon.
- (iii) Its terms of reference to include all appointments made by Council at the Annual meeting (Leader, Ordinary Committees, Chairman/Vice Chairman, outside bodies) and receive those being made by the Leader.
- (iv) As a recommending Panel, it would not be subject to pro rata but would its membership would include representation from all political groups and an open invitation for un-affiliated members to attend and make proposals for seats etc.;
- (v) It would be essential that group representatives have a mandate from their group to make appointments and come armed with relevant nominations;
- (vi) Clear principles and reports from Officers circulated mostly in advance of the elections with only the seats breakdown to be circulated after;
- (vii) Clear mandatory timetable from officers for Council report avoiding the recent practice of tabling nominations at the annual meeting which has created confusion.

3. We have suggested at Annex 1 to this report proposals for the establishment of such a committee and have tried to encompass protections for minority groups and unaffiliated members within their scope. The Council also need to make appropriate appointments to the Panel subject to post-election validation.

4. We have also suggested that this year, to facilitate this new Panel, the existing protocol on the Allocation of Chairmanships and Vice-chairmanships and Outside Organisations be suspended for the period of one year and then reviewed in the light of operational experience.

### **Changes to the Ceremonial Element of Annual Council**

5. We have reviewed the ceremonial procedures at our Annual Meeting. We are suggesting that it is essential that (all) Candidates for Chairman and Vice Chairman should be involved in the planning of the meeting and attend a 'rehearsal' on the afternoon of the meeting. We have considered and discounted a suggestion that the process of signing the declarations of acceptance of office should be made at a desk in front of members in the well of the chamber. We favour a shorter style welcome by the Chairman.

### **Review of Constitution of Political Groups**

6. We are also suggesting some changes to the way Political Groups are formally constituted and members then join those groups. The changes would allow Groups to formally reconstitute themselves each year by notice signed by two (or more) members of the Authority asking to be treated as a political group. Other Group members could then sign an individual form avoiding the need for one form to travel around each group for signature. All forms would need to be lodged with the proper officer by the date of the Appointments Panel for the purposes of pro rata calculation.

### **Appointment of Vice Chairman of the Council**

7. Members have requested a review of the current protocol for the appointment of a new Vice Chairman of the Council each year, examining whether the current system of appointing on merit with candidates being nominated by members of more than one group is appropriate.

8. The current system of appointment is contained within the attached Article 5 of the Constitution. It requires any nomination for the office of the Vice-Chairman to be supported by 12 Councillors drawn from at least two political groups (i.e. this would seem to preclude individuals from being 'the other group'). The onus is on the Leader to co-ordinate such nominations.

9. The Committee have reviewed this protocol and believe that the principle of having cross party support for such an appointment is still appropriate. We are therefore not suggesting any changes to the article but are recommending that nominations are settled by the date of the Appointments Panel.

### **Review**

10. We are suggesting that these new arrangements should be reviewed by the Panel after the period of one year in the light of operational experience.

## **APPOINTMENTS PANEL TERMS OF REFERENCE**

### **1. Title**

The Panel shall be known as the "Appointments Panel".

### **2. Terms of Reference**

(a) To receive and make recommendations to the Annual Council on nominations for the following appointments from political groups and non-affiliated members:

(i) Chairman and Vice Chairman of Council;

(ii) Leader; Deputy Leader and Cabinet members;

(iii) Chairmen; Vice-Chairmen and membership of Cabinet Subcommittees;

(iv) Chairmen; Vice-Chairmen and members of Committees and Sub-Committees (excluding Scrutiny Panels); Panels; Boards Working Groups and similar bodies;

(v) Outside body appointments falling to the Council to fill;

(b) In recommending appointments to the Council, the Panel will:

(i) Propose nominations based on the entitlement of each political group in accordance with the statutory pro rata;

(ii) Ensure that consideration is given to any nominations made by non-affiliated members for any position or appointment;

(iii) Ensure, so as far is practicable, an equitable allocation of Chairmanships and Vice Chairmanships across the political groups or to non-affiliated members having majority support that is not inconsistent with the provisions of the Council's Protocol; and

(iii) Permit schedules of recommended appointments to be circulated to all members prior to the date of the Council meeting.

(c) The Panel shall, in recommending outside body appointments to the Council, do so as to give precedence to local ward members for those that have a 'local' designation and an equitable allocation of places across the political groups of the Council;



### **3. Membership**

- (a) Each statutory Political Group on the Council shall appoint two members from to form the Panel;
- (b) Where an appointed member ceases to be a member of the Council, the appropriate Political Group Leader may nominate a substitute from within their membership;
- (c) All unaffiliated members of the Council shall have the right to attend the Panel meetings and/or submit nominations in accordance with statutory provision.

### **4. Chairman**

- (a) The Chairman of the Panel shall normally be the Leader of the Council but if the Leader is not a member or present, the Chairman shall be determined by the Panel; and
- (b) The Chairman shall be responsible for reporting the recommendations of the Panel to full Council.

### **5. Meetings**

- (a) Meetings of the Panel shall be held as required following elections each Council year at the Civic Offices, Epping at the date and time indicated on the agenda timed so as to enable the prior circulation of their recommendations for nominations to the Council.
- (b) Minutes and agenda of the Panel meetings shall be circulated to the following:
- Panel Members
  - Group Leaders or Deputy Group Leader not members of the Panel
  - Unaffiliated Members of the Council

### **6. Effect of Nominations**

Nothing in these Terms of Reference precludes any Political Group or non-affiliated member of the Authority from making nominations directly at full Council or from any group or non-affiliated members changing or withdrawing previously made nominations.

### **7. Officers**

The Panel will be supported by the attendance of relevant officers from the Office of the Chief Executive and such other officers as may, from time to time, be required.

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