



**Webcast
Meeting**



**Epping Forest
District Council**

**CABINET
Monday, 5th December, 2011**

Place: Council Chamber
Civic Offices, High Street, Epping

Time: 7.00 pm

**Democratic Services
Officer:** Gary Woodhall - The Office of the Chief Executive
Tel: 01992 564470
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors Mrs L Wagland (Leader of the Council and Legal Portfolio Holder) (Chairman), J Philip (Deputy Leader and Planning and Technology Portfolio Holder) (Vice-Chairman), Mrs R Gadsby, J Knapman, Mrs M McEwen, G Mohindra, Mrs P Smith and J Wyatt

PLEASE NOTE THE START TIME OF THE MEETING

1. WEBCASTING INTRODUCTION

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking."

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

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

4. MINUTES

To confirm the minutes of the last meeting of the Cabinet held on 24 October 2011 (previously circulated).

5. REPORTS OF PORTFOLIO HOLDERS

To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which are not covered elsewhere on the agenda.

6. PUBLIC QUESTIONS

To answer questions asked by members of the public after notice in accordance with the motion passed by the Council at its meeting on 19 February 2008 (minute 102 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

7. OVERVIEW AND SCRUTINY

To consider any matters of concern to the Cabinet arising from the Council's Overview and Scrutiny function.

8. NORTH WEALD AIRFIELD & ASSET MANAGEMENT CABINET COMMITTEE - 25 OCTOBER 2011 (Pages 5 - 8)

(Finance & Economic Development Portfolio Holder) To consider the minutes from the recent meeting of the North Weald Airfield & Asset Management Cabinet Committee held on 25 October 2011 and any recommendations therein.

9. FINANCE & PERFORMANCE MANAGEMENT CABINET COMMITTEE - 21 NOVEMBER 2011

(Leader of the Council) To consider the minutes from the recent meeting of the Finance & Performance Management Cabinet Committee held on 21 November 2011 and any recommendations therein (report to follow).

10. COUNCIL HOUSE BUILDING PROGRAMME (Pages 9 - 26)

(Housing Portfolio Holder) To consider the attached report from the Housing Scrutiny Panel (C-037-2011/12).

11. HRA 30-YEAR FINANCIAL PLAN (Pages 27 - 54)

(Housing Portfolio Holder) To consider the attached report (C-038-2011/12).

12. PLANNED PREVENTATIVE MAINTENANCE PROGRAMME 2012-17 (Pages 55 - 114)

(Finance & Economic Development Portfolio Holder) To consider the attached report

(C-039-2011/12).

13. KEY OBJECTIVES 2011/12 - PROGRESS REPORT (Pages 115 - 132)

(Finance & Economic Development Portfolio Holder) To consider the attached report (C-040-2011/12).

14. BIOLOGICAL RECORDS IN ESSEX - SERVICE LEVEL AGREEMENT & FUNDING (Pages 133 - 142)

(Safer, Greener & Highways Portfolio Holder) To consider the attached report (C-041-2011/12).

15. FUNDING OF POLICE COMMUNITY SUPPORT OFFICERS (Pages 143 - 146)

(Safer Greener & Highways Portfolio Holder) To consider the attached report (C-042-2011/12).

16. GOVERNMENT CONSULTATION - TECHNICAL REFORMS OF COUNCIL TAX (Pages 147 - 158)

(Finance & Economic Development Portfolio Holder) To consider the attached report (C-043-2011/12).

17. LOWEWOOD MUSEUM, HODDESDON (Pages 159 - 164)

(Leisure & Wellbeing Portfolio Holder) To consider the attached report (C-044-2011/12).

18. TRANSFER OF THE COUNCIL'S FLOOD WARNING SYSTEMS TO THE ENVIRONMENT AGENCY (Pages 165 - 168)

(Environment Portfolio Holder) To consider the attached report (C-045-2011/12).

19. DRAFT CALENDAR OF COUNCIL MEETINGS - 2012/13 (Pages 169 - 174)

(Support Services Portfolio Holder) To consider the attached report (C-046-2011/12).

20. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs (6) and (24) of the Council Procedure Rules contained in the Constitution require that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

21. EXCLUSION OF PUBLIC AND PRESSExclusion

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

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 COMMITTEE MINUTES

Committee: North Weald Airfield and Asset Management Cabinet Committee **Date:** Tuesday, 25 October 2011

Place: Committee Room 2, Civic Offices, High Street, Epping **Time:** 7.30 - 9.20 pm

Members Present: Councillors G Mohindra (Chairman), Mrs R Gadsby, J Knapman, Mrs M McEwen and Mrs L Wagland

Other Councillors: Councillors Mrs D Collins, Mrs A Grigg, L Leonard, Mrs C Pond, Mrs P Smith, D Stallan, C Whitbread and J M Whitehouse

Apologies:

Officers Present: D Macnab (Acting Chief Executive), J Gilbert (Director of Environment and Street Scene), L MacNeill (Assistant Director (Operations, Administration & Finance)), C Pasterfield (Principal Valuer/Surveyor), T Carne (Public Relations and Marketing Officer) and R Perrin (Democratic Services Assistant)

1. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Code of Member Conduct, Councillor J M Whitehouse declared a personal interest in agenda item 5, Asset Management Co-Ordination Group - 28 July 2011, St John's Road/Epping Depot Site. The Councillor had determined that his interest was not prejudicial and would remain in the meeting for the consideration of the issue.

(b) Pursuant to the Council's Code of Member Conduct, Councillor L Wagland declared a personal interest in agenda item 5, Asset Management Co-Ordination Group - 28 July 2011, when concerning BP. The Councillor had determined that her interest was prejudicial and would leave the meeting for the consideration of the issue.

2. MINUTES

RESOLVED:

That the minutes of the meeting held on 22 March 2011 be taken as read and signed by the Chairman as a correct record.

3. ANY OTHER BUSINESS

Councillor Stallan asked on behalf of North Weald Residents, whether the Chairman and Leader would attend a Parish Council meeting to alleviate any concerns about items of business considered in private session.

The Acting Chief Executive advised that officers had agreed to produce a brief summary of reports for the public before discussing the item in private session, which should improve communications with the Parish Council and Residents.

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Councillor Wagland advised that both herself and the Councillor Mohindra would attend the Parish Council to discuss issues and concerns but would be unable to discuss matters that had been discussed in private session of the North Weald Airfield and Asset Management Cabinet Committee.

Councillor Grigg asked that the minutes of the committee be completed as a matter of urgency, so that as District Ward Members they could dismiss any concerns raised by the private session items.

The Acting Chief Executive advised that minutes of these meeting would be completed as soon as possible.

RESOLVED:

- (1) That North Weald Parish Council would be written to, about attending a meeting with Councillor Mohindra and Councillor Wagland;
- (2) That Officers would produce a brief summary of reports for the public domain for part two items; and
- (3) That minutes of the committee are published as soon as possible.

4. EXCLUSION OF PUBLIC AND PRESS

RESOLVED:

That the public and press be excluded from the meeting for the items of business set out below on the grounds that they would involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972:

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
5	Asset Management Co-Ordination Group – 28 July 2011	3
6	North Weald Airfield - Update Report	3

5. ASSET MANAGEMENT CO-ORDINATION GROUP - 28 JULY 2011

The Cabinet Committee considered the notes of the Asset Management Coordination Group held on 28 July 2011. They considered the information regarding the sites owned by the District Council and noted the progress.

Councillor Mohindra advised that the planning application for the Langston Road Depot Site Loughton would hopefully be considered in the New Year, after highways issues had been resolved.

Councillor Knapman enquired about whether and when the Ward Members would be consulted on the application, as local knowledge would be key to the success of the development. The Principal Valuer & Estates Surveyor advised that once the

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highways report had been completed, consultation would take place with that information.

Councillor Pond enquired whether other sites were being considered alongside Oakwood Hill. Councillor Knapman advised that other options were being considered.

Councillor J Whitehouse enquired what the timeframe would be between the highways consultation and public consultation on the St John's Road/Epping Depot Site.

Councillor Mohindra advised that the Cabinet would consider the financial appraisals for the various design options and the traffic survey before a public consultation would be arranged.

Councillor Stallan enquired about the Winston Churchill Public House Site.

The Principal Valuer & Estates Surveyor advised that nothing further had progressed and number of options were being considered.

RESOLVED:

- (1) That the minutes of the meeting of the Asset Management Co-Ordination Group - 28 July 2011 be noted.

6. NORTH WEALD AIRFIELD - UPDATE REPORT

The Director of Environment and Street Scene informed the committee about a number of issues including the Olympic Games, depot relocation, the Halcrow report, Ernst and Young and fees and charges of users and lease holders at the Airfield.

Councillor Stallan and Councillor Grigg were concerned about the delays and cancellations of these meetings and the suspicion it caused with residents.

The Acting Chief Executive advised that covering reports would be made available in the public domain to reduce suspicion and problems caused by discussing items in private session.

Councillor Wagland advised that in addition to the Halcrow report, further work had been required to consider all options for the Airfield. The Council wanted to make the right informed decision and felt that estimating when that would be, would raise the residents expectations.

The Director of Environment and Street scene informed the committee about enquires made about future fees and charges to users at the Airfield and requested the committees guidance.

Members asked that officers receive supporting evidence from the lease holders before any requests were considered.

RESOLVED:

- (1) That the content of the updated report be noted; and
- (2) That officers negotiate with lease holders on an individual basis.

CHAIRMAN

Report to the Cabinet

Report of the Housing Scrutiny Panel ***(Chairman – Cllr S Murray)***



**Epping Forest
District Council**

Report reference: C-037-2011/12
Date of meeting: 5 December 2011

Portfolio: Housing.

Subject: Council House Building Programme

Responsible Officer: Alan Hall (01992 564004).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) That a housing association be appointed to provide a House Building Development Agency Service for the Council, including all development and project management services, and the provision of all professional building services, including (but not exclusively): architectural, employer's agency, quantity surveying, cost consulting, planning supervision, engineering and surveying, but excluding works construction;

(2) That the Housing Portfolio Holder be authorised to appoint a Development Agent:

(a) Following a competitive tender process using the EU OJEU Restricted Procedure procurement process;

(b) That has existing development partner status with the Homes and Communities Agency (HCA);

(c) Based on the most economically advantageous tender (in terms of price and quality) received from at least 5 housing associations, shortlisted through a Pre-Qualification Questionnaire (PQQ) process, in accordance with pre-determined evaluation criteria;

(d) After the Housing Portfolio Holder has previously approved the evaluation criteria to be used for both the PQQ Stage and Tender Stage, prior to the implementation of each stage (in accordance with procurement requirements);

(e) On the recommendation of a Selection Panel comprising the Housing Portfolio Holder, Chairman of the Housing Scrutiny Panel, Director of Housing and Asst. Director of Housing (Property); and

(f) For a four-year period, with options to extend the contract for three further individual years;

(3) That the Essex Procurement Hub be asked to undertake the EU procurement

process for the appointment of the Development Agent, on behalf of the Council;

(4) That a suitably experienced housing development consultant be appointed to undertake the appointment process for the Development Agent, in liaison with the Essex Procurement Hub, funded from within the existing resources of the HRA's Housing Feasibilities Budget;

(5) That, through the contract with the Development Agent, all the Development Agent's consultants be required to provide the Council with collateral warranties, as a safeguard to enable the Council to take legal action against a consultant direct if problems arise in the future due to negligence;

(6) That the evaluation of PQQs and tenders be undertaken by officers and the housing development consultant, in accordance with the pre-determined and approved evaluation criteria;

(7) That the Housing Portfolio Holder be authorised to agree any other aspects of the appointment process for the Development Agent, not covered by this report or recommendations/decisions;

(8) That, once the initial desktop development assessments of garage and other housing sites have been completed by officers, and the HRA Financial Plan agreed, reports be submitted to the Cabinet on a proposed Council House Building Development Programme, based on the completion of around 20 new affordable homes per annum, and seeking approval to undertake development appraisals and seek planning permission for specific sites;

(9) That, once the Cabinet has approved the House Building Programme, further reports be submitted to the Cabinet on the required budgetary provision for the Housing Capital Programme;

(10) That, in the meantime, appropriate capital provision for the House Building Programme be included within the Indicative HRA Financial Plan to be considered by the Cabinet at its meeting on 5th December 2011;

(11) That appropriate revenue provision be made within the Housing Revenue Account from 2012/13, to fund the associated revenue costs of the House Building Programme, including a budget for abortive fees for developments that do not proceed;

(12) That Affordable Rents (not Social Rents) be charged for the completed Council properties, in accordance with the Government's Affordable Rents Framework, with rent levels to be charged for individual properties agreed as part of development appraisals;

(13) That the Cabinet approves all financial and development appraisals, any borrowing requirements and the required Housing Capital Programme funding for proposed "development packages" by the Council on an individual basis;

(14) That such development packages be funded from the following sources (with full details to be set out in the development appraisals for individual schemes approved by the Cabinet), on the basis that the Council House Building Programme is self-funded, without any financial support from the General Fund:

(a) Housing Revenue Account (HRA) surpluses;

- (b) HCA funding (where possible);**
- (c) S106 Agreement contributions from developers in lieu of on-site affordable housing provision;**
- (d) Borrowing (if necessary);**
- (e) Cross-subsidy from the sale of other development sites within the House Building Programme on the open market if necessary; and/or**
- (f) Capital receipts from future Right to Buy sales, if the Government introduces its recently-announced policy to increase discounts under the Right to Buy, and replace each property sold with a new affordable home;**

(15) That, once the Development Agent has been appointed, a Development Strategy be formulated setting out the proposed approach to planning and delivering the House Building Programme, for adoption by the Cabinet;

(16) That a new part-time Senior Housing Officer (Development) post (18 hours per week) be established once the Development Agent has been appointed; the post be job-evaluated; and appropriate budget provision be made within the Housing Revenue Account for 2012/13 once the salary grade has been determined;

(17) That, once appointed, the selected Development Agent seeks development partner status for the Council from the HCA, and completes the Pre-Qualification Questionnaire on behalf of the Council; and

(18) That the appointed Development Agent be required to procure contractors to construct the properties within the development packages on behalf of the Council, in accordance with the Council's Contract Standing Orders and EU procurement requirements (if necessary).

Executive Summary:

The Cabinet has previously agreed in principle that the Council undertakes a modest Council House Building Programme, and asked us to consider the detailed issues of implementing the Programme, and to make recommendations to the Cabinet accordingly. We met on the 25 October 2011 to consider our proposed approach and the content and recommendations for this report to the Cabinet.

The Council has a number of difficult-to-let garage sites and other sites that could be developed to provide an estimated 120 homes over a 6-year period. Our proposed approach is to appoint an existing housing association, through a competitive tender process, to act as a Development Agent and provide all the required development and project management services - including the provision of all professional building services - rather than the Council employing its own professional team of staff. Development Appraisals for each of the identified sites would assess whether or not they have development potential, the costs and anticipated income.

We propose that rents charged for the new developments should be at the new "Affordable Rent" levels, up to 80% of market rent levels, but that the rent levels charged for individual properties should be agreed as part of development appraisals, which could result in rents of less than 80% being charged, dependent on the viability of the schemes and the affordability of the rents.

We understand that grant funding from the Homes and Communities Agency (HCA) may be available in the future, but we suggest that any shortfall in capital funding for developments should be met through the sale of some development sites on the open market, and that the Programme is self-funded, without any financial support from the General Fund.

We suggest that a Development Strategy should be adopted by the Cabinet in the future, setting out the proposed approach to the House Building Programme, and that the Cabinet should also approve the budgetary requirements for the Housing Capital Programme.

It is currently estimated that capital funding of around £2.5m per annum would be required for the construction of 20 properties each year, and that a Programme of 120 properties over 6 years would cost around £16m (including provision for inflation and additional costs).

We have assessed that a new part-time post would be required in due course, funded from the HRA, to resource the Council's responsibility for the House Building Programme, for which some of the costs could be capitalised. A start on site for the first phase of the Programme is unlikely to take place until 2014, with completion in late 2014/15 – although we feel that this does have some benefits in terms the Council's ability to fund the Programme, and the possibility of obtaining grant from the HCA through any future National Housing Programme the Government may implement from 2015.

Reasons for Proposed Decision:

The Cabinet has agreed in principle that the Council undertakes a modest Council House Building Programme; it is now necessary to agree the proposed approach to be taken. Taking account of all the current circumstances, the proposed approach appears to offer the most effective and efficient way of developing a Council House Building Programme.

Other Options for Action:

In view of the wide coverage of the report, there are a myriad of alternative options that we feel could be taken, and the list of alternative options is not mutually exclusive. However, we feel the following appear to be the main alternative options:

- (a) Not to undertake a Council House Building Programme, and to either not develop the Council's potential housing sites, or transfer them to one of the Council's Preferred Housing Association Partners (or another housing association) to develop, own, manage and receive the rental income.
- (b) Undertake the House Building Programme in-house, through the appointment of an in-house development and construction team, with some/all professional consultant services tendered and appointed direct by the Council.
- (c) Only appoint the Development Agent to provide the main development and project management services, and the Council appoints its own professional consultant services.
- (d) Not to authorise the Housing Portfolio Holder to appoint the Development Agent, on the basis set out in Recommendation 2, but to delegate/reserve the appointment (or some of the components of Recommendation 2) to the Director of Housing or Cabinet.
- (e) Not to appoint the Development Agent on the basis of the most economically advantageous tender, but only on the basis of price.
- (f) To have a different composition of Selection Panel to recommend the appointment of

Development Agent to the Housing Portfolio Holder, to the composition proposed.

(g) To have a different contract period for the Development Agency contract, or different periods (or number) of contract extensions.

(h) Not to ask the Essex Procurement Hub to assist with the procurement process.

(i) Not to appoint a housing development consultant to undertake the appointment process.

(j) Not to authorise officers and the housing development consultant to evaluate the PQQs, in accordance with the pre-determined evaluation criteria, or require the evaluation/shortlisting to be subject to the approval of the Housing Portfolio Holder.

(k) To seek a House Building Programme on the basis of less or more than 20 properties constructed each year.

(l) Not to include the required revenue budgetary provision within the HRA at this stage.

(m) To charge Social Rents for the newly constructed Council properties, instead of Affordable Rents (with a much reduced number of affordable housing provided), or a mix of the two rent types.

(n) To delegate approval of financial and development appraisals to the Housing Portfolio Holder in consultation with the Finance and Economic Development Portfolio Holder, or the Director of Housing in consultation with the Director of Finance and ICT.

(o) To fund the development packages in a different way to that proposed (e.g. using General Fund capital receipts, and/or by not cross-subsidising with the sale of some development sites).

(p) Not to formulate a Development Strategy, once the Development Agent has been appointed.

(q) Not to appoint a part-time Senior Housing Officer (Development), or to make the post full-time, or with less hours.

(r) Not to seek development partner status with the HCA in order to seek grant funding.

(s) Include the works construction within the appointment of the Development Agent, and not competitively tender each development package.

Report:

1. At its meeting in July 2011, the Cabinet considered a report from the Housing and Finance & Economic Development Portfolio Holders on the treasury management issues relating to the introduction of a Council House Building Programme and agreed the following (Minute 24):

“ (a) That the Cabinet’s previous decision, in principle, to commence a new affordable house building programme once the Housing Revenue Account (HRA) had moved to a self-financing basis be confirmed, subject to financial appraisals confirming the viability of such a programme;

(b) That the agreement in principle of the potential amount of resource to be allocated to

house building, and whether this should be financed from borrowing or through surpluses generated on the HRA, be subject to the consideration of a further report to the Cabinet; and

(c) That the Housing Scrutiny Panel be requested to consider the detailed issues relating to the feasibility of undertaking, and the best way of implementing, such a house building programme and to make recommendations to the Cabinet accordingly. “

2. At our meeting on 25 October 2011, we received a detailed and comprehensive report from the Director of Housing on how a new Council House Building Programme could be implemented by the Council, which we considered and discussed. This has enabled us, in accordance with (c) above, to present this report to the Cabinet, setting out the proposed approach that we feel the Council should take, together with our associated recommendations.

Background

3. The last new Council property was built in June 1985 (19 houses built for sale at Mountbatten Court, Buckhurst Hill). Since 1977, the Council has sold around 6,160 properties, predominantly through the Right to Buy. The Council currently owns and manages around 6,500 properties.

4. Since the 1980s, councils have been discouraged by successive governments from building new social housing themselves, and encouraged to act as “enablers”, by facilitating housing associations to build new social housing. To discourage councils from building, the Government has previously established financial rules that penalise many local authorities that build – a high proportion of rent received from Council properties has had to be passed on to the Government, in the form of negative housing subsidy (for this Council – around £11.3m in 2011/12), and 75% of any capital receipts received from the sale of properties under the Right to Buy has had to be passed to the Government under its pooling arrangements.

5. However, the policies of the previous and current Governments have changed and, mainly as a result of the collapse of the property market in 2008, local authorities have more recently been encouraged to build once again. In particular, in August 2009, the previous Government introduced new regulations which removed the two major financial disincentives. These changed the revenue and capital rules and allow local authorities to:

- Retain all of the rental income received from new properties built after August 2009; and
- Retain all of the capital receipts from the sale of properties that were built after the introduction of the changes.

6. Not only has the Government removed the previous financial disincentives, with the introduction of Self-Financing for the Housing Revenue Account (HRA), local authorities are being given even more autonomy and increased financial ability to fund house building through prudential borrowing, funded from future rental income.

7. In February 2010, the Cabinet received a detailed report from the Affordable Housing Sub-Group, a body of members that our Scrutiny Panel established to consider ways to increase the provision of affordable housing within the District. One of the Cabinet’s decisions (Minute 128), based on the recommendations of the Affordable Housing Group, was that a programme of new social house building by the Council be agreed in principle. However, at that time, there was a potential detrimental effect on the General Fund (related

to the Council's HRA and General Fund Capital Financing Requirements (CFRs)) and the Cabinet therefore also agreed that such a Programme should not be undertaken until the detrimental financial effect on the General Fund either no longer existed or was only minimal. It was also agreed to explain this detrimental effect to the Government and to request assistance to overcome the problem, and the Leader of Council at the time wrote to the then Minister for Housing and Planning accordingly.

8. In response, the Minister for Housing and Planning advised that the problem should be overcome through new accounting regulations, when HRA Self-Financing was introduced (which at that time was proposed as a *discretionary* scheme for local authorities).

9. Since the current Government has now decided to introduce HRA Self-Financing on a mandatory basis, there is now no reason why there should be any additional detrimental effect on the Council's General Fund if the Council commences a house building programme.

10. The Council has a number of small potential development sites – mainly difficult-to-let garage sites – which can provide the required land for a House Building Programme, which is explained later in this report

Why undertake a Council House Building Programme?

11. The main reasons we feel a new House Building Programme should be introduced, and the reasons we understand the Cabinet decided in principle to introduce such a Programme, are that:

(a) The Council's HRA land could be developed for much-needed affordable housing (with 5,700 applicants currently on the Housing Register);

(b) The Council would receive the associated New Homes Bonus (NHB) – equivalent to around £6,700 per property over the six-year NHB period, to use for any Council purpose;

(c) The land and constructed buildings would be retained as a Council asset - rather than transferring the land to a housing association at a subsidised price, for the housing association to develop the affordable housing;

(d) The Council would benefit from the net rental income in the future, once the development loan has been covered;

(e) It may be possible for the Council itself to receive the benefit of capital grant funding from the Homes and Communities Agency;

(f) The Council would have greater control over the future use of the affordable homes;

(g) The cost of construction would be less than for a housing association, since the Council can recover the cost of VAT for fees from Her Majesty's Revenue and Customs (HMRC), which housing associations cannot; and

(h) It would enable the Council to increase its housing stock, instead of continuing to reduce the stock through the Right to Buy, and thereby slowly reduce the associated unit costs of managing and maintaining the Council's housing stock.

12. With the exception of (a) and (b) above, all the other benefits would only be received if the Council undertook the developments itself. The alternative approach would be for the

Council to transfer the ownership of these small sites to a housing association (as it has done previously – before the Council was able to develop sites itself), for the housing association to develop the sites, and then own, manage, maintain and receive the rental income from the properties. The benefits of this latter approach would be that the Council would not take on the risks of undertaking the building programme, and would not have to make provision for the initial capital outlay. We understand that the Cabinet has previously weighed up the benefits of each approach and concluded, in principle, that the best approach would be for the Council to undertake such developments itself - an approach with which we agree.

Potential House Building Programme

13. We have been advised that the Council has around 80 small garage sites which are designated as “difficult-to-let” (i.e. having more than 20% of the garages vacant, with no waiting list). Over a period of time, the Council’s Senior Architectural Assistant has visited each site and undertaken a very brief desk-top assessment of its development potential. This very initial sifting process has established that around 50 garage sites may have development potential. In addition, a further 3 non-garage sites have been identified as also having development potential. At the time of our meeting, a further 10 difficult-to-let garage sites still needed to be assessed.

14. Officers have advised us that this initial process has established that those sites that have already been assessed could, potentially, be developed to provide an estimated maximum of around 200 new properties. However, they have stressed that many of these sites are very problematical to develop and the actual number of properties that can be developed is likely to be much less than this number, and will only be known once more detailed feasibility studies have been undertaken and planning permission granted. As a working estimate, officers consider it unlikely that more than 120 new affordable properties could actually be provided.

15. In view of the difficult and problematical nature of developing these small sites, with each site only providing an average of around 4 new properties (with some only providing single properties), and the borrowing constraints of HRA Self-Financing, we understand that officers suggested to the Cabinet at its meeting in July 2011 that the working target for the maximum number of Council properties to seek to develop through a House Building Programme each year should be around 20 properties, which officers advised us at the meeting they still feel is an appropriate target. However, as the House Building Programme and the Council’s HRA Financial Plan develops, this target could be reviewed and refined.

16. We propose that, once the initial desktop assessments have been completed and the HRA Financial Plan agreed, further reports should be submitted to the Cabinet on a proposed Development Programme (which would probably span around 6 years), and to seek approval to undertake development appraisals and seek planning permission where appropriate for specific sites.

Appointment of Development Agent for the Council House Building Programme

17. When the Council last built Council properties in the 1980s, it had a fairly large in-house team with the required skills and experience to undertake the design and to project manage the construction. However, following the effective Government moratorium on new Council building, these skills and experience have been largely lost to the Authority. The Council now only has one Senior Architectural Assistant, who is already fully committed on a range of projects and does not have the capacity to undertake even a small new house building programme. Moreover, officers have advised us that it is unlikely that the Council would pass the Pre-Qualification Questionnaire (PQQ) process to become a development partner of the Homes and Communities Agency (HCA), and possibly access grant funding in

the future on its own (see below), since it could not be demonstrated that the Council has either sufficient technical capacity or experience.

18. We proposed, therefore, that the Council takes a similar approach to many smaller housing associations, and some other local authorities (e.g. Crawley DC) who want to build new affordable housing – by appointing an existing housing association, through a competitive tender process, to act as a Development Agent and provide all the required development and project management services. Housing associations are well experienced and resourced to develop affordable housing through a partnership approach, and have good working arrangements with the HCA and a knowledge of its practices and regulations. The Development Agent role would also include the provision of all professional building services, for which most developing housing associations already have framework agreements with selected consultants including: architectural, employers agency, quantity surveying, cost consulting, planning supervision, engineering and surveying.

19. Under our proposal, the Council would enter into a Development Agreement with the selected Development Agent and, in return for a fee (generally based on a percentage of the works cost for each development, but in accordance with a comprehensive tendered/agreed fee structure, to be determined), the Development Agent would provide a full development service on behalf of the Council. It would use its existing framework agreements and contracts with its appointed consultants to provide the development team to undertake the development process.

20. The Council would pay the Development Agent for both its own and its consultants' services under the Development Agreement. The cost of VAT would not be incurred by the Council since, as a local authority, the Council can recover VAT back in full from HMRC.

21. Since the Council would only have contracts with the Development Agent and the works contractors, it would have no automatic contractual relationship with the Development Agent's consultants, whose work will affect the integrity of the buildings into the future. Therefore, we would recommend that – through the contract with the Development Agent - all the Development Agent's consultants are required to provide the Council with collateral warranties which, if necessary, would enable the Council to take legal action against a consultant direct if problems arise in the future due to the professional negligence of the consultant, in the same way as the Council would be able to if it had a direct contractual relationship with the consultant itself.

22. We propose that the Development Agent should be appointed following a competitive tendering process. Since the total value of the Development Agreement (which would have to include the costs of the Development Agent's consultants) would be in excess of the EU Procurement Threshold for Services, we are advised buy officers that it would be necessary to follow the OJEU (Restricted Procedure) procurement process to appoint the Development Agent.

23. In view of the potential number of applicants, interested housing associations would be asked to complete a PQQ, from which a shortlist of at least five housing associations would be selected (in accordance with Contract Standing Orders), using a pre-determined criteria, and invited to provide detailed tender submissions. We propose that the Development Agent should be appointed based on the most economically advantageous tender (MEAT) to the Council, taking account of both price and quality, and that up to three tenderers that appear to provide the most economically advantageous tenders should be invited to give presentations to, and have an interview with, a Selection Panel comprising the Housing Portfolio Holder, Chairman of the Housing Scrutiny Panel, Director of Housing and Assistant Director of Housing (Property). The Selection Panel would then recommend an appointment to the Housing Portfolio Holder, who would we feel should make the formal

decision on the appointment.

24. We have been advised that it would be necessary to formulate evaluation criteria for shortlisting/selection at both the PQQ Stage and the Tender Stage. We feel that these would need to be carefully formulated, after detailed consideration, and we suggested that, once formulated, the proposed evaluation criteria should be approved by the Housing Portfolio Holder.

25. Following advice from officers, we propose that the Development Agreement should be for an initial four-year period, with options to extend the Agreement for three further individual years.

26. We are of the firm view that the introduction of a Council House Building Programme and the appointment of a Development Agent through the EU procurement process will be a major and high profile undertaking for the Council. The Cabinet will be aware that the Council is a member of the Essex Procurement Hub, and we propose that the Hub (assisted by the Council's Procurement Officer) should be asked to undertake the EU procurement process on behalf of the Council, which would be at no additional cost to the Council's annual subscription. However, the bulk of the appointment process will not involve the Hub, including:

- The formulation of the technical housing elements of the PQQ and the associated evaluation criteria for shortlisting;
- Responding to enquiries from applicants about the technical housing criteria during the PQQ process;
- Evaluation of the submitted PQQs (in liaison with others);
- Fundamentally, the drafting of the detailed Specification, Invitation to Tender (ITT) and Evaluation Criteria;
- Management of the ITT process, and dealing with queries raised during the tender period;
- Evaluation of tenders in accordance with the Evaluation Criteria; and
- Arrangement of the interviews/presentations.

27. Although the Director of Housing and Asst. Director of Housing (Property) have the expertise to undertake the above, they do not have the capacity to undertake this major project with their other commitments and responsibilities. We therefore propose that a suitably experienced housing development consultant should be appointed to undertake the appointment process, in liaison with the Procurement Hub and our officers. We would suggest that this be funded from within the existing resources of the Housing Feasibilities Budget.

28. We feel that the evaluation of PQQs and tenders should be undertaken by officers and the housing development consultant, in accordance with the pre-determined evaluation criteria that, as explained above, would need to be have been previously approved by the Housing Portfolio Holder.

29. We have been advised that the Council's own legal service may not have either the expertise or the capacity to draft the required Development Agreement with the appointed Development Agent. If this is the case, it would be necessary to appoint a firm of solicitors specialising in this area to undertake the legal work, for which budgetary provision would need to be made, if necessary, at the appropriate time.

30. Once appointed, the Development Agent would undertake detailed Development Appraisals for each of the identified sites, which would assess whether or not an identified

site has development potential, the expected costs and the anticipated income. Under our proposal, for each site (or package of sites) with development potential, the Cabinet would decide whether or not it wishes to proceed and approve financial and development appraisals, borrowing requirements (if necessary) and the required Housing Capital Programme funding.

31. Once proposed development packages have been approved by the Cabinet, the Development Agent would then seek planning permission from the Council and, if possible, capital funding from the HCA on the Council's behalf (see below).

32. Once planning permission and any funding approval has been obtained, the Development Agent would then undertake a tendering process to appoint the contractor to undertake the works, and then oversee the construction process. The Development Agent would comply with the Council's Contract Standing Orders and, since the works costs for individual development packages are unlikely to be above the thresholds for works within the EU procurement regulations, the Council could either tender amongst the Development Agent's framework contractors, or through Constructionline.

33. At practical completion, the newly-constructed homes would be handed over to the Council for letting to applicants on the Council's Housing Register. The properties would be owned by the Council and the Council would receive the rental income, and manage and maintain the properties.

Funding the House Building Programme, Development Strategy, Rent Levels and HCA Grant Funding

34. Based on the previous indicative target set by the Cabinet, we propose that individual sites be grouped together in "development packages" of around 20 properties (i.e. around one package per year).

35. We had quite a discussion at our meeting about rent levels that should be charged for the new properties. After due consideration, we propose that rents charged for the new developments should be at the new "Affordable Rent" levels, and not the "Social Rent" levels that the Council charges for its existing housing stock. Affordable Rent levels have to be set at up to 80% of market rent levels (including service charges), whereas Social Rents are around 40%-50% of market rents. We are proposing this approach for a number of reasons:

- In accordance with Government policy, the majority of all new properties developed by housing providers across the country, including the Epping Forest District, must charge Affordable Rents. If housing associations were to develop the Council's sites themselves, instead of the Council, they would have to charge Affordable Rents.
- Due to the introduction of the Affordable Rent regime, the Government has significantly reduced the amount of capital grant funding made available by the HCA for affordable housing. This is because, to a large extent, the need for capital grant funding is obviated by the ability of housing providers to fund increased borrowing from the increased rental income received.
- The HCA will only consider providing capital grant funding to a development partner (housing association or Council) if Affordable Rents are charged.
- Crucially, with the absence of capital grant funding, the proposed Council Housebuilding Programme will not be viable without significant additional subsidy, either from the Council's own capital receipts or cross-subsidy from sales of

development land within the Development Programme (thereby reducing the amount of affordable housing that can be provided on the Council's sites).

36. Since the Government's Affordable Rents Framework stipulates that affordable rents should be at a level **up to** 80% of market rents, we identified that rents do not need to be set **at** 80%. We have been advised by officers that in some areas, notably London Boroughs, where market rents are high, affordable rents are being set at levels below 80% since, otherwise, it is considered they would be unaffordable. This is particularly the case for larger properties, with large household compositions, especially when the effects of the proposed cap on the new Universal Credit within the Government's Welfare Reform Bill are taken into account.

37. Therefore, whilst we are recommending that affordable rent levels should be charged for the new properties built by the Council, we are recommending that the actual rents charged for individual properties should be agreed as part of development appraisals, which could result in rents of less than 80% being charged, dependent on the viability of the schemes and the affordability of the rents.

38. However, even through charging Affordable Rents, it is possible that there would be a shortfall in the required funding to develop the Council's sites. We propose, therefore, that any shortfalls are funded in one or more of the following ways:

- Capital grant funding from the HCA;
- S106 Agreement contributions received from developers in lieu of on-site affordable housing provision on private development sites;
- Capital receipts from future Right to Buy sales, if the Government introduces its recently-announced policy to increase discounts under the Right to Buy, and replace each property sold with a new affordable home;
- Housing Revenue Account (HRA) surpluses that may accrue;
- Cross-subsidy from the sale of housing development sites within the Development Programme on the open market; and
- Borrowing (if necessary)

39. Clearly, the preferred approach would be to obtain grant funding from the HCA. However, to do so, the Council would, firstly, need to obtain development partner status from the HCA (to make it eligible for funding) and then, secondly, have an "offer" accepted by, and enter into a contract with, the HCA to provide grant funding in return for the delivery of a specified number of affordable homes.

40. Advice that officers have received from the HCA is that the Council could seek development partner status with the HCA at any time. It simply requires the submission of a Pre-Qualification Questionnaire (PQQ) to the HCA, explaining the Council's (and, more importantly, the Development Agent's) credentials, which the Development Agent would be required to complete on the Council's behalf.

41. However, the receipt of grant funding is more difficult. The HCA is undertaking a 4-year "Affordable Homes Programme", between 2011 and 2015. Existing HCA development partners were invited to submit "offers" to the HCA for grant funding over this period. Although the HCA has since accepted a number of offers from housing associations, and is currently entering into formal contracts, many offers from large and well-established developing housing associations were not accepted. We have been advised that the totality of the offers accepted, together with existing commitments, should utilise nearly all of the £4.5 billion grant funding available over the four-year period. Therefore, the HCA has advised officers that it is unlikely that the Council would be eligible for any grant funding

within the HCA's current Affordable Housing Programme.

42. However, we feel that there may be some scope within the process of appointing the Development Agent to seek to “lever-in” some grant funding allocated to the selected Development Agent (if it has any) for the Council's development schemes, especially if the selected Development Agent experiences difficulty in spending its grant allocation and meeting its HCA target. We suggest that this possibility is explored by officers further - through the formulation of the tender documents, the associated evaluation criteria and the selection process.

43. We understand that the Government has also not yet decided whether or not to fund a further Affordable Homes Programme beyond 2015, or what form it would take if it does. Even then, the Council would have to be successful with its offer to the HCA.

44. It is also important for the Cabinet to note that, under the Government's Affordable Rents Framework, grant funding will not generally be available for Council-owned sites. However, officers feel that since the development sites will provide 100% affordable housing (as opposed to, say, only 40% affordable housing on Section 106 sites), there is a good argument to be made to the HCA that grant funding would provide “additionality” (a term used by the HCA relating to the additional amount of affordable housing that can be built by the HCA providing grant funding, beyond the level that otherwise would be provided).

45. Another source of funding for the House Building Programme is the use of financial contributions received from developers, through Section 106 Agreements on private development sites, in lieu of on-site affordable housing provision. At present, the Council's only un-spent S106 contribution for affordable housing is already committed (to the Council's Open Market Shared Ownership Scheme). However, financial contributions amounting to £1.2million have been negotiated and included within a further seven Section 106 Agreements, which the Council is due to receive over the next few years, and which could be used to help subsidise the Council's House Building Programme.

46. Additionally, at the recent Conservative Party Conference, the Prime Minister announced an intention to increase discounts under the Right to Buy (to stimulate more RTB sales), and to introduce arrangements to replace each property sold with a new affordable home. There is limited further information available at present; the Government has said that further information will be contained within its proposed new National Housing Strategy, which it says will be published within the next few months. If the Government introduces such a proposed announced policy, it may be possible to utilise capital receipts from future Right to Buy sales to fund the Council's own House Building Programme, rather than using them to provide grants to housing associations for them to build, with no financial benefit arising to the Council.

47. Once all these funding options have been considered and utilised where possible, if there is still a shortfall in funding for development packages, we suggest that the shortfall should be met through the sale on the open market of one or more of the Council's development sites in the Development Programme, with planning permission. The net capital receipt expected to be generated from the sale could then be used to subsidise the development of the affordable housing – which would all be set out in the proposed Development Strategy (see below) and in the individual development appraisals approved by the Cabinet.

48. Our proposed general approach is that the Council House Building Programme should be self-funded, without any financial support from the General Fund.

49. We suggest that, once the Development Agent has been appointed, it works with

officers to formulate a Development Strategy for the Council, setting out the proposed approach to planning, funding and delivering the House Building Programme, including the approach taken and the assumptions used for development appraisals, for adoption by the Cabinet. The Development Strategy would be required, in any event, for the Council's application to the HCA for development partner status.

50. Once the Cabinet has approved the proposed House Building Programme and Development Strategy, we would suggest that further reports should be submitted to the Cabinet on the required budgetary provision for the Housing Capital Programme.

51. It will also be necessary to make appropriate revenue provision within the Housing Revenue Account from 2012/13, to fund the associated revenue costs of the House Building Programme which, in later years, will need to include a budget for abortive fees for developments that do not proceed (e.g. due to the refusal of planning permission).

52. With the assistance of officers, we have made every effort to attempt to ensure that this report is as comprehensive as possible, to enable the successful appointment of a Development Agent and the introduction of a Council House Building Programme. However, we have recognised that it is possible that issues will arise during the process on which further approvals will be required, probably at short notice. We therefore suggest that the Housing Portfolio Holder should be authorised to agree any other aspects of the appointment process for the Development Agent, not covered by our report.

The HRA Financial Plan

53. With the introduction of Self-Financing for the HRA, we feel it is much more important to have a carefully formulated 30-Year Financial Plan for the HRA than it has been in the past, based on the Council's housing objectives, likely income and planned expenditure. As the Cabinet is aware, we will be having a special joint meeting with the Finance and Performance Management Scrutiny Panel on 28 November 2011, to consider the report of CIHConsult (the Council's HRA Business Plan consultants), the options available for using the additional resources that are expected to be available for the Council's Housing Service over the next 30 years, and to provide the Scrutiny Panels' comments to the Cabinet for consideration at your meeting on the 5th December 2011.

54. The capital resources required for the House Building Programme will need to be taken into account within the HRA Financial Plan, along with the other housing expenditure requirements. Officers' current working-estimate is that around £2.5m per annum would be required within the Capital Programme, from around 2014/15, for the construction of 20 properties each year (although some provision would be required within the Housing Capital Programme for fees over the previous year). A Building Programme of, say, 120 properties over 6 years is likely to cost in the region of £16m (including provision for inflation and additional costs), which will need to be taken into account within the Council's Treasury Management Strategy, which we understand will follow on from adoption of the Indicative HRA Financial Plan.

Staff Resources

55. The appointment of the Development Agent is being led by the Director of Housing. We have been advised that, once the Development Agent has been appointed, responsibility for delivering the agreed Development Programme will be led by the Assistant Director of Housing (Property). Experience from previous developments of Council garage sites, which have been developed by housing associations for themselves, has shown that a significant staffing resource is required by the Council. A major Council House Building Programme, including the client role of contract managing the Development Agent, will require an even

greater input from Council officers, for which we accept there is not sufficient capacity within the Housing Directorate, and which will also require appropriate development expertise.

56. An assessment of the workload involved once the Development Agent has been appointed, excluding the time that the Assistant Director of Housing (Property) will need and be able to devote, has established that a new part-time Senior Housing Officer (Development) post for 18 hours per week should be sufficient. We therefore propose that such a post be established, once the Development Agent has been appointed, that the post be job-evaluated in accordance with Council policy, and that appropriate budget position be made within the Housing Revenue Account for 2012/13 once the salary grade has been determined. We have been advised that it may be possible to capitalise much of the revenue cost of this post, related to schemes that come to fruition and result in a capital asset.

Indicative Timescales

57. The Cabinet needs to be aware that the lead-in period for the commencement of the House Building Programme will be quite lengthy. In view of the complexity of the appointment of the Development Agent, and since it has to be made in accordance with EU Procurement Regulations (which have a number of lengthy notice and return periods) we have been advised that the procurement period from start to end will be around 10-12 months.

58. Once appointed, the Development Strategy will need to be formulated and Development Partner status sought from the HCA. Concurrently, the Development Agent will start undertaking development appraisals of the first sites identified within the Indicative Development Programme and, once completed, the appraisals will be considered and signed off by the Cabinet. Construction plans would then need to be drawn-up, planning permission obtained and a contractor selected through a tender process.

59. Therefore, we anticipate that a start on site for the first development package will not take place until around 2014, with completion in late 2014/15. However, we have identified two benefits that arise from such a lengthy timescale. Firstly, it should enable the Council to avoid having to increase its capital borrowing above that required to fund the £180m+ payment to the Government for Self-Financing, since the debt repayment profile could be formulated in a way to build up revenue balances from April 2011 (instead of repaying debt in the early years of the Financial Plan), which could then be used to fund the capital requirements for the House Building Programme.

60. Secondly, the Council should be in a position to bid for any HCA grant funding that may be available if the Government decides to have a further National Housing Programme (or similar) from 2015, which may be able to provide grant funding for subsequent phases of the Council's House Building Programme.

Resource Implications:

Capital:

Estimated at around £16m over 6 years for works and fees.

Revenue

Housing Development Consultant - £9,750 all inclusive

Abortive feasibility costs – Unquantifiable at present

Part-time Senior Housing Officer post - £13,810 p/a (including on-costs and assumed at Grade 6)

Possible fees for specialist external solicitor to draft the Development Agreement - £3,000-£5,000.

Legal and Governance Implications:

The Cabinet will make the main/key decisions, with appropriate decisions delegated to the Housing Portfolio Holder and officers as appropriate, all set out in the Recommendations.

The Council has the legal ability to undertake build Council properties, by virtue of the Housing Act 1985.

The EU Procurement Rules will need to be followed, as set out in the report.

Safer, Cleaner and Greener Implications:

Since many of the garage sites that will developed are unsightly and attract vandalism and anti-social behaviour, their development for affordable housing should make them safer, cleaner and greener.

Consultation Undertaken:

The Tenants and Leaseholders Federation has previously been consulted on the concept of introducing a Council House Building Programme, which it supports.

Background Papers:

None.

Impact Assessments:

Risk Management

The following are the key identified risks, together with the proposals for mitigation, which would b included within the Housing Risk Register, with the highest risks included within the Council’s Corporate Risk Register:

Risks	Mitigation
Contractual risks associated with a modest sized building programme	<ul style="list-style-type: none"> • Ensure that the appointment of both the Development Agent (and its consultants) and, subsequently, contractors are robust, and include an appropriate element of assessment of the parties’ ability to undertake the roles and their quality • Ensure Evaluation Criteria at PQQ and Tender Stage are comprehensive, with key factors weighted appropriately • Ensure that the Council’s risks are minimised through the legal agreements • Consider the use of use of external legal specialists • Ensure that the Development Agent and consultants have sufficient Professional

	Indemnity Insurance
Significant budgetary overspends for construction works and/or fees	<ul style="list-style-type: none"> • Ensure robust consideration of development appraisals in the first instance • Include sufficient provision for contingencies • Ensure effective project management arrangements, to include identification of potential overspends early • Report to Cabinet quarterly on progress (works and costs)
Development Agent does not perform to a satisfactory standard	<ul style="list-style-type: none"> • Ensure that the appointment of the Development Agent and its consultants properly assesses the housing associations' ability to provide a good standard • Appoint the Development Agent on the basis of price and quality • Ensure Evaluation Criteria at PQQ and Tender Stage are comprehensive, with key factors weighted appropriately • Ensure that the Development Agent and consultants have sufficient Professional Indemnity Insurance • Include appropriate provisions within the Development Agent's contract to deal with unsatisfactory performance, including the determination of the contract
Contract with the Development Agent is terminated whilst projects/works are in progress	<ul style="list-style-type: none"> • Ensure collateral warranties are in place with the Development Agent's consultants, to enable EFDC to appoint them direct • Ensure that the Development Agent and consultants have sufficient Professional Indemnity Insurance • Ensure the Asst. Director of Housing (Property) and proposed Senior Housing Officer (Devt) are sufficiently involved with the progress of projects to take over the co-ordination and management, and supervision of consultants
Worked-up schemes do not receive planning permission, or have to be aborted for other reasons, incurring abortive costs	<ul style="list-style-type: none"> • Ensure involvement of planning officers at early stages and ongoing, to receive advice on the planning merits • Ensure development feasibility studies are sufficiently detailed and robust to identify potential site problems • Ensure a sufficient revenue budget to cover the cost of abortive work

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No.

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken?

N/A – But an EQA has been undertaken for Housing Strategy and Development (which covers this issue)

What equality implications were identified through the Equality Impact Assessment process?

None.

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?

N/A.

Report to the Cabinet

Report reference: C-038-2011/12
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Housing
Subject: HRA Financial Plan – Strategic Approach
Responsible Officer: Alan Hall, Director of Housing (01992 564004)
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the report of CIHConsult, the Council's HRA Business Planning Consultants, attached as Appendix 1, be noted;**
- (2) That, subject to the views of the Tenants and Leaseholders Federation and the Joint Meeting of the Housing and Finance & Performance Management Scrutiny Panels (to be reported orally), the general strategic approach for the HRA Financial Plan be as follows:**
 - (a) That provision be made within the Financial Plan to fully maintain the Council's housing stock to a modern standard, based on current stock condition and standard industry life cycles, as opposed to maintaining the stock at the current minimum Decent Homes Standard;**
 - (b) That, in order to achieve the Council's aspirations to commence a new Council Housing Building Programme (reported elsewhere on the Agenda), provision be made within the Financial Plan to fund such a Programme on the basis that individual development packages are self-funding, without any support or funding from the General Fund, subsidised if necessary from:**
 - (i) Grant from the Homes and Communities Agency (HCA);**
 - (ii) Section 106 Agreement contributions from developers, in lieu of on-site affordable housing provision;**
 - (iii) If allowed by the Government, the proceeds of Right to Buy (RTB) sales as a result of the Government's proposal to increase RTB discounts whilst ensuring that a new affordable home is provided to replace the affordable home lost;**
 - (iv) Housing Revenue Account (HRA) surpluses; and/or**
 - (v) Cross-subsidy from the sale of other development sites within the House Building Programme on the open market;**
 - (c) That average rent increases included within the Financial Plan be based on the following rent increases, which the Government is expected to use to**

calculate the Council's final HRA debt settlement, in order to achieve rent convergence by April 2015:

- (i) Average rent increases of RPI + 2.3% for three years between April 2012 and April 2014 inclusive (representing a 7.9% average rent increase in April 2012); and**
 - (ii) Average rent increase of RPI + 0.5% from Year 7, as assumed by the Government within the HRA debt settlement;**
 - (d) Notwithstanding the provision for rent increases included within the Financial Plan, consideration be given each year during the HRA budget process, to the possibility and appropriateness of making a lower rent increase for the following year, having regard to the short and long term effects on the Financial Plan, the need to meet the Council's housing and financial objectives, Government guidance and the effects on tenants; and**
 - (e) Provision be made within the Financial Plan to fund £1.1m per annum for housing improvements and service enhancements, increased to £5.0m per annum from Year 10;**
- (3) That the Indicative HRA Financial Plan attached as Appendix 2, based on the above assumptions, be adopted, and that the final version of the Financial Plan be adopted by the Cabinet on the 30th January 2012 or 12th March 2012, dependent on the date the final HRA debt settlement for the Council is confirmed by the Government;**
- (4) That, following consultation with the Tenants and Leaseholders Federation, the Housing Scrutiny Panel be asked to consider and recommend to the Cabinet a range of potential housing improvements and service enhancements that could be undertaken, funded from the additional £1.1m per annum provision made within the Financial Plan;**
- (5) That a further report be submitted to the Cabinet by the Housing Portfolio Holder on the additional staffing requirements for delivering a full maintenance programme to a modern standard; and**
- (6) That the Council's Treasury Management advisers, Arlingclose, be asked to continue to provide advice to the Council on the effects of the HRA debt settlement (if any) on the Council's General Fund.**

Executive Summary:

In March 2012, the Government will be introducing a major change in the way that local authority Housing Revenue Accounts (HRAs) are funded, called Self Financing. It is therefore necessary to agree the approach to be adopted to the Council's 30-Year HRA Financial Plan, which will be used to inform the treasury management options for borrowing the required finance.

CIHConsult, the Council's HRA Business Planning Consultants, have produced their report on the issue and the available options. The preferred option, set out in the recommendations above emerged from an informal meeting with Cabinet members.

A Joint Meeting of the Housing and Finance & Performance Management Scrutiny Panels and a meeting of the Tenants and Leaseholders Federation are due to be held in advance of this meeting to discuss and consider the issues. Their views will be reported orally at the

meeting.

Reasons for Proposed Decision:

The Council needs to agree a strategic approach to its HRA Financial Plan, in advance of agreeing the HRA Budget, setting the rent increase for 2012/13 and borrowing the required finance to make the required debt settlement payment to the CLG.

Other Options for Action:

- Not to maintain the Council's housing stock to a full maintenance (modern) standard, but to the lower (minimum) Decent Homes Standard.
- Not to make financial provision for a new Council House Building Programme, or a different level of provision.
- To plan for different levels of increase than proposed.
- Not to make provision for housing service enhancements and improvements, or at a different level.
- Not to ask the Housing Scrutiny Panel to consider and recommend a range of service enhancements and that the Cabinet considers this issue itself
- Not to consult the Tenants and Leaseholders Federation for their views on the service enhancements to be provided.

Report:

1. In March 2012, the Government will be introducing a major, long-term change in the way that local authority Housing Revenue Accounts (HRAs) are funded. This will involve a change away from the current "HRA Subsidy System" to a new "HRA Self Financing System", under which this Council will need to make a one-off payment to the Government of £186.2m (based on the Government's latest draft Self-Financing Determination), instead of making annual payments to the Government - currently in excess of £11m per annum, for which a substantial proportion will need to be borrowed.

2. There are two key aspects to this process from the Council's point of view. Firstly, it needs to have a well-thought-through, robust 30-Year Financial Plan for the HRA, setting out all expected housing income and expenditure to meet the Council's housing objectives. Secondly, it needs to consider the treasury management options for borrowing the finance, in order to meet the cost of the payment to the CLG, and to ensure that the Council receives the best terms. This latter process is being led by the Finance and Economic Development Portfolio Holder and the Director of Finance and ICT, on which further information will be provided in due course.

3. CIHConsult are the Council's HRA Business Planning Consultants, and have had a number of meetings with Housing and Finance officers on the options for the HRA Financial Plan, as well as a meeting with Cabinet members to discuss their informal views. CIHConsult have now produced their report on the issue and the available options. The Housing Portfolio Holder has met informally with CIHConsult and her Cabinet colleagues to discuss CIHConsult's report, which has resulted in the above recommendations (including the Indicative HRA Financial Plan attached as Appendix 2) being made to the Cabinet.

4. Within Section 9 of their report, CIHConsult draw attention to the potential impact of self-financing on the Council's General Fund. CIHConsult advised that the Council's Treasury Management advisers, Arlingclose, should be asked to provide advice to the Council on this impact. This advice has now been received from Arlingclose, and is as follows:

"The Councils present balance sheet position is such that the Housing Revenue Account (HRA) is effectively lending the General Fund (GF) to fund an element of its unfinanced capital expenditure, this loan is currently in the region of £10million.

The take-on of debt resulting from the HRA Subsidy settlement will change the face of the Council's balance sheet but the GF position, in terms of requiring £10million to fund this internal borrowing position, will not change.

The Council has worked with us to model the impact of the HRA transaction on the Council's balance sheet position, particularly in terms of the cost of this internal loan to the GF. The HRA can borrow £122million from external sources and fund the balance of the transaction, around £58million, from internal resources.

Providing cash flow balances exist within the Council, the GF will continue to be able to fund the internal borrowing position at the current rate of interest and there will be no detriment to the GF. If the HRA takes on an additional £10million of external debt (i.e. £132million), this will maintain a cash position within the HRA which can be lent to the GF, again this will have no negative impact on the GF.

The GF may have to externalise its borrowing position at some point in the future and officers will be undertaking an analysis of when this is expected to occur."

5. The treasury advisors have stated that around £58million from internal resources could be used to fund the debt settlement. This is one option open to the Council, but the Council could decide to change the amount of internal resources to be used. Within the model produced by CIHConsult, they have assumed £39million of internal resources will be used, which is equivalent to the negative HRA Capital Financing Requirement (CFR).

6. There are therefore a number of issues that need to be resolved before the Council can decide the amount of internal resources to be used and a further report will be provided by the Finance and Economic Development Portfolio Holder in due course on the proposed amount of internal resources to be used and the make up of the debt portfolio.

7. However, since producing their report, CIHConsult have assessed the potential impact on the HRA, of the HRA taking on an additional £10million external debt in order to avoid any negative impact on the Council's General Fund. They advise that, since this additional borrowing may be deemed by the Government to be outside of the self financing arrangement, the Council may not benefit from the discounted interest rate offered by the Public Works Loan Board solely for the purposes of self financing.

8. CIHConsult have advised that, assuming an interest rate of 3.5% charged to the HRA for the additional debt that it would take-on, and an interest rate of 0.5% paid by the General Fund to the HRA for the internal borrowing (based on 3 month LIBOR), the cost to the HRA at current interest rates could be around an additional £300,000 per annum. However, CIHConsult also advise that this amount is likely to diminish over time, as the internal borrowing rate increases in line with expected increases in interest rates generally.

9. As a result, the additional resources available to the HRA for service enhancements referred to in Tables 8.1, 8.2 and 8.3 of CIHConsult's report all need to be reduced by

£300,000, at least in the short term.

10. Once the strategy for the HRA Financial Plan, the use of internal resources and the debt portfolio have been agreed, a final version of the Financial Plan can be produced for adoption by the Cabinet in January or March 2012.

11. A Joint Meeting of the Housing and Finance & Performance Management Scrutiny Panels is due to be held on 28 November 2011 to enable the two Scrutiny Panels to also consider the issues and options, and a draft version of this report and recommendations, in advance of this Cabinet meeting.

12. In addition, the Tenants and Leaseholders Federation is also being consulted prior to this Cabinet meeting.

13. The views of both the Joint Scrutiny Panel and the Tenants and Leaseholders Federation will be reported orally at the meeting, so that they can be taken into account before the Cabinet makes its decisions.

Resource Implications:

The effects of funding £186.2million and repaying the debt over different periods of time.

Legal and Governance Implications:

Housing and Regeneration Act 2008 and Housing Act 1985.

Safer, Cleaner and Greener Implications:

The proposed provision for housing service enhancements could fund additional security, safety and environmental improvements.

Consultation Undertaken:

The views of the Housing and Finance & Performance Management Scrutiny Panels and the Tenants and Leaseholders Federation will be reported orally.

Background Papers:

Stock condition data.

Impact Assessments:

Risk Management

HRA self financing brings a number of financial risks, in terms of treasury management. These will be set out and assessed in the Housing and Finance & ICT Risk Registers, as well as the Council's Corporate Risk Register.

Equality and Diversity

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A.

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A.



Epping Forest District Council HRA Business Plan Report

1. Introduction

- 1.1 This report sets out the current position of the Housing Revenue Account, with forecasts over the next 30 years demonstrating its ability to meet the required investment standard to the existing stock and sustain balances without falling into deficit.
- 1.2 In addition to these forecasts we have been asked to identify additional capacity within the business plan to finance the following, whilst enabling the repayment of the debt taken on as a result of self-financing within a 30 year period:
- Housing Revenue Account new build
 - Additional stock and environmental improvement and/or service improvements
 - Reduced rent increases.
- 1.3 The coalition government has issued proposals to reform the Housing Revenue Account, namely the abolition of the HRA subsidy system and implementation of self financing following a one-off settlement at the end of 2011/12, which will happen through primary legislation via the forthcoming passage of the Localism Bill (expected in late November). This has been reinforced with a policy document, published on 28th July, which sets out the proposed arrangements around the transaction in detail.
- 1.4 The indicative settlement figure provided by CLG in February 2011 is subject to change in respect of a number of key areas:
- Update of inflation assumptions
 - Update of stock numbers
 - Rebasing of the allowances calculation
 - Projected right to buy sales

It is difficult to accurately estimate at this stage how this position may change. We understand that the final draft settlement will be released in week commencing 21st November for consultation with finalisation on the 27th January 2012. The transaction will take place at the end of this financial year on the 28th March 2012.

- 1.5 This report is therefore very much an initial position statement and will require updating once the final draft and final settlement values are known, HRA budgets for next financial year are approved, decisions have been taken as to how the settlement will be funded and further details on proposed changes to the Right to Buy policy.

2. Stock Summary

- 2.1 Epping Forest District Council currently has 6,567 tenanted properties. No estate remodelling, demolitions have been included within these projections. We have made the provision for the transfer of 20 vacant bedsits at Marden Close, Chigwell in year 3, with the associated adjustments to lost rental income and savings on maintenance within the plan.
- 2.2 The average actual 2011.12 weekly rent of the stock is £82.19 against formula rent of £88.09 per week. The formula or target rent is a government based formula to calculate a social rent for each individual property. It is calculated using a weighting factor for the number of bedrooms, the property value as at January 1999 and the county average earnings index. This formula rent is then increased by inflation (September RPI) plus 0.5% each year. The expectation of the government is that your actual rents will increase to meet or converge with the formula rent for each property by April 2015. This means that Epping Forest can expect higher than inflation increases over the next 4 years to achieve convergence, though much of this rent increase will be taken into account in the self-financing debt settlement. This is shown in a graphical context in Chart 7.1 in paragraph 7.13 further in this report.

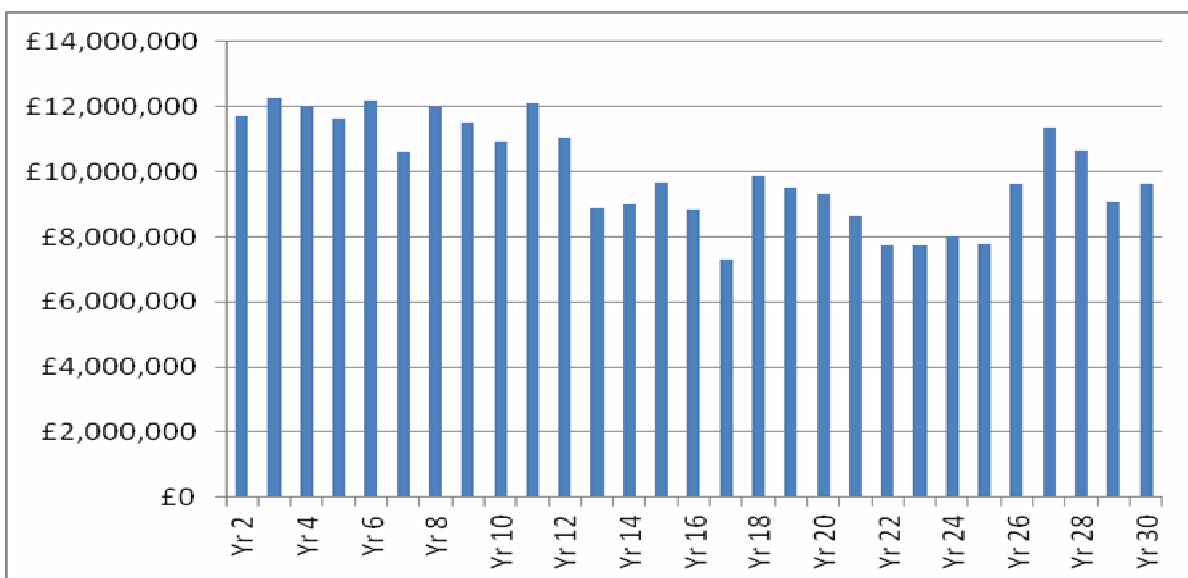
3. Housing Revenue Account Budget and balances

- 3.1 As a basis for the financial modelling projections detailed later in this report, the core sources of data will be the Housing Revenue Account budget for 2011.12 and future assumptions for movements in expenditure and income both national and local.
- 3.2 HRA reserve balances are forecast to be £5.4million at the end of 2011.12. In addition there is a projected closing balance within the revenue repairs reserve of £3.6million which we have modelled to be fully utilised in year 2 of the plan for meeting repairs expenditure. The Council also holds a Major Repairs Reserve which fund capital works, where it is estimated the year end balance will be £5.9million. Again this balance will be used to fund future capital works within the plan.

4. Stock investment requirements

- 4.1 The Council holds a database of future stock investment requirements based on a series of components, replacement costs values and life-cycles for each individual property.
- 4.2 The chart below shows the total level of expenditure required for each year for the current number of properties and at today's prices.

Chart 4.1 Stock Investment Requirements



4.3 The required expenditure over 30 years on a per unit basis is £45,760. Whilst this level of expenditure is above benchmarks, it does allow for component replacement on realistic basis and to a modern standard, above the minimum Decent Homes Standard. In addition, this figure provides for a provision for disabled adaptations. The current HRA capital programme, if rolled forward at the same level each year, is equivalent to £31,600 per unit, based on the Decent Homes Standard, over a 30 year period.

4.4 The Decent Homes Standard is defined as below:

a) Any residential premises should have a safe and healthy environment for any potential occupier or visitor (Formally the statutory minimum standard for housing)

b) It is in a reasonable state of repair

Dwellings which fail to meet this criterion are those where either:

- One or more key building components are old and because of their condition need replacing or major repairs: or
- Two or more of the other building components are old and because of their condition need replacing or major repair.

c) It has reasonable modern facilities and services

Dwellings which fail to meet this criterion are those which lack three or more of the following:

- A reasonably modern kitchen (less than 20 years old)
- A kitchen with adequate space and layout
- A reasonably modern bathroom (30 years old or less)

- An appropriately located bathroom and WC
- Adequate insulation against external noise (where external noise is a problem)
- Adequate size and layout of common areas for blocks of flats.

d) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating. To deliver against the targets the Council needs to:

- quantify the level of non decent housing both now and arising by 2010, in its stock;
- develop an investment strategy to tackle this; and
- measure progress towards its elimination.

4.5 The table below identifies the key differences in levels of replacements and improvements to the properties over years 2 to 5 of the plan as an example:

Table 4.2 Stock Investment Requirements over Years 2 to 5 of the Plan

Component:	Number of Properties benefiting from replacements under Recommended Life-Cycles (Modern Standard)	Element Life Cycle Years	Number of Properties benefiting from replacements under Extended Life-Cycles (Decent Homes Standard)	Element Life Cycle Years
Boiler replacements	1,735	16	1,158	24
Electric heating	166	16	100	24
Rewiring	1,103	32	551	40
Entrance door replacement	1,332	24	775	32
PVCu double glazing	1,853	24	551	32
Tiled roofing	1,349	40	639	48
Flat roofing	168	16	47	20
Water tank renewals	1,438	28	812	40
Door entry systems	1,304	16	692	40
Kitchen replacements	1,913	16	699	32
Bathroom replacements	1,764	24	403	40

5. Modelling Assumptions

- 5.1 We have developed a model specifically for projecting forward the HRA and capital forecasts under HRA self-financing.
- 5.2 The model is launched using the budgets for the 2011.12 HRA and capital programme and the above stock investment requirements from year 2.

- 5.3 The model then uses a series of assumptions for both core inflation and real inflation factors to the base costs. There are exceptions to these and they are covered in the following paragraphs.
- 5.4 RPI is factored at 2.5% throughout the model, with the exception of rent inflation for 2012.13. The 2011 September RPI has been published at 5.6% and we have facilitated this in the modelling with 2.5% from year 3 onwards.
- 5.5 Current rents are set in the model to converge by 2015.16 as described in paragraph 2.2 above.
- 5.6 Income for the following non rent income budgets has been set to increase at RPI only;
- Service charges
 - Garage rents
 - Other income.
- 5.7 General Management and Special (Service) costs are modelled at RPI only. Any future cost increases above general inflation such as increases to employer pension contributions, pay awards, supplies and services cost pressures, would have to be met by efficiency savings.
- 5.8 The void rate is set at 1% throughout to reflect current performance in year 1 and the bad debt provision is estimated to increase from 0.3% to 0.5% over the next 3 years to protect against the impact of future housing benefit reforms.
- 5.9 Right to Buy levels are estimated at an average of 7 per annum throughout the plan, again reflecting current levels, with corresponding adjustments to rental income. None of the available (un-pooled) capital receipt is forecast to be available to finance HRA capital expenditure. There is the potential that the pooling arrangement may change through proposals to change the Right to Buy policy. Further details will be known in national housing strategy due to be published in November.
- 5.10 The stock condition survey does not provide for procurement fees and we are advised that these are included within the current management costs, but have allowed a contingency of 1% due to the increased size of the future investment expenditure.
- 5.11 There are no increases above RPI for either capital and planned/revenue maintenance repairs and therefore any contingencies within the provisional costs will have to be utilised in the event of real inflation.

6. HRA outputs (HRA reform, self-financing)

- 6.1 On the 1st February, the Housing Minister confirmed that HRA reform would go ahead and a revised national model was issued along with proposals for its implementation. The position has moved further forward with a policy

document issued in July providing further details and dates on the transaction.

- 6.2 The settlement transaction will be implemented on 28th March 2012.
- 6.3 The new system is based on moving towards a 'self financing' HRA in which negative or positive subsidy is exchanged for a single one-off adjustment of housing debt following which rental surpluses will be retained locally within the Council's HRA.
- 6.4 The allocation of debt is the Net Present Value of a cashflow estimate of rents, revenue and investment costs for all authorities over 30 years, based on subsidy rent assumptions which achieve convergence with targets by 2016 and subsidy allowance assumptions which include an uplift of funding. By linking the debt allocation to current and future subsidy assumptions, the government's intention is to make the settlement 'neutral' in national expenditure terms.
- 6.5 The headline debt settlement from CLG for Epping Forest amounts to £180.971m, based on uplifts of allowances of 13.41% including a new allowance for disabled adaptations.
- 6.6 Using the current proposed settlement of £180.971million, the debt adjustment for Epping Forest would be £141.645m which is arrived at by offsetting the current negative HRA Capital Financing Requirement (HRA CFR) of £39.326million.
- 6.7 However the proposed debt settlement is based on an estimated RPI uplift of 3.5% and the published index is much higher at 5.6% Epping Forest can expect a significant increase in its debt allocation. We estimate this to be £189.812million, though there is the potential for this to increase more through other changes to management allowances and future stock numbers. Therefore, as we have modelled a rent increase based on the 5.6% factor it would be appropriate to apply an estimated debt allocation within the model.

The table below demonstrates the difference:

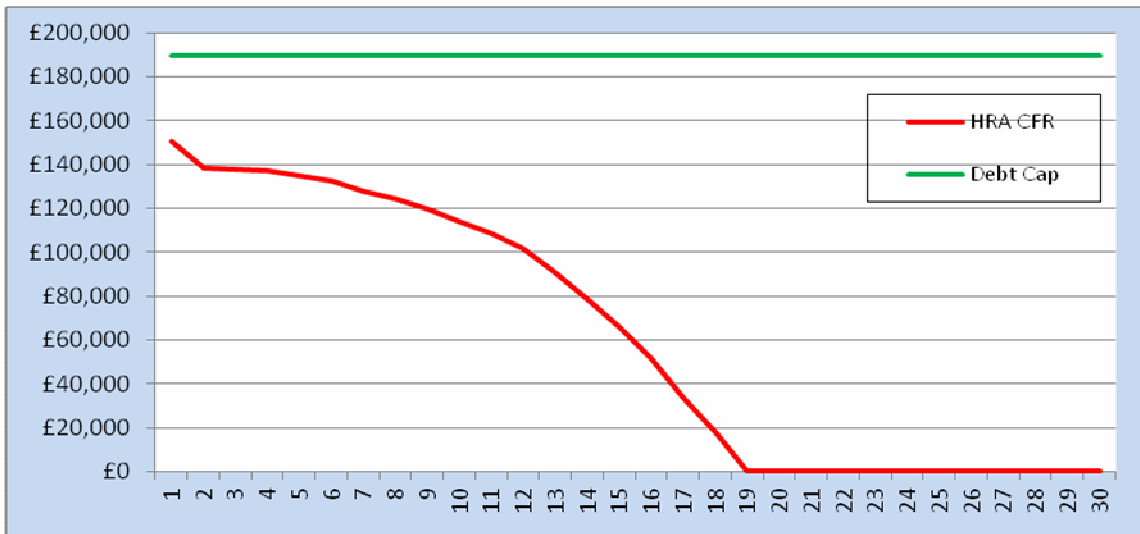
Table 6.1 – Variation to Debt Allocation re change in RPI

	Current Settlement (Feb 11)	Estimated Settlement (Nov 11)
Debt Allocation	£180.971m	£189.812m
Current HRA CFR	-£39.326m	-£39.326m
Debt Adjustment	£141.645m	£150.486m
Debt Cap	£180.971m*	£189.812m
Borrowing Headroom	£39.326m	£39.326m

**Amended re paragraph 6.9*

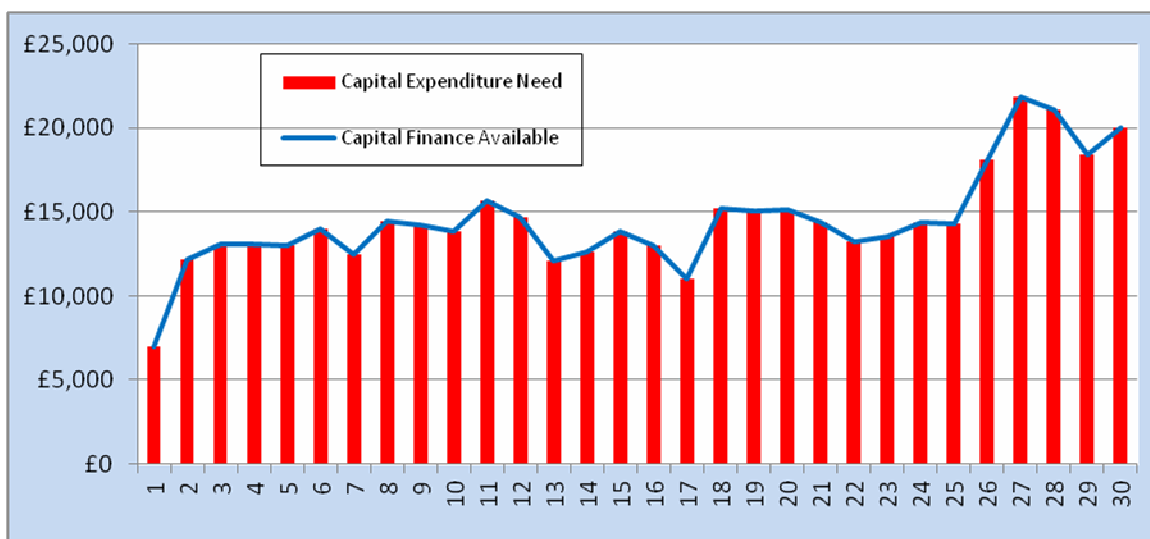
- 6.8 Therefore the net payment funded by the HRA required on 28th March 2012 is estimated at £150.486million, unless the Council seeks to “over-fund” the HRA (see later Section on General Fund Impact). Note that all HRA exemplifications within this report are based on the HRA not overfunding. At this point we have modelled this settlement as being fully funded by newly arising loans.
- 6.9 In order to protect the public finances, the government will impose a debt cap on local authorities, set at the debt settlement value, being an estimated £189.812million for Epping Forest. The government model issued incorrectly stated that your debt cap would be £203.774million against the original debt allocation of £180.971million and we expect this error in the calculation to be corrected in the draft determination to be issued in November. Given that the actual debt will commence at an estimated £189.812million there is therefore borrowing headroom of £39.326million which can be utilised to fund future capital expenditure.
- 6.10 We have developed the model to allow debt to be repaid at the earliest opportunity in terms of demonstrating viability. The model ensures that the capital programme is fully financed, including top up from revenue contributions to capital from the HRA, whilst maintaining a minimum balance. In addition, if borrowing is required to meet needs in any year, the model allows for this up to the designated debt cap. Any capital shortfalls are carried over to the following year. Revenue costs are based on current expenditure and service levels, with an allowance for inflation (RPI only).
- 6.11 If capital expenditure can be fully financed, any remaining balances above the £2million minimum HRA balances are utilised for setting aside against the repayment of debt. This provides a debt graph that can be used to inform funding decisions as to the number and length of loan facilities. This graph is shown at chart 6.1 below.
- 6.12 The Council is exploring the range of funding opportunities open to it to fund the settlement payment, but for the purposes of this initial modelling we have used an all-in average rate of 4.75% for calculating interest charges. It was recently announced that discounted rates would be available for funding the self-financing settlement from the Public Works Loans Board. Hence we have modelled a reduced rate of interest compared to previous iterations.
- 6.13 The graph below demonstrates the debt taken in year one and then the ability to repay from surplus revenue from year 2. There is the potential therefore, based on the assumptions set out above and the amount of the settlement allocation, for the debt to be repaid by year 19. This is partly achieved by reducing HRA balances to £2million and utilising the balances of the revenue repairs account.

Chart 6.1 Initial Base Debt Graph - £'000s



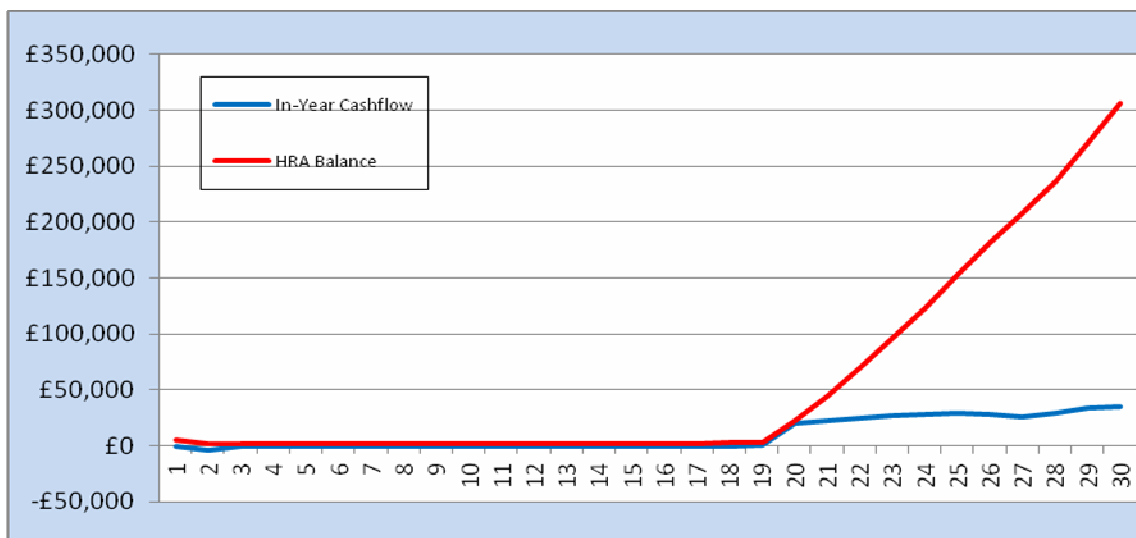
6.14 The chart below shows that the required capital expenditure can be fully resourced within each year. The actual cashflows are demonstrated in Appendix Two of this report.

Chart 6.2 Initial Base Capital Expenditure and Resourcing - £'000s



6.15 As detailed in paragraph 5.10 we have included within these projections a small provision of expenditure for additional costs due to the large increase in expenditure over current levels. Further work is required to identify the true allowance required, i.e. through increased staff numbers.

Chart 6.3 Initial Base Forecast HRA Balances - £'000s



- 6.16 The above graph shows the projected HRA balances over the next 30 years. The balance remains at £2 million, with an allowance for inflation, for the 19 years whilst the HRA fund both capital works and debt repayment where required. Following the position of debt repayment in year 19 balances will start to accrue to almost £306million in year 30. The cashflows are demonstrated in Appendix One of this report in greater detail.
- 6.17 In summary, the initial base business plan demonstrates a viable position, in fully financing capital investment requirements with the ability to service and repay the debt funding taken on for the self-financing transaction. Once debt is repaid balances will begin to accrue quickly within the HRA.
- 6.18 Whilst the plan demonstrates and is set to repay debt as early as possible, this may not be the best strategy. As identified balances start accruing in year 19 and decisions then would have to be made as how to best use those surplus requirements whilst plans could be made now to bring those benefits earlier by extending the debt repayment period. For example such a decision would mean that the opportunity for any new build, service enhancements or lower rent increases for the next 20 years could not be utilised. Also, the Government has stated that it reserves the right to revisit councils' debt settlements in the future. Whilst the Government has verbally given a commitment as to the reasons it might reopen the settlement there is always the risk that councils, like Epping Forest, becoming debt free on the HRA after 20 years, and then forecasting massive balances, could be asked to take on further debt in future years. Therefore, the Council may wish to adopt an alternative strategy.
- 6.19 There is therefore the capacity within the plan to finance additional expenditure through additional borrowing and/or extending the debt repayment period; an example scenario is examined in further detail in section 7 below.

7. Analysis of the capacity of the Business Plan

7.1 We have modelled some further options in respect of testing the capacity of the business plan through the three possible options identified in the introduction to this report.

All three options shown below illustrate the effects of the option under discussion only, compared to the base plan. Section 8 then shows the effects of combining these options.

Whilst there is borrowing headroom of £39.326million between actual debt and the debt cap we have restricted further borrowing above the initial borrowing for the debt settlement. In addition where there is the potential to repay debt in the early years the model prevents this so that no new borrowing is required. During this time balances will accrue within the HRA.

New build

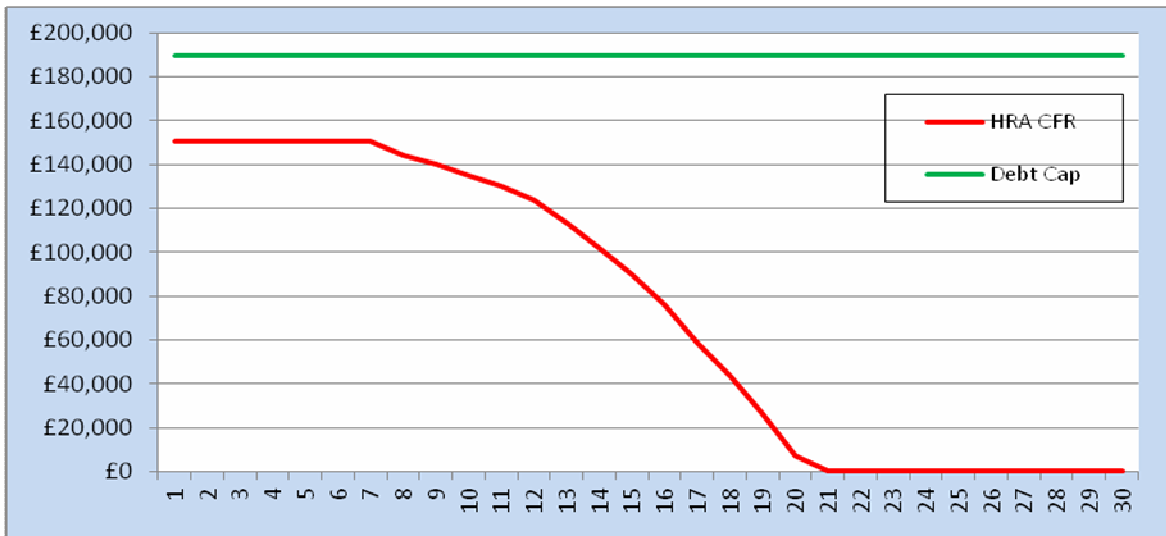
7.2 There are several land sites within the HRA which offer potential for new build development. To enable build within the HRA the Council has three options:

- 1) To fund the new build without any external support in the form of grant and let at existing social rent levels or;
- 2) To fund the new build without any grant, at affordable rent levels (up to 80% of market rent). This is the likely option if the Council is not successful in obtaining grant in the next Affordable Homes Programme (if there is one);
- 3) To apply for grant from the Homes and Community Agency (HCA) where as part of the contract the new properties will be let on affordable rent (up to 80% of market rent).

7.3 We have assumed a total build of 120 units spread over 6 years from year 3 of the plan. Build costs of £125,000 per unit, a nominal management charge and future maintenance costs based on industry standards have been modelled.

7.4 Assuming no HCA grant and the new homes being let at a social rent of £90 per unit the debt profile changes as follows:

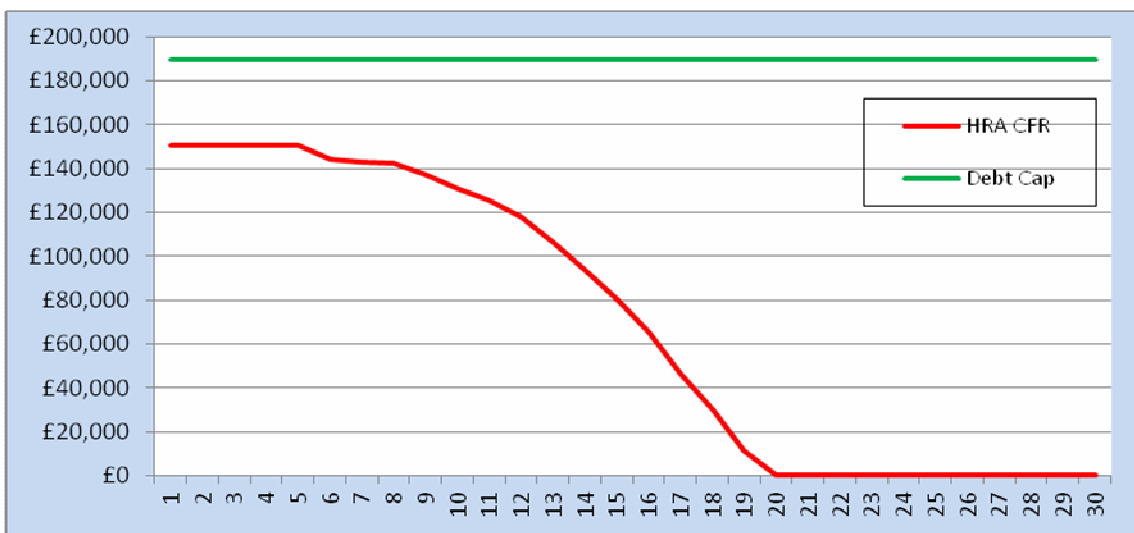
Chart 7.1 Initial Debt Graph with unsupported new build social rents - £'000s



7.5 The additional new build requires no additional borrowing and can be funded from existing resources without affecting planned expenditure on existing stock. This does extend the period of debt repayment by two years to year 21. Due to the lower rents and lack of grant funding, individual development schemes would not be self-funding (i.e. pay back for themselves within 30 years), and would therefore require significant subsidy from the HRA, hence the increase in debt repayment.

7.6 The following graph shows option 2 where the new build properties are re-let at affordable rents (equivalent to 80% of market rent) which is estimated at £180 per week.

Chart 7.2 Initial Debt Graph with unsupported new build affordable rents - £'000s



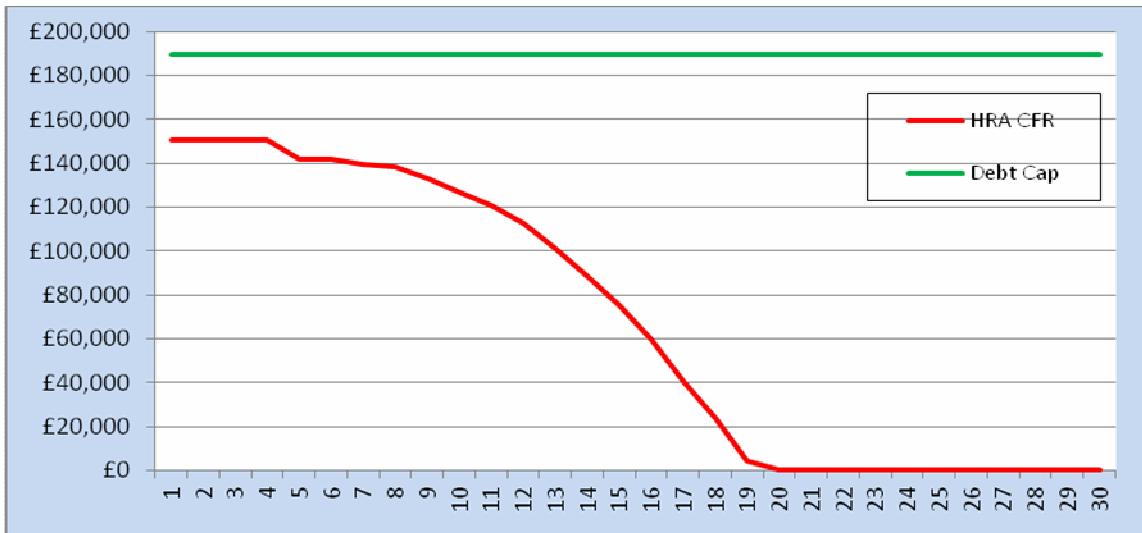
7.7 The graph demonstrates that, again without any additional borrowing, by having a higher rent level through affordable rents the new build scheme, whilst not paying for itself over 30 years, does not require as much subsidy

from the HRA. This is shown by repaying the debt potentially in year 20, one less than with social rents applied and debt can start being repaid two years earlier.

7.8 The following chart is based on the third option above with the following assumptions:

- HCA grant received, based on 20% of build costs
- Affordable rent of £180 per week on new build properties

Chart 7.3 Initial Debt Graph with supported new build- £'000s

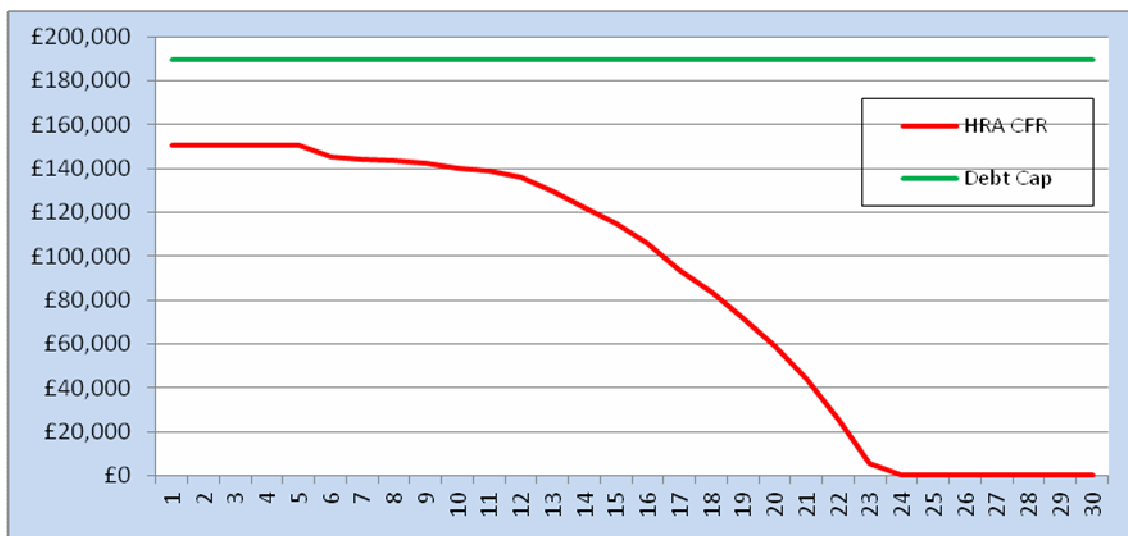


7.9 This approach again requires no additional borrowing and whilst the scheme will pay for itself over the 30 years due to drawing on the resources of the HRA that could have been repaying debt thus reducing interest charges the HRA does provisionally take an additional year to repay debt than without any new build.

Additional Stock, Service or Environmental Improvements

7.10 We have modelled additional expenditure of £2million per annum throughout the plan from year 2 for improvements and service enhancements, which can either be for capital or revenue expenditure. These could include, for example, a Solar PV Installation Programme to take advantage of the Feed-in-Tariff and/or the installation of mains-wired smoke detectors in all Council properties (both of which we understand the Council is currently considering) and/or improved landscaping schemes on Council estates.

Chart 7.4 Initial Debt Graph with additional expenditure of £2m- £'000s



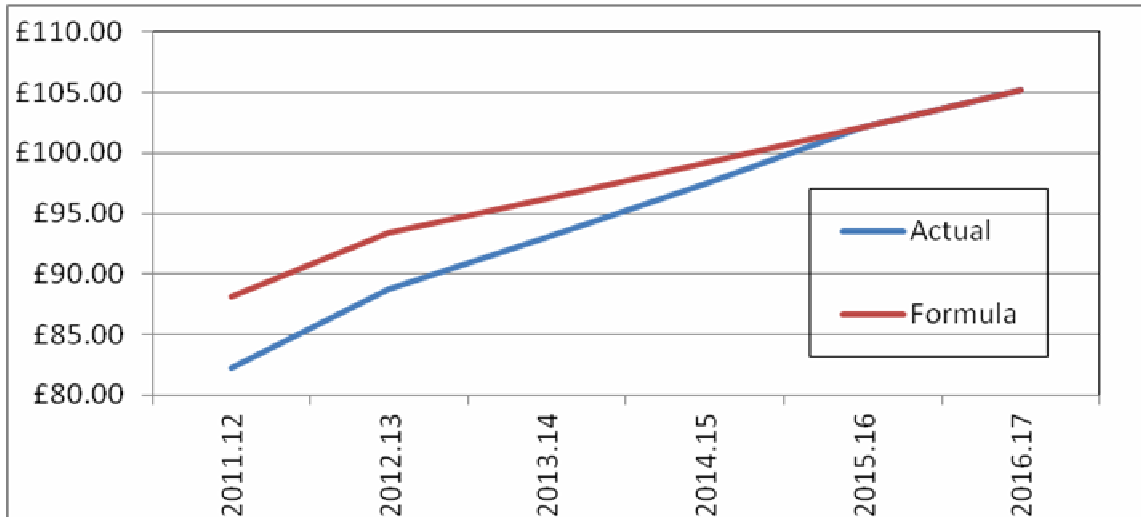
7.11 The additional expenditure of £2million per annum (equivalent to 6.3% of the total current year's revenue and capital expenditure), results in an increase to potential debt repayment to year 24 in comparison to the base plan.

7.12 If additional expenditure of £3million per annum was incurred (equivalent to 9.5% of the total current years revenue and capital expenditure), debt repayment would be potentially extended to year 27. However in some years some £2.6million of the additional expenditure may need to be re-profiled so that its does not affect existing stock investment.

Reduction in Rent Increases

7.13 The proposed debt settlement assumes that formula rents will increase by inflation (RPI) plus 0.5% and that current rents will converge with formula rents by April 2015. Therefore as RPI is 5.6%, and we have estimated the debt settlement accordingly, Epping Forest will have actual average rent increases of 8.0% in April 2012 and then around 4.8% for the following 3 years to convergence, based on an RPI of 2.5%. This is demonstrated in the graph below.

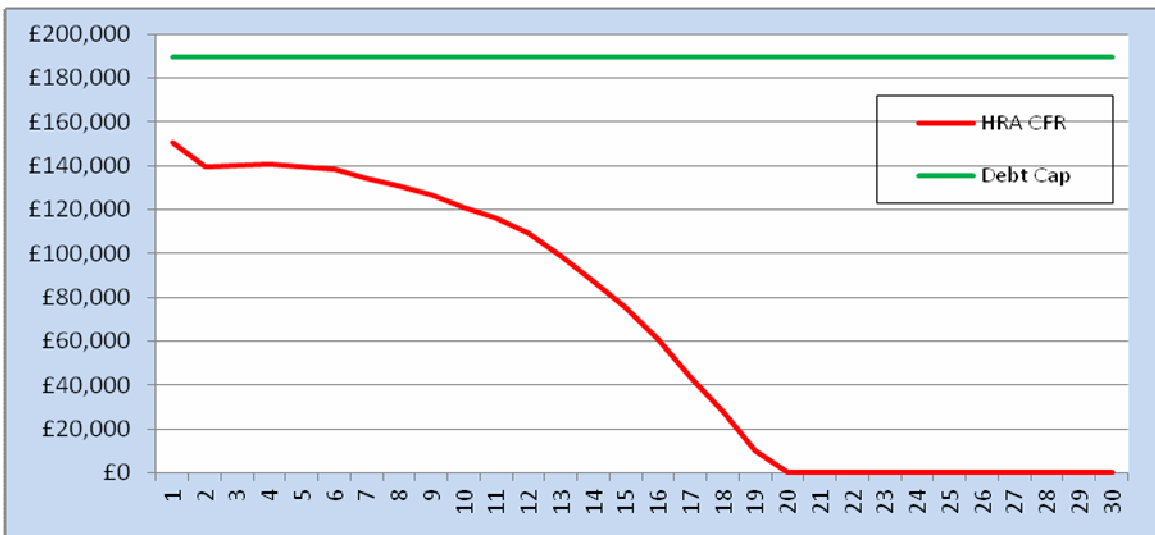
Chart 7.5 Future Projected Rent Increases in Line with Rent Restructuring



7.14 We have considered 3 alternatives as to reducing rent levels and increases;

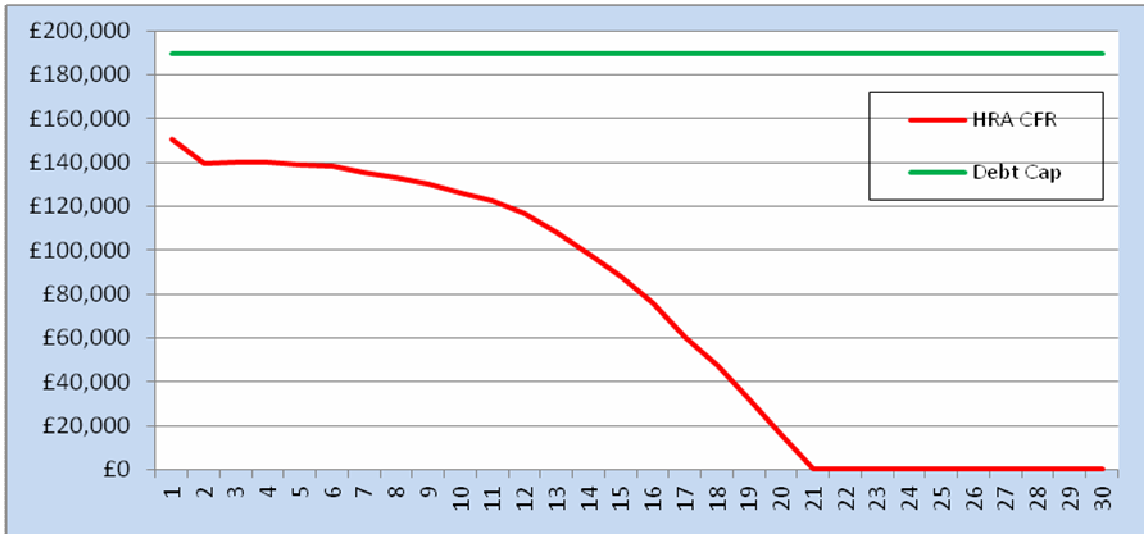
- 1) To increase rents by 4% in April and catch up the shortfall over 5 years (converging by April 2017) or
- 2) To increase rents by 4% and a 3% increase to the formula rent with convergence in April 2015 or
- 3) To increase formula rents by RPI only (without the additional 0.5% factor from April 2012) still converging by April 2015

Chart 7.6 Initial Debt Graph with 4% Increases with Catch-Up over 5 Yrs - £'000s



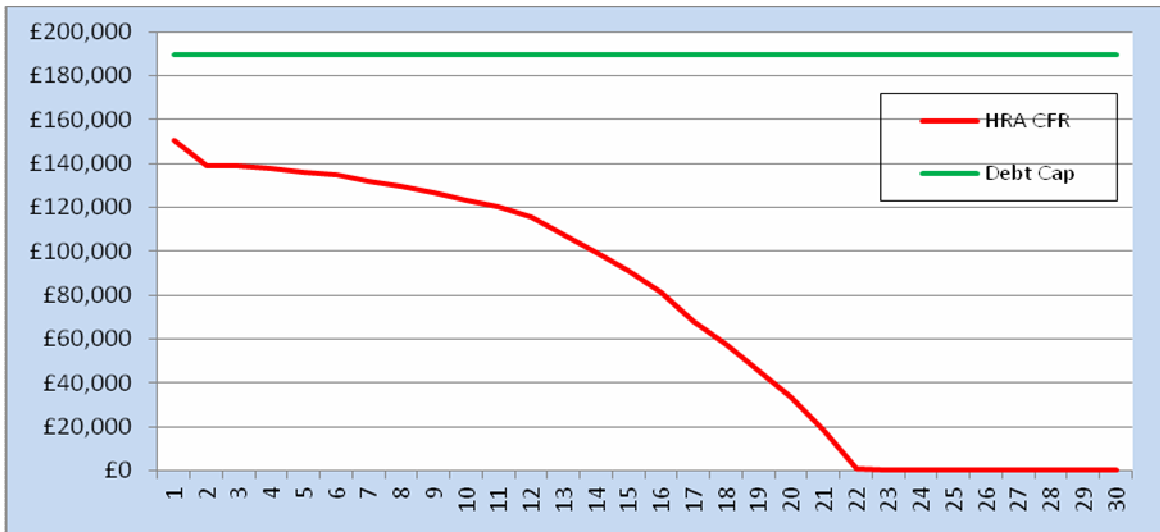
7.15 If rent increases of 4% were applied in April the following 5 years rent increases would average at 4.85%, based on an RPI of 2.5%, in order to catch up and converge with formula rent in April 2017. Following this course would extend debt repayment by one year. In addition we forecast that the HRA would lose revenue in this period of £5.1million and pay an additional £0.9million in interest.

Chart 7.7 Initial Debt Graph with 4% Increases with 3% Formula Increase - £'000s



7.16 If this scenario was applied the average rent in April 2012 would be £84.49 against a 3% inflated formula rent of £89.79, instead of £92.49 with the full 6.1% increase. This would extend debt repayment to year 22. The following year's increases would average 5.0%, based on 2.5% RPI up to April 2015. We estimate that over a ten year period this would result in a loss of £10.8million in revenue and £2.9million in additional interest.

Chart 7.8 Initial Debt Graph with no 0.5% addition to RPI - £'000s



7.17 If rent increases are 0.5% per annum less than expected within the debt settlement calculation and rent restructuring guidance, the plan does remain viable, compared to the base plan position, though potential debt repayment is extended to year 22. We would estimate that in a ten-year period £9.7million in revenue would be lost in addition to extra interest charges of £1.7million.

- 7.18 A combination of 1) and 3) would result in debt repayment being extended to year 23 when compared to the basic plan and when 2) and 3) applied year 25.
- 7.19 Reducing future revenue and rental streams is not advisable when moving to a self-financing business plan in which there is a considerable amount of unsubsidised debt. There is however the potential scope in future for rents to be increased to the levels assumed within the debt settlement should the plan require additional revenue. Reducing rent increases would prevent additional investment or service improvements to the existing stock.

8. Mixed analysis of business plan capacity

- 8.1 The table below details the impact to the business plan when a mixture of the above options is applied by analysing the extension to the period of potential debt repayment and the additional borrowing required.
- 8.2 Again we have assumed no additional borrowing and therefore not utilising any of the borrowing headroom. In addition we have modelled no slippage of capital works to existing properties and therefore this prevents many of the options to be combined. For example applying a lower rent increase and extending convergence results in the ability to fund service improvement and new build with delaying capital works to existing properties.

Table 8.1 Mix of Options to Test the Capacity of the Business Plan

New Build	Service Enhancements From Year 2	Add. Service Enhancements From Year 10	Rent Reduction	Potential Debt Repaid
Base	-	-	-	Yr 19
With grant	£1.4m p.a.	£3.9m p.a.	-	Yr 30
With grant	£0.5m p.a.	£4.75m p.a.	1) 4% Inc	Yr 29
With grant	£0.5m p.a.	£4.0m p.a.	2) 4%/3% Inc	Yr 30
With grant	£0.9m p.a.	£1.75m p.a.	3) No 0.5% Inc	Yr 30
With grant	£0.25m p.a.	£2.5m p.a.	Comb 1) & 3)	Yr 30
With grant	£0	£1.75m p.a.	Comb 2) & 3)	Yr 30
W/o grant – Social R	£0.8m p.a.	£3.85m p.a.	-	Yr 30
W/o grant – Social R	£0.1m p.a.	£4.75m p.a.	1) 4% Inc	Yr 30
W/o grant – Social R	£0	£3.5m p.a.	2) 4%/3% Inc	Yr 29
W/o grant – Social R	£0.15m p.a.	£2.0m p.a.	3) No 0.5% Inc	Yr 30
W/o grant – Social R	£0	£1.8m p.a.	Comb 1) & 3)	Yr 30
W/o grant – Social R	£0	£1.2m p.a.	Comb 2) & 3)	Yr 30
W/o grant – Afford R	£1.0m p.a.	£4.3m p.a.	-	Yr 30
W/o grant – Afford R	£0.3m p.a.	£4.9m p.a.	1) 4% Inc	Yr 29
W/o grant – Afford R	£0.1m p.a.	£4.2m p.a.	2) 4%/3% Inc	Yr 29
W/o grant – Afford R	£0.45m p.a.	£2.3m p.a.	3) No 0.5% Inc	Yr 30
W/o grant – Afford R	£0	£2.6m p.a.	Comb 1) & 3)	Yr 30
W/o grant – Afford R	£0	£1.6m p.a.	Comb 2) & 3)	Yr 30

8.3 The table presents a position where debt repayment is extended to and near as possible to 30 years. To enable this we have had to model additional service expenditure from year 10, generally when the plan can support it following the completion of the new build programme. For example, in year 10 of the plan, using the first scenario the plan has a total of £4.75million of additional expenditure for service improvement, with inflation applied within the model.

8.4 As we have demonstrated, the capacity of the plan with no additional borrowing the Council is not utilising its headroom of £39.3million. The table below demonstrates using just a couple of scenarios from above what could be delivered earlier in the plan by allowing some additional borrowing.

Table 8.2 Mix of Options to Test the Capacity of the Business Plan With Borrowing

New Build	Service Enhancements From Year 2	Additional Borrowing Over £150.5m	Potential Debt Repaid	Additional Expenditure Provided
W/o grant – Afford R	£4.0m p.a.	£33.5m	Yr 30	£4.0m
W/o grant – Social R	£3.5m p.a.	£30.8m	Yr 30	£4.0m
With grant	£4.2m p.a.	£30.4m	Yr 30	£4.0m

8.5 Whilst the overall additional expenditure, at today's prices, only amounts to £4million in each scenario, the Council and tenants benefit from the extra resources being spent earlier. There is no negative effect on the potential repayment term even though additional borrowing is required.

8.6 We have undertaken some further modelling on the following assumptions of:

- Modern Investment Standard
- New build at affordable rent with support
- With rents converging to formula rent but as described below:

Table 8.3 Effects of Discounted Rent Increases

April 2012 Rent Increase	Rent Increases To Convergence Above RPI	Service Enhancements From Year 2	Plus Service Enhancements From Yr 10	Additional Borrowing Over £150.5m	Potential Debt Repaid
5% - Converge April 2015	2.70%	£1.0m	£4.5m	-	Yr 30
6% - Converge April 2015	2.68%	£1.1m	£4.6m	-	Yr 30
7% - Converge April 2015	2.61%	£1.2m	£4.6m	-	Yr 30
5% - Converge April 2015	2.70%	£4.1m	-	£33.0m	Yr 30
6% - Converge April 2015	2.68%	£4.2m	-	£32.9m	Yr 30
7% - Converge April 2015	2.61%	£4.2m	-	£31.3m	Yr 30
5% - Converge April 2017	2.16%	£0.8m	£4.8m	-	Yr 30
6% - Converge April 2017	1.96%	£0.9m	£4.7m	-	Yr 30
7% - Converge April 2017	1.76%	£1.0m	£4.7m	-	Yr 30
5% - Converge April 2017	2.16%	£4.0m	-	£33.5m	Yr 30
6% - Converge April 2017	1.96%	£4.1m	-	£33.9m	Yr 30
7% - Converge April 2017	1.76%	£4.1m	-	£32.6m	Yr 30

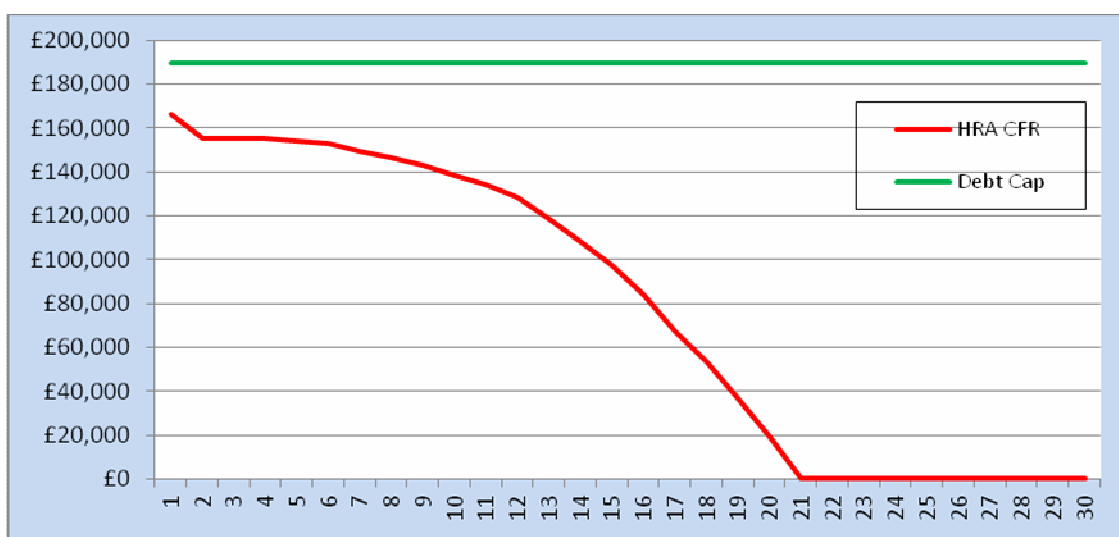
9. Potential issues for the base plan

9.1 Whilst the base plan shows a comfortably viable position with capacity to consider alternative options we have identified the following potential factors that could affect the future viability.

Debt Settlement

9.2 The original consultation for self-financing published by the previous Government in March 2010, identified a potential debt settlement figure but took into account the Subsidy Capital Financing Requirement (the notional assessment of the Council's HRA debt position) if this were negative, whilst this has been ignored in the new current Government's proposals. If this were reinstated as part of the final debt settlement then the estimated HRA debt take on of £150.486million could be increased to £166.492million. The graph below shows that the potential debt repayment could extend to year 21.

Chart 9.1 Initial Debt Graph with negative subsidy CFR adjustment- £'000s



General Fund impact

9.3 Epping Forest's current financing position could present a problem to the General Fund with the introduction of self-financing as the debt means the Council loses its debt free status.

9.4 Whilst this has no impact on the HRA, it was originally proposed by the Government that the General Fund would have to make a Minimum Revenue Provision (MRP) of 4% of its CFR balance. However this issue has been resolved now through the most recent publications from CLG and CIPFA with councils in Epping Forest's position receiving an exemption from this requirement.

- 9.5 Another issue for the General Fund is that it currently internally borrows from the HRA, thus benefiting from a reduced interest charge. With the HRA moving into a position of debt, the General Fund will be required to finance its own CFR of £38.5million.
- 9.6 The Council's treasury advisors, Arlingclose, have assessed this position and have identified that the Council can offset the General Fund CFR using existing balances and reserves under new guidance from CIPFA by separating the debt into dedicated pools.
- 9.7 A potential option if the General Fund is unable to fully fund its CFR from reserves and balances following self-financing could be that the HRA continues to internally fund the General Fund at the expense of the HRA.
- 9.8 An argument could be made that the General Fund should not be adversely affected by the introduction of self financing and whilst the HRA is technically worse-off from an increased interest charge an argument could also be made that the non-adjustment to the debt settlement detailed in 9.2 offsets most of the effect of this.
- 9.9 Further investigation is required to see if this course of action is possible but we have demonstrated that the HRA has capacity within the business plan for increased expenditure. It is difficult to fully quantify the effect on the HRA without advice from the Council's treasury advisers.

10. Summary

- 10.1 The projections contained in this report demonstrate that the HRA self financing business plan is viable under a range of circumstances.
- 10.2 However the projections are on the basis of an indicative debt settlement that will change. In addition, the interest rates and basis of funding the transaction are also very much subject to change. The treasury strategy is still to be laid out as is the budget for next financial year.
- 10.3 The potential for over-funding the HRA does require further investigation and if this route is required, it must take priority over any other additional spend commitments.
- 10.4 The new build calculations are based on assumed levels and will be subject to refinement if the Council works up plans for actual schemes in detail.
- 10.5 The model has assumed no real growth on management or maintenance costs (other than through the stock investment discussed) - efficiency savings would be required to offset any unpredicted growth.

11. Issues for Consideration for the Council

11.1 As we have previously stated this is very much an options report for the HRA Financial Plan and we would suggest the following be considered before the plan is developed further:

- Consider/confirm that expenditure on stock investment should be increased to a proper maintenance standard, instead of the current minimum Decent Homes Standard
- The associated additional staffing requirement to deliver an increased maintenance programme
- Whether the Council wants to consider provision within the Financial Plan for new build, improvements/service enhancements and/or lower rent increase and, if so, how much for each option
- If provision is made for improvements/service enhancements, separate consideration at a later date on the options available
- If lower rent reductions are proposed, consideration of whether these should commence from April 2012, since the Council will shortly be preparing its 2012/13 HRA Budget
- Consider if the option of overfunding, if required, for the HRA to assist the General Fund should be explored and, if so, the explorative approach to be taken

Simon Smith

October 2011

HOUSING REVENUE ACCOUNT PROJECTIONS
Epping Forest District Council

Year £'000	2011.12 1	2012.13 2	2013.14 3	2014.15 4	2015.16 5	2016.17 6	2017.18 7	2018.19 8	2019.20 9	2020.21 10	2021.22 11	2022.23 12	2023.24 13	2024.25 14	2025.26 15	2026.27 16	2027.28 17	2028.29 18	2029.30 19
INCOME:																			
Rental Income	27,789	29,979	31,340	32,752	34,272	35,261	36,280	37,327	38,405	39,514	40,655	41,828	43,036	44,278	45,557	46,872	48,225	49,617	51,049
Void Losses	-286	-300	-313	-327	-342	-352	-362	-373	-384	-395	-406	-418	-430	-442	-455	-468	-482	-496	-510
Service Charges	1,715	1,758	1,802	1,847	1,893	1,940	1,989	2,039	2,142	2,195	2,250	2,306	2,364	2,423	2,484	2,546	2,610	2,675	2,745
Non-Dwelling Income	930	953	977	1,002	1,027	1,052	1,079	1,105	1,133	1,161	1,190	1,220	1,251	1,282	1,314	1,347	1,381	1,415	1,450
Grants & Other Income	335	343	352	361	370	379	388	398	408	418	429	440	451	462	473	485	497	510	522
Total Income	30,483	32,734	34,158	35,634	37,219	38,281	39,373	40,497	41,652	42,841	44,063	45,321	46,614	47,944	49,312	50,719	52,167	53,655	55,186
EXPENDITURE:																			
General Management	-3,973	-4,072	-4,174	-4,278	-4,385	-4,495	-4,607	-4,723	-4,841	-4,962	-5,086	-5,213	-5,343	-5,477	-5,614	-5,754	-5,898	-6,045	-6,197
Special Management	-3,676	-3,768	-3,862	-3,959	-4,058	-4,159	-4,263	-4,370	-4,479	-4,591	-4,706	-4,823	-4,944	-5,067	-5,194	-5,324	-5,457	-5,593	-5,733
Other Management	-11,706	-404	-414	-424	-435	-446	-457	-468	-480	-492	-504	-517	-530	-543	-557	-571	-585	-600	-615
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-83	-90	-157	-164	-171	-176	-181	-186	-192	-197	-203	-209	-215	-221	-228	-234	-241	-248	-255
Responsive & Cyclical Repairs	-5,200	-2,080	-5,928	-6,076	-6,228	-6,383	-6,543	-6,707	-6,874	-7,046	-7,222	-7,403	-7,588	-7,778	-7,972	-8,171	-8,376	-8,585	-8,800
Total Revenue Expenditure	-24,638	-10,414	-14,534	-14,901	-15,277	-15,659	-16,052	-16,454	-16,866	-17,288	-17,721	-18,165	-18,620	-19,086	-19,564	-20,054	-20,556	-21,071	-21,599
Interest Paid	700	-6,865	-6,568	-6,531	-6,453	-6,346	-6,188	-5,999	-5,809	-5,558	-5,292	-4,997	-4,562	-4,013	-3,438	-2,802	-2,022	-1,211	-417
Finance Administration	-47	-103	-105	-108	-110	-113	-116	-119	-122	-125	-128	-131	-134	-138	-141	-145	-148	-152	-156
Interest Received	172	139	58	59	59	59	59	59	59	60	60	61	61	63	65	66	68	70	76
Depreciation	-4,949	-6,983	-7,139	-7,298	-7,473	-8,016	-8,207	-8,403	-8,604	-8,809	-9,020	-9,235	-9,455	-9,681	-9,912	-10,149	-10,391	-10,639	-10,893
Net Operating Income	1,721	8,509	5,869	6,855	7,965	8,206	8,870	9,581	10,311	11,120	11,961	12,852	13,904	15,088	16,321	17,636	19,117	20,652	22,197
APPROPRIATIONS:																			
FRS 17 /Other HRA Reserve Adj	-130	-132	-134	-136	-138	-141	-143	-145	-147	-150	-152	-155	-158	-160	-163	-166	-169	-172	-175
Debt Reduction	0	-11,915	-575	-983	-2,332	-2,160	-4,508	-3,416	-4,592	-5,992	-5,184	-7,251	-11,077	-12,013	-12,204	-14,584	-18,277	-15,877	-17,546
Revenue Contribution to Capital	-2,050	0	-5,124	-5,736	-5,494	-5,905	-4,218	-6,020	-5,570	-4,977	-6,625	-5,395	-2,616	-2,863	-3,899	-2,829	-612	-4,546	-4,107
Total Appropriations	-2,180	-12,047	-5,833	-6,856	-7,964	-8,206	-8,869	-9,581	-10,310	-11,119	-11,962	-12,800	-13,850	-15,035	-16,267	-17,579	-19,058	-20,595	-21,827
ANNUAL CASHFLOW	-459	-3,539	36	0	1	0	1	-1	1	1	0	52	53	53	54	57	59	57	370
Opening Balance	5,962	5,503	1,964	2,000	2,000	2,000	2,000	2,002	2,001	2,002	2,002	2,002	2,054	2,107	2,160	2,214	2,271	2,329	2,386
Closing Balance	5,503	1,964	2,000	2,000	2,000	2,000	2,002	2,001	2,002	2,002	2,002	2,054	2,107	2,160	2,214	2,271	2,329	2,386	2,756
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

HOUSING REVENUE ACCOUNT PROJE:
Epping Forest District Council

Year £'000	2030.31 20	2031.32 21	2032.33 22	2033.34 23	2034.35 24	2035.36 25	2036.37 26	2037.38 27	2038.39 28	2039.40 29	2040.41 30	2041.42 31	2042.43 32	2043.44 33	2044.45 34	2045.46 35
INCOME:																
Rental Income	52,522	54,038	55,597	57,202	58,852	60,550	62,298	64,095	65,944	67,847	69,804	71,818	73,889	76,021	78,213	80,469
Void Losses	-525	-540	-556	-572	-588	-605	-622	-640	-659	-678	-697	-718	-738	-760	-782	-804
Service Charges	2,742	2,810	2,880	2,952	3,026	3,102	3,180	3,259	3,340	3,424	3,510	3,597	3,687	3,779	3,874	3,971
Non-Dwelling Income	1,487	1,524	1,562	1,601	1,641	1,682	1,724	1,767	1,811	1,857	1,903	1,951	2,000	2,049	2,101	2,153
Grants & Other Income	536	549	563	577	591	606	621	637	653	669	686	703	720	738	757	776
Total Income	56,761	58,381	60,047	61,760	63,523	65,335	67,200	69,117	71,090	73,118	75,205	77,351	79,558	81,828	84,163	86,565
EXPENDITURE:																
General Management	-6,351	-6,510	-6,673	-6,840	-7,011	-7,186	-7,366	-7,550	-7,739	-7,932	-8,130	-8,334	-8,542	-8,756	-8,974	-9,199
Special Management	-5,877	-6,024	-6,174	-6,328	-6,487	-6,649	-6,815	-6,985	-7,160	-7,339	-7,523	-7,711	-7,903	-8,101	-8,304	-8,511
Other Management	-630	-646	-662	-678	-695	-713	-730	-749	-767	-787	-806	-826	-847	-868	-890	-912
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-262	-270	-278	-286	-294	-303	-311	-320	-329	-339	-349	-359	-369	-380	-391	-402
Responsive & Cyclical Repairs	-9,020	-9,245	-9,476	-9,713	-9,956	-10,205	-10,460	-10,721	-10,989	-11,264	-11,546	-11,834	-12,130	-12,434	-12,744	-13,063
Total Revenue Expenditure	-22,140	-22,694	-23,263	-23,845	-24,443	-25,055	-25,682	-26,326	-26,985	-27,661	-28,354	-29,064	-29,792	-30,538	-31,303	-32,087
Interest Paid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance Administration	-160	-164	-168	-172	-176	-181	-185	-190	-195	-200	-205	-210	-215	-220	-226	-232
Interest Received	371	986	1,680	2,440	3,240	4,087	4,940	5,743	6,564	7,502	8,524	9,634	10,862	12,170	13,564	15,048
Depreciation	-11,153	-11,420	-11,692	-11,971	-12,257	-12,549	-12,849	-13,155	-13,469	-13,791	-14,120	-14,457	-14,801	-15,154	-15,516	-15,886
Net Operating Income	23,679	25,089	26,604	28,212	29,886	31,637	33,423	35,189	37,005	38,969	41,051	43,255	45,611	48,086	50,683	53,408
APPROPRIATIONS:																
FRS 17 /Other HRA Reserve Adj	-178	-181	-184	-188	-191	-195	-198	-202	-206	-210	-214	-218	-222	-226	-231	-235
Debt Reduction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	-3,902	-2,905	-1,465	-1,529	-2,099	-1,704	-5,223	-8,653	-7,566	-4,561	-5,868	-2,862	-2,520	-2,170	-1,811	-1,444
Total Appropriations	-4,080	-3,086	-1,649	-1,717	-2,291	-1,899	-5,421	-8,855	-7,772	-4,771	-6,081	-3,080	-2,742	-2,396	-2,042	-1,679
ANNUAL CASHFLOW	19,599	22,003	24,954	26,495	27,596	29,738	28,002	26,334	29,233	34,198	34,969	40,175	42,869	45,690	48,641	51,729
Opening Balance	2,756	22,355	44,357	69,312	95,807	123,402	153,141	181,143	207,477	236,710	270,908	305,877	346,052	388,921	434,611	483,252
Closing Balance	22,355	44,357	69,312	95,807	123,402	153,141	181,143	207,477	236,710	270,908	305,877	346,052	388,921	434,611	483,252	534,981
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Report to the Cabinet

Report reference: C-039-2011/12
Date of meeting: 5 December 2011



Portfolio: Performance Management

Subject: Civic Offices, Other Operational Buildings and Commercial Property – Planned Maintenance programmes 2012/13 to 2016/17.

Responsible Officers: Mike Tipping (01992 564280).
Mike Hobbs (01992 564150).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Five Year Planned Maintenance Programme 2012–2017 for Operational and Commercial Properties be approved.
- (2) That the progress with works approved for 2011/12 both capital and revenue, be noted (Appendix 1 refers);
- (3) That the Cabinet decides the level of Capital and Revenue expenditure to be implemented in 2012/13 for essential and planned maintenance works at the Civic Offices and other Operational Buildings and Commercial property (Appendix 2 refers);
- (4) That the Cabinet decides the level of bids to be made for essential and planned maintenance works at the Civic Offices and other Operational Buildings and Commercial property for the years 2013/14 to 2015/16 (Appendix 3 refers);
- (5) That the Cabinet notes the Capital and Revenue spending profiles for essential and planned maintenance works at the Civic Offices, other Operational Buildings and Commercial property for the 5 year period 2011/12 to 2015/16 (Appendices 4 and 5 refers); and

Executive Summary:

This report:

- (a) Gives a comprehensive progress report on all planned maintenance items approved for 2011/12.
- (b) Sets out the already approved capital and revenue expenditure for 2012/13 to enable Cabinet to review their previous decisions on the level of spending to be implemented:
- (c) Makes capital bids of £22,000; £13,000; and £227,000 for projects for the years 2013/14; 2014/15; and 2015/16: and
- (d) Sets out the spending profiles both Capital and Revenue for the 5 years 2011/12 to 2015/16.

Reasons for Proposed Decision:

A proactive approach to Facilities Management for all operational buildings and commercial property will ensure that:

- (a) the buildings and their infrastructure will be maintained to an appropriate level meeting health and safety, statutory regulations and contractual obligations;
- (b) the buildings and their infrastructure will be brought to a standard to comply with EU statutory regulations;
- (c) the risk of unreliability and failure of critical systems, services and building fabric is reduced;
- (d) good financial management through forecasting is maintained; and
- (e) performance standards/indicators are maintained or improved upon.

Other Options for Action:

- (i) Do nothing. This would lead to deterioration of building fabric and systems which could result in risk to health and safety of staff and public, loss of service and income, increase future management liability, reduced property asset value, breach of legal obligations in respect of commercial leases and contract requirements. There is also a risk that the buildings and infrastructure may not meet future needs of the Council.
- (ii) Defer action until fabric, systems or equipment fails. This would cause varying degrees of disruption depending on the extent of failure and/or system involved and the time scale for procurement and rectification of the defect. Depending on the nature of the failure it could also lead to damage to other parts of the building fabric or services. This option would also lead to a request(s) for supplementary finance at the time and have a negative effect on performance standards. The performance of the Council's operations and functions may be compromised.

Report:

1. At the Council's request a report is submitted to Cabinet each year showing the status of planned and preventative maintenance in relation to the Civic Offices complex combined with the other Operational Buildings and Commercial Properties. The format previously agreed has been used in the compilation of this latest report. As last year, all projects are classified into one of seven different categories. These are explained in more detail in paragraph 43 below.
2. A spending profile for both capital and revenue expenditure for the 5 year period 2011/12 to 2015/16 has been provided so that Cabinet can see the level of investment that has already been made and that which is proposed.
3. A number of new matters reflected in the report and schedules are worthy of more detailed explanation.

Project Cost Estimates – Capital and Revenue

4. The figures included for proposed projects from 2012/13 onwards are budget prices taken from the 5 year Planned Maintenance Programme and Survey and compiled by the author of the survey in consultation with the professional staff in the Facilities Management Section. Where appropriate all projects will be subject to competitive quotation or tender.

5. Capital projects include an estimated allowance for internal staff costs. However it should be noted that the staff cost elements are already included in the continuing services budget (salaries budget) and are simply re-allocated from the CSB to the capital project cost. They do not constitute additional expenditure.

Five Year Planned Maintenance Survey

8. The Council has previously approved a Five-Year Planned Maintenance Programme for the period 2007-12. This approval was in line with the Audit Commission's recommendations and the Council's Asset Management Plan 2007-12. The programme, based on a condition survey carried out by a firm of consultant surveyors, is necessary to implement the Council's on going asset maintenance commitments, and maintain the condition ratings which are now included as local indicators in the Asset Management Plan and which have previously been reviewed by the Finance and Performance Management Scrutiny Panel.

9. The property condition categories are Good; Satisfactory; Poor and Bad. The Planned Maintenance Report 2011/12 shows that 28% of operational property is maintained to a good standard and 72% to a satisfactory standard. No buildings were categorised as poor or bad.

10. To maintain those standards and indeed the value of the assets requires regular ongoing investment. The current level of investment is aimed at maintaining the current percentage ratings for categories good and satisfactory. To improve the percentage of properties in the good category would require additional investment but, and perhaps, more importantly a reduction in investment over current levels would have a negative impact on the current standards and could see the ratings for individual properties do down.

11. A new Five Year Planned Maintenance Programme has been produced for the period 2012 to 2017. The programme is based on a survey undertaken by the Council's Head of Building Control in consultation with officers from the Facilities Management Section.

12. The proposed maintenance programme is based on maintaining the properties to a satisfactory condition or better but makes no allowance for improving properties to a higher category.

13. That said four properties, Waltham Abbey Swimming Pool, Oakwood Hill Industrial Units (two blocks), Pyles Lane Nursery Loughton and Town Mead Depot Waltham Abbey have all been downgraded to category Poor in the latest survey. This is explained in more detail in the following paragraphs.

Waltham Abbey Swimming Pool

14. The premises comprise a main swimming pool with high level flat roof in the centre of low level flat roofs to ancillary areas comprising training pool, changing facilities, gymnasium, studio, staff areas and plant rooms. The different parts of the structure vary in age from about 40 years old for the original structure to about 5 years old for the most recent studio extension.

15. The survey has found the main roof over the swimming pool, the roofs over the teaching pool, plant rooms, reception and changing rooms to be in poor condition and in need of replacement. Other problems related to inadequate drainage for surface water from the roof areas were also noted.

16. Because of the significance of these findings a second opinion was sought from Stace Building Surveying who have inspected the roof areas and produced a report confirming the general poor condition of the roof and recommending that it should be replaced. In their report

Stace has also recommended that a further structural survey of the existing deck structure should be undertaken.

17. Stace estimate the cost of replacement works to be in the region of £450,000 to which allowance must be made for statutory compliance, professional fees and VAT.

18. It is proposed to analyse the report findings in more detail, undertake the additional structural survey recommended and submit a full and detailed report to a future meeting on all the implications with options for action.

Units 22-27 and 28-39 Oakwood Hill Industrial Estate Loughton

19. The above premises are in two blocks, one of single storey construction and the other of two storey construction.

20. The survey has found that the corrugated roof panel construction consisting of asbestos cement panels and translucent fibre glass panels and asbestos cement gutters and downpipes to be aged and heavily weathered, with additional corrosion problems to retaining bolts and metal trims.

21. Because of the significance of these findings a second opinion was sought from Stace Building Surveying who have inspected the roof areas and produced a report confirming the general poor condition of the roof and expressing the opinion that consideration should be given to renewing the existing shallow pitched roof coverings with composite insulated metal profile panels and integrated translucent panels. The gutters should also be renewed with deep flow metal gutters of similar profile to the existing.

22. The estimated cost of stripping and renewing the pitched roof coverings, gutters and down pipes are £140,000 for the single storey block and £210,000 for the two storey block to which allowance should be made for statutory compliance, professional fees and VAT.

23. In their report Stace also drew attention to severe cracking to the walls of Units 23 and 24, which requires further investigation.

24. Therefore as with Waltham Abbey Pool it is proposed to consider the findings in more detail, undertake further investigations into the cracking referred to above and submit a full and detailed report to a future meeting on all the implications with options for action.

Pyrls Lane Nursery

25. The Nursery is part of the Grounds Maintenance Section. The future of the site is currently under consideration by the Council for redevelopment. Work is progressing on the submission of a planning application.

26. Until such time as a final decision has been made by the Council a basic standard of repair and maintenance is undertaken to meet health and safety requirements.

27. The Greenhouse structures are deteriorating and in poor condition which has prompted a change in classification from satisfactory to poor.

28. If the site is ultimately to be retained a more detailed survey would need to be undertaken which is likely to result in further works being identified with the resultant cost implications.

Town Mead Depot Waltham Abbey

29. The depot consists of numerous blocks of garages and stores as well as an office for the Country Care Service and a large yard area. Part of the depot is occupied by Waltham Abbey Town Council.

30. The future of the depot site is currently under consideration by the Asset Management Coordination Group and until such time as a long term decision has been made by the Council a basic standard of repair and maintenance is undertaken to meet health and safety requirements.

31. Many of the blocks are deteriorating and in poor condition which has prompted a change in classification from satisfactory to poor.

32. If the site is to be retained a more detailed survey of the condition of the individual blocks would need to be undertaken which is likely to result in further works being identified with the resultant cost implications.

Energy Efficiency and Carbon Reductions

33. Performance at the Civic Offices continues to improve. Following the latest independent survey for the Display Energy Certificate in June 2011, the performance of the building has improved from an E rating to a D rating. Within the D rating the Building has a points score of 95 and the typical score for this type of building would be 100 points.

34. This continual improvement has been achieved through a combination of better energy management of lighting, heating and comfort cooling systems, improved insulation, and sustained investment to replace old and obsolete systems with modern energy efficient systems.

35. In financial terms in the last two years the Council has saved £77,311 or 43% on its gas and electricity costs for the Civic Offices over what it paid in 2008/9. In statistical terms for the same period there has been a reduction in consumption of 552,751 kilowatt hours of gas and electricity.

36. Further works carried out and to be completed in 2011/12 include, fitting percussion taps to hand basins in toilets, auto flushes to urinals, thermostatic radiator valves (TRVs) throughout the complex, additional insulation in the roof spaces and the renewal of the switchplan lighting control system.

37. The effect of these works will be reflected in the Display Energy Certificate (DEC) renewal survey in 2012. However it must be acknowledged that having attained the typical rating for this type of building it will become increasingly more difficult to achieve further improvement in the DEC rating.

General

38. Continuing Service Budget provision in the sum of £118,000 already exists and this has been taken into account in calculating the DDF requirements set out in the appendices.

39. The Planned Maintenance Programme provides a structured way of ensuring that the Council's property assets are properly maintained and improved to meet Health and Safety requirements, statutory regulations, contractual obligations, customer demands and the long term protection and value of the authority's assets.

40. The Council has contractual obligations to undertake all necessary external and structural maintenance works to the four leisure centres managed by Sports Leisure Management Ltd. This, and future programmes, includes the commitments as set out in the terms of the leisure

management contract. Contractual commitments also apply to commercial premises i.e. industrial estates, shops and other commercial lettings where the Council has external and structural responsibilities.

41. The attached detailed schedules comprise the following:

- (a) Appendix 1 – Progress report on works during 2011/12.
- (b) Appendix 2 – The approved expenditure for 2012/13 both capital and revenue.
- (c) Appendix 3 – Bids for new capital provision for 2013/14 to 2015/16
- (d) Appendices 4 and 5 – Spending profiles for capital and revenue expenditure for the 5 year period 2011/12 to 2015/16.

42. When reviewing appendix 1 members will note that approximately 99% of the allocated projects for 2011/12 have or will have been completed by the end of the financial year. Two schemes have been deferred to avoid unnecessary expenditure pending strategic decisions in relation to the premises concerned. One scheme has been deferred as a result of insufficient time to complete the project by the end of the financial year.

43. When reviewing appendix 2 members will note a reduction in capital requirement of £130,000 for 2012/13. This is as a result of deleting £121,000 contingency for a shops environmental improvement scheme which proved to be not required and rescheduling of £9,000 of smaller capital works.

43. At members request the priority ratings previously used for schemes have been replaced by seven categories as follows:

- (1) Health & Safety and Legislative Implications;
- (2) Essential Work – Major repairs to Fabric and Building Services that may result in a loss of service provision or loss of income;
- (3) Works Commenced as part of a programme on a phased basis;
- (4) Investment in Carbon Reduction and/or Renewable Energy;
- (5) Desirable Work – Repairs to fabric and building services;
- (6) Repair Work to expensive – Cheaper to sell Asset and Rent back; and
- (7) HRA works

45. A number of projects will see a return on the investment in the long run by contributing towards savings on energy consumption or reduced maintenance costs. Whilst at this stage it is impossible to quantify those savings the schemes in question have been highlighted with an asterisk (*) in the status column of appendices 2 and 3.

Resource Implications:

Bid for capital funding as follows:

	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000	5 Year Total £000
New Bids			22	13	227	262
Total Capital Bids			22	13	227	262
Approved Budget	436	484	278	132	0	1330
Savings	0	130	0	0	0	130
Total Budget Proposed	436	354	300	145	227	1462

Bid for DDF revenue funding as follows:

	Revised 2011/12 £000	Estimate 2012/13 £000	Estimate 2013/14 £000	Estimate 2014/15 £000	Estimate 2015/16 £000	5 Year Total £000
Planned Maintenance Programme	250	170	296	157	156	1029
Existing CSB Budget	118	118	118	118	118	590
Existing HRA Budget	8	7	16	7	7	45
Additional Funding Required	124	45	162	32	31	394
Current DDF Approved Budget	124	45	19	10	0	198
Additional DDF Requirement	0	0	143	22	31	196

Legal and Governance Implications:

None.

Safer, Cleaner and Greener Implications:

A number of the included projects have energy reduction/carbon emissions reduction implications as a result of improving installations, installing more modern energy efficient plant, equipment, controls and alternative sources of generation.

Consultation Undertaken:

There has been no external consultation undertaken in respect of this report.

Background Papers:

None.

Impact Assessments:

Risk Management

Regular planned and preventative maintenance helps to reduce the risk of interruptions to the Council's day to day operations from critical and partial systems failure, assists with financial planning and reduces the need to seek supplementary finance outside of the budgetary process.

Equality and Diversity

Equality and Diversity issues are raised by this report and all have a positive outcome.

Related Items:

1. DDA access ramp and enlarged door leading into the ground floor of the control tower at North Weald Airfield.

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties; reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A.

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A.

Facilities Management 2011/12 Progress of Work

Project Ref	Items	Status	Capital Fund GF & HRA (Approved Budget)	Revenue Fund
	Civic Offices, High Street, CM16 4BZ			
10/011	Extension of CCTV Security Monitoring System	Anticipated Completion March 2012	11000.00	
10/019	DDA Alarm in Lifts and Toilets	Design under way	7795.00	
10/022	Fall Arresting Equipment for access to Council Chamber roof void	Anticipated Completion March 2012	20000.00	
10/026	Refurbish Conder and Rear extension Toilets	Design under way	24000.00	
12/001	Conversion of Lighting Control from Global Automatic System to local energy efficient control	Work under way	62661.00	
11/018	Fire & Risk Management Detection	Design under way	16598.00	
11/020	New lighting and cable management system and ceiling replacement in Conder corridors	Anticipated Completion March 2012	14000.00	
11/012	Lift refurbishment and new control system Hydraulic Lift No 2.	Job complete	36750.00	
11/015	Lift refurbishment Conder Lift No 3	Currently being Tendered - October 2011	47000.00	
11/016	Roof Access	Budget for feasibility investigation	2000.00	
11/021	Replacement of failing lighting fittings in offices in the Conder building.	Work under way	29000.00	
11/014	Provision of replacement air conditioning system and refrigerant to secure compliance with EU F-gas regulations	Work under way	9000.00	
12/002	Replacement of 1 of 2 main boilers	Job complete	20000.00	
10/033	Overhaul north and south elevation of Conder eternit roof	Job complete		3444.00
10/028	Statutory Portable Electrical Testing of electrical appliances	Job complete		14000.00
11/024	Statutory electrical testing of the fixed electrical installations	Design under way		46000.00
11/027	Safety revision to mains incoming circuit breaker	Job complete		1000.00
12/063	4 No Smart Meters	Work under way		5000.00
11/030	Fire Alarm system - replacement of 3No air sampler controllers	Job complete		2000.00
12/003	Replacement of boiler main pumps	Job complete		4000.00
11/032	Rectification of original installation in lighting cable	Work under way		4000.00
11/031	Renewal and repair of window blinds	Work under way		6000.00
12/004	Cleaning and renovating possible replacement Condor building cold water storage tank	Job complete		4000.00
12/064	Insulation of Roof Spaces	Order placed	10000.00	
12/065	Energy Efficient Projects	Job complete	25000.00	19500.00
12/005	Replacement of worn and damaged floor finishes	Anticipated Completion March 2012		12000.00
			334804.00	120944.00

Facilities Management 2011/12 Progress of Work

	Hemnall Street Offices, Epping			
12/006	Repoint chimney stacks	Job complete		5000.00
	63 The Broadway, Loughton			
11/014	Provision of replacement air conditioning system	Job complete	2877.00	
	Brooker Road Industrial Estate, Waltham Abbey			
12/007	Environmental maintenance	Anticipated Completion March 2012		1500.00
	Oakwood Hill Industrial Estate Workshop Units, Loughton			
12/042	Environmental maintenance	Anticipated Completion March 2012		1500.00
12/039	External redecoration	Job complete		4000.00
12/040	Carry out repairs to boundary walls and fences	Job complete		2000.00
12/041	Clearance of drainage gullies / channels and joint sealing	Job complete		1200.00
				8700.00
	Langston Road Depot, Loughton			
12/009	Environmental maintenance	Anticipated Completion March 2012		500.00
12/010	Clean and change fluorescent tubes to MOT centre	Job complete		1000.00
				1500.00
	Epping Depot, Epping			
12/008	Repair roofs to stores / workshops	Job complete		2500.00
	Townmead Depot, Waltham Abbey			
12/011	Environmental maintenance	Anticipated Completion March 2012		1200.00
12/012	External redecoration to timberwork	Job complete		6000.00
12/013	Watercourse maintenance (addition to programme)	Anticipated Completion March 2012		1700.00
				8900.00
	Loughton Leisure Centre, Loughton (external & structural)			
12/021	Overhaul roof up stands, flashings, details and fixings	Anticipated Completion March 2012		4000.00
12/022	External decorative preservative treatment to exposed sections of glulam beams	Job complete		6200.00
12/023	External preservative treatment to plant room doors, fitness studio guardrails and Octagon fascias, windows and doors	Work under way		2800.00
				13000.00

Facilities Management 2011/12 Progress of Work

	Waltham Abbey Swimming Pool, Waltham Abbey (external & structural)			
10/075	Thoroughly overhaul flat roof over gym	Design underway	41000.00	
12/028	Patching repairs to the car park	Anticipated Completion March 2012		4000.00
12/029	Overhaul roof upstands, flashings, details and fixings	Anticipated Completion March 2012		3000.00
12/030	External redecoration of entrance wall	Job complete		500.00
12/031	Drainage jetting	Job complete		500.00
				8000.00
	Epping Sports Centre, Epping (external & structural)			
12/014	Overlay felt to main sports hall roof including safe access.	Work under way	27000.00	
12/080	Patching repairs to the car park	Job complete		1000.00
12/020	Drainage jetting	Anticipated Completion March 2012		500.00
12/015	Overhaul roof upstands, flashings, details and fixings	Order placed		2000.00
12/016	Prepare squash courts flat roof area and apply waterproof membrane	Order placed		7500.00
12/017	Renew corroded and fractured down pipes to north side of squash courts	Order placed		500.00
12/018	Reseal down pipe connections and plinth coating works at low level (Nichol Road side of sports hall)	Job complete		1000.00
12/019	Renew mastic seals to movement joints of sports hall walls	Job complete		1200.00
				13700.00
	Ongar Leisure Centre, Ongar (external & structural)			
12/024	Carry out isolated repairs to flat roof coverings, including to gutters	Anticipated Completion March 2012		1500.00
12/025	Replace split / decayed timberwork in various locations	Work under way		2000.00
12/026	External redecoration to timberwork	Work under way		4000.00
12/027	Isolated lamp replacements to car park street lighting	Anticipated Completion March 2012		900.00
				8400.00
	Nursery, Pyrles Lane, Loughton			
12/037	Patching repairs of entrance drive and pathways	Anticipated Completion March 2012		1000.00
12/038	Isolated replacement works to water system pipework	Anticipated Completion March 2012		2000.00
				3000.00
	Museum, Waltham Abbey			
12/032	External redecoration	Job complete		4800.00
12/033	Internal redecoration programme	Anticipated Completion March 2012		3000.00

Facilities Management 2011/12 Progress of Work

				7800.00
	North Weald Airfield, North Weald			
12/034	Carry out isolated repairs to control tower flat roof coverings	Job complete		3000.00
12/035	External decoration to control tower metal surfaces	Job complete		2500.00
12/036	Maintenance of fire escape routes to gymnastics centre	Anticipated Completion March 2012		300.00
				5800.00
	Council Owned Shopping Parades			
12/051	Shops Environmental Improvement - Parklands, Coopersale	Order placed	30000.00	
12/043	Pressure washing and general maintenance of paved areas and walkways	Anticipated Completion March 2012		1800.00
12/044	Drainage Jetting	Anticipated Completion March 2012		1500.00
12/045	Environmental maintenance	Anticipated Completion March 2012		3500.00
				6800.00
	General Improvement Areas			
12/046	Environmental maintenance	Job complete		2000.00
	Health & Safety Works			
12/048	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works, amendments to statutory regulations	Job complete		7500.00
	Contingency Fund			
12/050	Emergency Repairs - Energy Conservation	Anticipated Completion March 2012		5000.00
12/047	Condition Survey Report for 5 year planned maintenance programme	Job complete		20000.00
			0	25000.00
	Total £	Approved 2011/12 Expenditure	435681.00	250044.00
	Total £	Anticipated Expenditure	435681.00	250044.00

Facilities Management 2012/13 Programme of Work

Status definitions:

- 1 Health & Safety & Legislative implications.
- 2 Essential Work - Major repairs to fabric and building services that may result in a loss of service provision or loss of income.
- 3 Works Commenced - Commenced on a phased basis
- 4 Investment in Carbon Reduction & Renewable Energy
- 5 Desirable Work - Repairs to fabric and building services.
- 6 Repair work too expensive - cheaper to sell asset and rent back.
- 7 HRA

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
Civic Offices, Epping						
Electrical/Mechanical						
13/001	Electrical load management	2	11000.00			To reduce risk of disruption to operations as a result of external power failure - arising from the incident in March 2008
13/002	Fire Alarm – Replacement Smoke and Heat Detection Loop 1	1&3	8800.00			The existing smoke detectors have reached the end of their effective/design life.
13/003	Replacement of failing lighting fittings in offices in the Conder building.	2&3*	15400.00			The lighting units in the Conder building are failing and replacement parts are no longer available.
11/097	Site DDA compliance C/F 2011/12	5	60000.00			To comply with DDA regulations external doors should be adapted and upgraded to comply with the regulations.
13/004	Conversion of Lighting Control from Global Automatic System to local energy efficient control	1&3*	24200.00			Existing system now redundant and partially failed. Continuation of conversion from Switchplan (old system) to Set Square. A total loss of the existing system would cause loss of lighting to most of the New Building, car parks and surrounding areas, giving serious operational problems. There will be an energy saving as new system will control lighting in a more efficient manner.
13/005	Conder / Rear Extension Toilets - Mechanical Upgrade Works (Supply and Extract Service)	1	17600.00			The existing air handling units have reached the end of their effective life.
13/006	Replacement of 1 of 2 main boilers	2&3*	27500.00			Following recent inspection it has been established that both of the boiler stacks, being 22 years old, have exceeded their life expectancy. Spares are no longer available. The new boilers will be more energy efficient by 8%.

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
13/007	Ceiling replacement to Conder 1st floor corridor including cable management and new Lighting	3	22000.00			Health & Safety - The ceiling forms part of the fire compartmentalisation of the corridor and requires replacement to accommodate cable management system above. The existing lighting in the corridors in the Conder building is failing and at present temporary lighting is being used. This work has been prioritised to reduce the risk of a potential collapse due to failure.
13/008	Rectification of original installation in lighting cable	2&3		5000.00		The lighting units in the Conder building are failing and replacement parts are no longer available.
13/009	Emergency Lighting Replacement & Battery Replacements	1		5000.00		Health & Safety - Existing batteries in the emergency scheme are reaching the end of their life expectancy.
13/010	Statutory Testing of Electrical Installation: Rectification of defects found from Statutory Testing 2011/2012	1&3		4000.00		Health & Safety - to comply with statutory Regulations
Main Building (External)						
13/011	Main Roof Access - Provision of safe working	1	20900.00			Health & Safety - Safe access is required to gutters and parapets (Working at Height Regulations 2005). The Alternative is to annually hire an access lorry boom and operator at a large ongoing cost
13/012	Brickwork and hopper repairs to parapet walls including access lorry boom and operator for safe working at height	5		8000.00		The general construction, pointing and flashings around the hoppers are showing signs of deterioration and require attention
13/013	Redecoration of general metalwork surfaces, railings, handrails, gates and staircases	5		5000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
13/014	Re line marking of public car park, car park 1 and basement including removal of old markings as required	2		3000.00		Line markings are fading and require updating to ensure parking is controlled
Main Building (Internal)						
13/016	Partial replacement of worn floor finishes to offices, common and public areas	5		1000.00		Coverings require replacement to prevent accidents and maintain standards
13/017	Partial redecoration of offices, common and public areas	5		3000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
13/018	Redecoration of staircases	5		3500.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Conder Building & Rear Extension (Internal)						

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
13/019	Partial replacement of suspended ceilings	5		4000.00		Existing ceiling panels are beyond reasonable economic repair.
13/020	Partial replacement of worn floors	5		3000.00		Coverings require replacement to prevent accidents and maintain standards
13/021	Partial redecoration of offices	5		3000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
13/022	Refurbishment of ground floor ladies and first floor gents toilets	5*	16500.00			Aging facilities require refurbishment and upgrading
Conder Building & Rear Extension (External)						
13/023	General roof overhaul, leadwork repairs, clearance of valleys and gutters including safe access for working at height	2		5000.00		Areas of the roof upstands, flashings and valley are at the end of their life span and require repair. Water ingress would cause damage to the building fabric.
Homefield House, Garage & Stores (External)						
13/024	External redecoration of timberwork/windows/doors to house/steel fire escape stairs and provision of anti slip finish to treads.	1		4000.00		Health & Safety - Fire escape steps require redecoration and provision of an anti-slip finish to the treads. Areas of the external decoration require regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Birch Store						
13/025	External redecoration of timber and metalwork including repairs / replacement doors and fascias	5		750.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			223900.00	57250.00		
Hemnall Street Offices, Epping						
External						
13/026	Prepare existing flat roof surfaces over reception area, entrance canopy and first floor fire escape route and apply waterproof coating (including safe access for working at height)	2	7425.00			Areas of the roof covering are at the end of their life span and a number of temporary repairs have undertaken. Water ingress would cause damage to the building fabric
13/028	External redecoration to main building including rendered walls, timberwork, windows and rooflights including various repairs and safe access for working at height	5		10000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			7425.00	10000.00		

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
Epping Depot						
13/029	Basic standard of repair - Health & Safety requirements	1&7			6500.00	Work required to comply with Health & Safety and Statutory Legislation
					6500.00	
Langston Road Depot, Loughton						
External						
13/030	Basic standard of repair - Health & Safety requirements	1		3750.00		Work required to comply with Health & Safety and Statutory Legislation
13/031	Environmental maintenance	5		300.00		General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
13/034	Isolated areas of repointing and repairs to boundary walls and renewal of movement joints	5		1000.00		Repairs to walls are required to minimise deterioration
Internal						
13/036	Clean and change lights in store areas	1		1000.00		Health & Safety - Failing light fittings and general dirty condition requires a bulk clean and change
				6050.00		
Townmead Depot						
13/037	Repair and resurfacing of yard and roadway areas	1	13200.00			Health & Safety - Surfacing is in poor condition with many pot holes
13/038	Basic standard of repair - Health & Safety requirements	1		3000.00		Work required to comply with Health & Safety and Statutory Legislation
13/039	Environmental maintenance	5		1200.00		General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
13/040	Watercourse maintenance (addition to programme)	1		2500.00		Health & Safety - Watercourse requires clearing annually to prevent flooding and control vermin
			13200.00	6700.00		
North Weald Airfield, North Weald						
Control Tower (External)						
13/041	Provide disabled ramp and enlarge door	1	7150.00			Legislative requirement - DDA and public access
13/042	Prepare existing flat roof surfaces and apply waterproof coating	1	6050.00			Areas of the roof covering are at the end of their life span. Water ingress would cause damage to the building fabric
13/043	Replace areas of broken glass	1		10000.00		Health & Safety - Large sheets of cracked glass requires replacement on the air traffic control centre. Cost includes for safe Working at Height
Gymnastics Centre (structure, external and roof only)						

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
13/045	Maintenance of fire escape routes including clearance of vegetation	1		300.00		Health & Safety requirement
Annexe to Hangar 1						
13/046	Overhaul roof	2		4750.00		Existing slate roof requires an overhaul. Water ingress would cause damage to the building fabric.
13/047	Clear and renew damaged rainwater goods	2		1000.00		Gutters and downpipes are at the end of their life span. Water ingress would cause damage to the building fabric
Building No 66						
13/048	Securing/Boarding of property, cutting off of any services and minor roof repairs	1		2250.00		Health & Safety - Vacant property requires securing to protect against vandalism and deterioration
			13200.00	18300.00		
Nursery, Pyrles Lane, Loughton						
13/049	Basic standard of repair - Health & Safety requirements	1		3000.00		Work required to comply with Health & Safety and Statutory Legislation
13/050	Replacement works to water system pipework	2		3000.00		Maintains continued provision of water systems
				6000.00		
Museum, Waltham Abbey						
External						
13/051	Replacement of decayed timber dormer window	2		2200.00		Requires urgent replacement. Water ingress would cause damage to the building fabric
13/052	External redecoration of rear elevations and extension and redecoration of spiral steel fire escape stairs and provision of anti slip finish to treads and landing	1		5000.00		Health & Safety - Fire escape steps require redecoration and provision of an anti-slip finish to the treads. Areas of the external decoration require regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				7200.00		
Museum Store, Brooker Road, Waltham Abbey						
13/054	Energy efficiency measures	4	12500.00			Work to roof to improve energy efficiency.
			12500.00			
Industrial Estates						
Brooker Road Industrial Estate, Waltham Abbey						
13/057	Environmental maintenance	5		1500.00		General clearance of weeds, debris and litter. Controls vermin

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
Oakwood Hill Industrial Estate Workshop Units						
13/058	Environmental maintenance	5		1500.00		General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
				3000.00		
Epping Sports Centre, Epping (external & structural)						
13/059	Decorations including minor repairs	5		2500.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
13/060	Drainage jetting	5		750.00		Risk of blockage if not undertaken
13/061	Redecoration of fire escape stairs and provision of anti slip finish	1		1500.00		Health & Safety - Fire escape steps require redecoration and provision of an anti-slip finish to the treads.
13/062	Replace timber doors/ windows / cladding etc	5		3000.00		Decayed to the point where water penetration is possible. Water ingress would cause damage to the building fabric
13/063	Renew doors to water tank room on roof	5		1200.00		Decayed to the point where water penetration is possible. Water ingress would cause damage to the building fabric
				8950.00		
Ongar Leisure Centre (external & structural)						
13/066	Isolated lamp replacements to streetlights	1		500.00		Health & Safety - To maintain a level of security and public safety, maintenance is required
13/067	Clear all gullies and jet through surface water drains to yards, car parks and walkways including emptying petrol interceptors and cleaning filters	5		1750.00		Risk of blockage if not undertaken
13/068	Patching/Repairs to roof, copings and movement joints	2		4500.00		Roof coverings are nearing the end of their live span. Water ingress would cause damage to the building fabric
				6750.00		
Waltham Abbey Swimming Pool (external & structural)						
13/069	Replace remaining part of decayed timber cladding with UPVC to underside of front elevation canopy	5		2250.00		Timber cladding requires replacement where damaged through water ingress
13/070	Renew of failed window gaskets to high level pool areas and renewal of perished mastic to frames	2		3000.00		Gaskets and mastic seals are at the end of their life span and require replacement in order to prevent water ingress and subsequent damage to the building fabric

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
13/071	External redecoration of entrance wall	5		300.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
13/072	Drainage jetting	5		750.00		Risk of blockage if not undertaken
				6300.00		
Council Owned Shopping Parades						
Borders Lane, Loughton (58 to 76)						
13/073	Prepare existing flat roof surfaces to rear extensions and apply waterproof coating	2	9625.00			Areas of the roof covering are at the end of their life span and a number of temporary repairs have been undertaken. Water ingress would cause damage to the building fabric
13/074	Drainage Jetting	5		750.00		Risk of blockage if not undertaken
13/075	Environmental maintenance	5		400.00		General clearance of weeds, debris and litter. Controls vermin
Limes Avenue, Chigwell (548 to 562)						
13/077	Pressure washing and general maintenance of undercover paved areas and environmental maintenance to yard car park and walkways	1		2500.00		Health & Hygiene - removal of chewing gum, litter, weeds, urine etc.
13/078	Clear all gullies and jet through foul and surface water drains to yard, car park and undercover walkway	5		500.00		Risk of blockage if not undertaken
13/079	Prepare existing flat roof surface to small rear extension and apply waterproof coating	2		1500.00		The roof covering has reached the end of its life span. Water ingress would cause damage to the building fabric
13/080	Re-line mark faded parking bays and symbols to car park	2		500.00		Line markings are fading and require attention to ensure parking is controlled
Loughton Way, Buckhurst Hill (142 to 164)						
13/081	Environmental maintenance	5		400.00		General clearance of weeds, debris and litter. Controls vermin
Market Square, Waltham Abbey (15 to 19)						
13/082	Clear all gullies and jet through surface water and foul drains to yard and paved areas	5		400.00		Risk of blockage if not undertaken
Parklands Coopersale (28 to 31)						
13/083	Clear all gullies and jet through surface water drains to yard and paved areas	5		250.00		Risk of blockage if not undertaken
13/084	Environmental maintenance	5		300.00		General clearance of weeds, debris and litter. Controls vermin
Roundhills, Waltham Abbey (74 to 82)						
13/085	Re-line mark faded parking bays and symbols to car park	2		500.00		Line markings are fading and require attention to ensure parking is controlled
The Broadway, Loughton (11 to 73 & 12 to 82)						

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
13/087	Environmental Maintenance	5		2250.00		General clearance of weeds, debris and litter. Controls vermin
Upshire Road, Waltham Abbey (113 to 123)						
13/088	Preservative treatment to fences and gates	5		750.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			9625.00	11000.00		
General Improvement Areas (GIA'S)						
Alfred Road, Buckhurst Hill						
13/089	Environmental maintenance	5		1500.00		General clearance of weeds, debris and litter. Controls vermin
13/090	Clear all gullies and jet through surface water drains to road areas	5		500.00		Risk of blockage if not undertaken
Woollard Street, Waltham Abbey						
13/091	Environmental maintenance	5		500.00		General clearance of weeds, debris and litter. Controls vermin
				2500.00		
Environmental improvement schemes						
13/092	Upshire Road Shops improvement scheme	5	65000.00			Continuing environmental enhancement programme around Council owned shopping areas
			65000.00			
Health & Safety Works						
13/093	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works, amendments to statutory regulations	1		8000.00		Health & Safety - Work required to comply with Health & Safety and Statutory Legislation
				8000.00		
Contingency						
13/094	Capital Contingency	2	8500.00			To cover unexpected works on the Capital programme
13/095	Emergency Repairs	1		5000.00		To cover unexpected works on the Revenue programme
			8500.00	5000.00		
	Funding for the year 2012/13		353350.00	163000.00	6500.00	
	Total Revenue				169500.00	
	Current DDF Approved Budget				45000.00	
	Grand Total (Revenue)				124500.00	

Item Ref	Items for consideration in years 2012/13	Status * = Energy Saving	Capital Fund	Revenue Fund		Remarks
				DDF	HRA	
	Less CSB allocated				118000.00	
	Less HRA allocated				6500.00	
	Net DDF requirement for 2012 - 2013				0.00	
	Capital schemes - additional funding		0.00			
	Capital finance schemes previously approved		484000.00			
	Net funding required		-130650.00		0.00	
	Total Capital expenditure		353350.00			

Facilities Management 2013/14-2015/16 Programme of Work

Status definitions:

- 1 Health & Safety & Legislative implications.
- 2 Essential Work - Major repairs to fabric and building services that may result in a loss of service provision or loss of income.
- 3 Works Commenced - Commenced on a phased basis.
- 4 Investment in Carbon Reduction & Renewable Energy.
- 5 Desirable Work - Repairs to fabric and building services.
- 6 Repair work too expensive - cheaper to sell asset and rent back.
- 7 HRA.

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
				DDF	HRA	
	Year 2013/14					
	Civic Offices, Epping					
	Electrical/Mechanical					
14/001	Electrical load management	2&3	22000.00			To reduce risk of disruption to operations as a result of external power failure - arising from the incident in March 2008
14/002	New electrical generator	2	50000.00			Existing generator was installed in 1989, since then increase in essential electrical requirement, existing generator insufficient output.
14/003	Fire Alarm – Replacement Smoke and Heat Detection Loop 2	1&3	9350.00			The existing smoke detectors have reached the end of their effective/design life.
14/004	Replacement of failing lighting fittings in offices in the Conder building.	2&3*	11000.00			The lighting units in the Conder building are failing and replacement parts are no longer available.
14/005	Replacement of car park barriers	5	6600.00			Car park barriers electrically and mechanically are at the end of their effective life.
14/006	Energy Conservation - Provision of Power Factor Correction to increase the efficiency of electricity use	4*	8800.00			Power Factor Correction (PFC) is an energy saving technology that is used to improve the operating efficiency of electrical power systems. Applied correctly, power factor correction can reduce electricity costs, increase energy efficiency and reduce the carbon footprint.
14/007	Energy Conservation - Provision of Voltage / Power Optimisation / Regulation Equipment to reduce energy consumption and electricity charges.	4*	8800.00			Voltage / Power Optimisation regulation is used to reduce energy consumption and hence energy costs and the carbon footprint, without affecting the operation of the site electrical equipment.

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
14/008	Main MWS Smart Metering	4*	8800.00			The provision will enable the Council to monitor water usage at all times, and manage the resource from the information gained, leading to reductions in water usage and hence reducing water service costs.
14/009	Tower Toilet Fresh Air supply & Extract air handling units replacement	2	12100.00			The existing air handling units have reached the end of their effective life.
14/010	Rear Extension - Removal of CW Tank and convert to Mains water	5	4400.00			Water usage at this storage unit is low and the risk of Legionella is consequentially higher than normal. The removal of this water store eliminates the risk of Legionella and hence removes the regular regime of testing and certification of risk. Cost savings therefore occur as there is no requirement for the user to regularly test fresh water supplies.
14/011	Smart metering Software Conversion to Digital presentation	4*	5500.00			Metering software relates to all energy sources and there is a need to enable trends to be monitored but also for faults to be quickly and efficiently identified. "Faults" in these circumstances would mean: a water leak; misuse of electrical energy; an undetected gas leak etc. Smart software would enable this to be achieved efficiently and hence has the potential to reduce costs.
14/012	Ceiling replacement to Conder 2nd floor corridor including cable management and new Lighting	3	22000.00			Health & Safety - ceiling forms part of the fire compartmentalisation of the corridor and requires replacement to accommodate cable management system above. The existing lighting in the corridors in the Conder building is failing and at present temporary
14/013	Rectification of original installation in lighting cable	2&3		5000.00		The lighting units in the Conder building are failing and replacement parts are no longer available.
14/014	Emergency Lighting Replacement & Battery Replacements	1		5000.00		Health & Safety - To existing batteries in the emergency are reaching the end of their life expectancy.
14/015	Lighting Bulk Clean & Change Civic Building inc.323 House	2		12000.00		To ensure all lighting is in good working order, for the winter period, it is more economical to do a floor at a time rather than sending an electrician as and when a light fails.
14/016	Statutory PAT Testing of Electrical Installation & rectification of defects	1		10000.00		Health and Safety - to comply with statutory Regulations
Main Building (External)						

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
13/015	Specialist cleaning of stonework and rendered façades	5		10000.00	Ensures elevations remain visually acceptable and reduces likelihood of permanent staining. (Item B/F from 2012/13)
14/017	Redecoration of general timber surfaces	5		4000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Main Building (Internal)					
13/018	Redecoration of staircases	5		3500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (£3500 B/F from 2012/13)
14/018	Partial replacement of worn floor finishes to offices, common and public areas	5		1000.00	Coverings require replacement to prevent accidents and maintain standards
14/019	Partial redecoration of offices, common and public areas	5		9000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Includes B/F £3000 from 2012/13)
14/020	Renew 1st floor carpets	5		4000.00	Coverings require replacement to prevent accidents and maintain standards
14/021	Redecorate Committee Room 1+2	5		1500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
323 House (External)					
14/022	Replacement of decaying and leaking rainwater goods	2	12375.00		Gutters and downpipes are at the end of their life span. Water ingress would cause damage to the building fabric
14/023	Replacement of degraded felt in gutters, redecorate soffits/fascias. Clear out gutters and replace slates	2	24750.00		Sections of roofing felt have exceeded their life span. Water ingress would cause damage to the building fabric
14/024	Redecorate of window and doors	2		2600.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Conder Building & Rear Extension (Internal)					
14/025	Partial replacement of suspended ceilings	5		6500.00	Existing ceiling panels are beyond reasonable economic repair (Includes £1250.00 B/F from 20012/13)
14/026	Partial replacement of worn floors	5		4500.00	Coverings require replacement to prevent accidents and maintain standards (Includes £750.00 B/F from 20012/13)
14/027	Partial redecoration of offices	5		5000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Includes £1000.00 B/F from 20012/13)
14/028	Redecorate of Rear Staircase	5		1700.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
14/029	Partial replacement of worn floor finishes to offices and common areas	5		4000.00		Coverings require replacement to prevent accidents and maintain standards
14/030	Partial internal redecoration of offices and common areas	5		3000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Pyramid Building						
14/031	External & internal redecoration	5		1250.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			206475.00	93550.00		
Hemnall Street Offices (External)						
14/032	Drainage jetting	5		750.00		Risk of blockage if not undertaken
14/033	External redecoration to single storey section of building including timber windows, doors and glazed walls at ground floor level including minor repairs and redecorate metal railings, handrails and bollards	5		7000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/034	Overhaul/repair zinc wall cladding	2		1000.00		Cladding requires overhauling to prevent water ingress which would cause damage to the building fabric
Hemnall Street Offices (Internal)						
14/035	Partial internal redecoration of offices and common areas	5		3000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/036	Partial replacement of worn floor finishes to offices and common areas	5		2250.00		Coverings require replacement to prevent accidents and maintain standards
				14000.00		
63 The Broadway Office						
14/037	Replacement of obsolete suspended ceiling and associated light fittings	5&7	11000.00			Existing ceiling panels are beyond reasonable economic repair
14/038	Partial replacement of worn floor finishes to offices and common areas	5&7			4250.00	Coverings require replacement to prevent accidents and maintain standards
14/039	Partial internal redecoration of offices and common areas	5&7			3500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			11000.00	7750.00		
Epping Depot						

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
14/040	Basic standard of repair - Health & Safety requirements	1&7		6500.00	Work required to comply with Health & Safety and Statutory Legislation
14/041	Renewal of gates to lower yard	5&7		2000.00	Gates are in a poor condition and require replacement
				8500.00	
Langston Road Depot (External)					
13/032	Redecoration/Protection of bollards and RSJs	5		500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Item B/F from 2012/13)
13/033	Redecoration of external doors, including minor repairs	5		2000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Item B/F from 2012/13)
14/042	Basic standard of repair - Health & Safety requirements	1		3750.00	Work required to comply with Health & Safety and Statutory Legislation.
14/043	Environmental maintenance	5		500.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
14/044	Redecoration of external fire escape stairs and provision of anti slip finish	1		2800.00	Health & Safety - Fire escape steps require redecoration and provision of an anti-slip finish to the treads.
Langston Road Depot (Internal)					
13/035	Partial redecoration of internal common areas	5		5000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Item B/F from 2012/13)
				14550.00	
Townmead Depot (External)					
14/045	Environmental maintenance	5		1200.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
14/046	Watercourse maintenance (addition to programme)	1		2500.00	Health & Safety - Watercourse requires clearing annually to prevent flooding and control vermin
14/047	Basic standard of repair - Health & Safety requirements	1		3000.00	Work required to comply with Health & Safety and Statutory Legislation
				6700.00	
North Weald Airfield					
Gatehouse (External)					
14/048	External redecoration and timber treatment	5		2250.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
Gatehouse (Internal)					
14/049	Internal redecoration of offices and common areas	5		3500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/050	Overhaul ceiling	5		1500.00	Existing ceiling panels are beyond reasonable economic repair
Control Tower (External)					
14/051	External redecoration to concrete, masonry and metalwork including safe access for working at height	5		5000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/052	Upgrade antiquated vertical means of escape ladders to comply with current H&S standards	1	8250.00		Health & Safety - Existing escape ladder does not comply with current legislation for an escape route at this height and there are no handrails on the roof at the bottom of the ladder
Building 240 - Fire Station (External)					
14/053	Overlay existing felted flat roof and redecorate external areas, including minor repairs and safe access for	2		6750.00	Existing felted roof requires an overhaul to prevent damage to the building fabric
Building 240 - Fire Station (Internal)					
13/044	Internal redecoration of toilet and lobby areas	5		800.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Item B/F from 2012/13)
Archive Store (External)					
14/054	Repointing to external walls	5		1000.00	Walls showing signs of weather erosion and require attention
14/055	Preservative treatment and redecoration to external timber fascias, soffits, doors and panels	5		2750.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Gymnastics Centre (structure, external and roof only)					
14/056	Maintenance of fire escape routes including clearance of vegetation	1		300.00	Health & Safety requirement
14/057	Preservative treatment to timber oil storage tank enclosure	5		600.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			8250.00	24450.00	
Nursery, Pyrles Lane, Loughton					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
14/058	Basic standard of repair - Health & Safety requirements	1		3000.00	Work required to comply with Health & Safety and Statutory Legislation
				3000.00	
Museum, Waltham Abbey					
Internal					
14/059	Maintenance of boiler	5		500.00	Ensures continued service, efficiency and fuel economy
14/060	Partial replacement of worn floor finishes to offices and public areas	5		2000.00	Coverings require replacement to prevent accidents and maintain standards
14/061	Sand and reseal timber flooring to public areas	5		2500.00	Wear and tear caused by visitors to the museum requires the floor to be maintained regularly
14/062	Partial redecoration of offices and public areas	5		3000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/063	Improvements to lighting installations and controls (see Museum Manager)	4*		2500.00	The existing system is showing signs of failure
				10500.00	
Limes Farm Multi-Use Games Area, Chigwell					
14/064	Clear all gullies and jet through surface water drains	5		150.00	Risk of blockage if not undertaken
14/065	Clean and change lamps to floodlights including safe access for working at height	1		1250.00	Health & Safety - Floodlighting requires regular cleaning and replacement to ensure games area is safe and usable
				1400.00	
Public Toilet, High Street, Ongar					
14/066	Jet through foul water drainage system	5		150.00	Risk of blockage if not undertaken
14/067	Prepare and redecorate all timber and metalwork surfaces	5		1500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/068	Prepare and redecorate ceilings	5		1000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				2650.00	
Industrial Estates					
Brooker Road Industrial Estate, Waltham Abbey					
14/069	Environmental maintenance	5		2800.00	General clearance of weeds, debris and litter. Controls vermin

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
14/070	Patch repair and white line lower end car park	1		4750.00	Line markings are fading and require attention to ensure parking is controlled
Oakwood Hill Industrial Estate Workshop Units					
14/071	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
				9050.00	
Epping Sports Centre					
External					
14/072	Resurface car park including reline marking	2	13200.00		Surfacing in poor condition and becoming a potential Health & Safety risk
14/073	Drainage jetting	5		750.00	Risk of blockage if not undertaken
14/074	Overhaul/repair zinc wall cladding	2		1750.00	Cladding requires overhauling to prevent water ingress which would cause damage to the building fabric
			13200.00	2500.00	
Loughton Leisure Centre					
External					
14/075	Drainage jetting	5		750.00	Risk of blockage if not undertaken
14/076	General overhaul of upstands, flashings, details and fixings	5		4000.00	Areas of the roof have had temporary repairs. Water ingress would cause damage to the building fabric
14/077	Clean and restore stained blockwork and reconstituted stone including safe access for working at height	5		7000.00	Ensures elevations remain visually acceptable and reduces likelihood of permanent staining
				11750.00	
Ongar Leisure Centre					
External					
14/078	Clear all gullies and jet through surface water drains to yards, car parks and walkways including emptying petrol interceptors and cleaning filters	5		1750.00	Risk of blockage if not undertaken
14/079	Service and clean streetlights and replace lamps	1		1500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
14/080	Apply preservative treatment to windows, doors and cladding	5		3750.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				7000.00	
Waltham Abbey Swimming Pool					
External					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
14/081	Resurface car park and access road including re line marking	2	37400.00		Surfacing in poor condition and becoming a potential Health & Safety risk
14/082	Upgrading of footpath from rear fire exits	1		3000.00	Health & Safety requirement
14/083	Preservative treatment to fences and gates	5		2750.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/084	External redecoration of entrance wall	5		500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/085	Drainage jetting	5		750.00	Risk of blockage if not undertaken
			37400.00	7000.00	
Council Owned Shopping Parades					
Borders Lane, Loughton (58 to 76)					
14/086	Partial repoint of brick wall enclosing rear yards including minor repairs as necessary	5		4000.00	Repairs to walls are required to minimise deterioration
14/087	External redecoration of extensions and exposed low level timber and metalwork to rear of parade	5		2500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/088	Drainage Jetting	5		750.00	Risk of blockage if not undertaken
14/089	Environmental maintenance	5		800.00	General clearance of weeds, debris and litter. Controls vermin
Hillhouse, Waltham Abbey (1 to 12)					
14/090	Overlay cracked asphalt roofs covering to rear extensions	2	6875.00		Areas of roof coverings are at the end of their life span and a number of temporary repairs have been undertaken. Water ingress would cause damage to the building fabric
14/091	Clear all gullies and jet through surface water drains to yards, car park and walkways	5		500.00	Risk of blockage if not undertaken
Limes Avenue, Chigwell (548 to 562)					
14/092	Pressure washing and general maintenance of undercover paved areas and environmental maintenance to yard car park and walkways	1		2500.00	Health & Hygiene - removal of chewing gum, litter, weeds, urine etc.
14/093	Clear all gullies and jet through foul and surface water drains to yard, car park and undercover walkway	5		750.00	Risk of blockage if not undertaken
14/094	Redecoration of walls, ceilings gates and railings to undercover walkway	5		2000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
14/095	Clean and change lamps under canopy	1		500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
Loughton Way, Buckhurst Hill (142 to 164)					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
14/096	Environmental maintenance	5		400.00	General clearance of weeds, debris and litter. Controls vermin
Lower Queens Road, Buckhurst Hill (1, 4, 5 & 8)					
14/097	Redecoration of walls, ceilings and metalwork to undercover walkway and railings to side of parade	5		800.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Market Square, Waltham Abbey (15 to 19)					
14/098	Clear all gullies and jet through surface water and foul drains to yard and paved areas	5		400.00	Risk of blockage if not undertaken
14/099	Clean and change lamps under canopy	1		1750.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
Parklands Coopersale (28 to 31)					
14/100	Clear all gullies and jet through surface water drains to yard and paved areas	5		250.00	Risk of blockage if not undertaken
14/101	Environmental maintenance	5		300.00	General clearance of weeds, debris and litter. Controls vermin
Pyrls Lane, Loughton (34 to 52)					
14/102	Preservative treatment to fences and gates and redecoration of garage doors	5		3000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Roadhills, Waltham Abbey (74 to 82)					
14/103	Clean and change lamps under canopy, end floodlight and yard lighting	1		600.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
The Broadway, Loughton (11 to 73 & 12 to 82)					
13/086	Redecoration of undercover walkways, balcony fascias and tiled frontages	5		15000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards (Item B/F from 2012/13)
14/104	Environmental Maintenance	5		2250.00	General clearance of weeds, debris and litter. Controls vermin
The Street, High Ongar (48 & 50)					
14/105	Decoration, including minor overhaul of roof and anti-slip coating to stairs	1		6250.00	Health & Safety - Fire escape steps require redecoration and provision of an anti-slip finish to the treads. Areas of the external decoration require regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			6875.00	45300.00	
General Improvement Areas (GIAS)					
Alfred Road, Buckhurst Hill					
14/106	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
14/107	Clear all gullies and jet through surface water drains to road areas	5		500.00		Risk of blockage if not undertaken
Woollard Street, Waltham Abbey						
14/108	Environmental maintenance	5		500.00		General clearance of weeds, debris and litter. Controls vermin
				2500.00		
Chigwell Row Recreation Ground						
14/109	Replacement of failed and damaged concrete path adjacent court area including provision of access route for contractors vehicles	1	16500.00			Health & Safety - The existing footpath has failed and is in need of replacement to avoid claims against the council
14/110	Renewal of bitumen seals between concrete bays to footpaths and car park, including minor concrete repairs	1		8000.00		Health & Safety - Footpaths require maintenance between bays to prevent damage from vegetation and subsequent expensive repairs
			16500.00	8000.00		
83 Doughton Way, Buckhurst Hill, Dentist Surgery						
14/111	Partial repointing of external walls and external redecoration including safe access for working at height	1		3250.00		Walls showing signs of weather erosion and require attention. Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				3250.00		
Health & Safety Works						
14/112	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works, amendments to statutory regulations	1		8000.00		Health & Safety - Work required to comply with Health & Safety and Statutory Legislation
				8000.00		
Contingency						
14/113	Emergency Repairs	1		5000.00		To cover unexpected works on the Revenue programme
				5000.00		
Funding for the year 2013/14			299700.00	280150.00	16250.00	
Total Revenue					296400.00	
Approved capital schemes requiring additional funding						
DDF allocated					19000.00	
Capital finance schemes previously approved			278000.00			
Net funding required			21700.00			
CSB allocated					118000.00	

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
	HRA allocated				16250.00	
	Total expenditure		299700.00		143150.00	
	Year 2014/15					
Civic Offices, Epping						
Electrical/Mechanical						
15/001	Electrical load management	2&3	11000.00			To reduce risk of disruption to operations as a result of external power failure - arising from the incident in March 2008
15/002	Fire Alarm – New Loops and Cards	1&3	23100.00			The existing smoke detection system have reached the end of their effective life
15/003	Fire Alarm – Replacement Smoke and Heat Detection Loop 4 and 5	1&3	11000.00			The existing smoke detectors have reached the end of their effective/design life
15/004	Rectification of original installation in lighting cable	2&3		5000.00		The lighting units in the Conder building are failing and replacement parts are no longer available
15/005	Emergency Lighting Replacement & Battery Replacements	1		5000.00		Health & Safety - The existing batteries in the emergency lights are reaching the end of their life expectancy
15/006	Trend - Interface upgrade	4	5500.00			As the Council's energy is more closely managed and reductions made, it becomes necessary to continue with "fine tuning" of the energy management systems to continue to make energy spend savings. In order to achieve this, the Trend Building Management control strategy requires more detailed facilities. Further energy savings can be achieved by this provision
15/007	Daikin - Interface upgrade	4	9350.00			In a similar vein to the preceding item, further savings can be made by more accurate control of energy management automation of air conditioning loads, by the provision of negative optimisation. Further energy savings can be achieved by this provision
15/008	Computer Suite 1 - Replacement AC units	2	33000.00			The existing air conditioning unit is showing signs of failure, so by the 3rd year of the programme, this will need replacing
15/009	Boiler House replacement pumps	2&4	27500.00			Existing boiler main pumps are obsolete and units require replacement
Main Building (Internal)						
15/010	Partial replacement of worn floor finishes to offices, common and public areas	5		1000.00		Coverings require replacement to prevent accidents and maintain standards
15/011	Partial redecoration of offices, common and public areas	5		6000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
15/012	Renew floor mats to all entrances	5		1650.00		Mats require replacement to prevent accidents and maintain standards
Conder Building & Rear Extension (Internal)						
15/013	Partial replacement of suspended ceilings	5		5250.00		Existing ceiling panels are beyond reasonable economic repair
15/014	Partial replacement of worn floors	5		3750.00		Coverings require replacement to prevent accidents and maintain standards
15/015	Partial redecoration of offices - Conder	5		4000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/016	Partial redecoration of offices - Rear Extension	5		3000.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Conder Building & Rear Extension (External)						
15/017	Redecoration and timber treatment	5		4250.00		Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				120450.00	38900.00	
Heathall Street Offices (External)						
15/018	Drainage jetting	5		750.00		Risk of blockage if not undertaken
				750.00		
Epping Depot						
15/019	Basic standard of repair - Health & Safety requirements	1		6500.00		Work required to comply with Health & Safety and Statutory Legislation
				6500.00		
Langston Road Depot (External)						
15/020	Basic standard of repair - Health & Safety requirements	1		3750.00		Work required to comply with Health & Safety and Statutory Legislation.
15/021	Environmental maintenance	5		500.00		General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
				4250.00		
Townmead Depot (External)						
15/022	Basic standard of repair - Health & Safety requirements	1		3000.00		Work required to comply with Health & Safety and Statutory Legislation

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
15/023	Environmental maintenance	5		1200.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
15/024	Watercourse maintenance (addition to programme)	1		2500.00	Health & Safety - Watercourse requires clearing annually to prevent flooding and control vermin
15/025	Redecorate including minor repairs	5		5500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				12200.00	
North Weald Airfield					
Control Tower (Internal)					
15/026	Partial redecoration of offices	5		4000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Building 240 - Fire Station (Internal)					
15/027	Clean and change lights	1		750.00	Health & Safety - Failing light fittings and general dirty condition requires a bulk clean and change
Gymnastics Centre (structure, external and roof only)					
15/028	Maintenance of fire escape routes including clearance of vegetation	1		300.00	Health & Safety requirement
15/029	Clear gullies and drainage channels to car park	5		250.00	Risk of blockage if not undertaken
Annexe to Hangar 1					
15/030	Redecoration to external finishes	5		3000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				8300.00	
Nursery, Pyrles Lane, Loughton					
15/031	Basic standard of repair - Health & Safety requirements	1		3000.00	Work required to comply with Health & Safety and Statutory Legislation
				3000.00	
Museum, Waltham Abbey					
External					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
15/032	Redecorate front/side elevations	5		5000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Internal					
15/033	Maintenance of boiler	5		500.00	Ensures continued service, efficiency and fuel economy
				5500.00	
Limes Farm Multi-Use Games Area, Chigwell					
15/034	Clear all gullies and jet through surface water drains	5		150.00	Risk of blockage if not undertaken
				150.00	
Public Toilet, High Street, Ongar					
15/035	Jet through foul water drainage system	5		150.00	Risk of blockage if not undertaken
				150.00	
Industrial Estates					
Brooker Road Industrial Estate, Waltham Abbey					
15/036	Environmental maintenance	5		2800.00	General clearance of weeds, debris and litter. Controls vermin
				2800.00	
Oakwood Hill Industrial Estate Workshop Units					
15/037	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
15/038	Redecoration of timberwork and metal walkway	5		4500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/039	Clear debris from surface water drainage channels/drains	5		1000.00	Risk of blockage if not undertaken
				7000.00	
Epping Sports Centre					
External					
15/040	Drainage jetting	5		750.00	Risk of blockage if not undertaken
				750.00	
Loughton Leisure Centre					
External					
15/041	Drainage jetting	5		750.00	Risk of blockage if not undertaken

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
15/042	Redecorate railings to yard/access road	5		1200.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/043	Redecorate steel columns, beams and tie bars above main entrance	5		2800.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/044	Prepare and apply decorative preservative treatment to exposed timber glulam beams	5		5000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/045	Renew perished movement joints to wall and around penetrations into building	5		5250.00	Mastic sealed movement joints have deteriorated substantially. Water ingress would cause damage to the building fabric
				15000.00	
Ongar Leisure Centre					
External					
15/046	Clear all gullies and jet through surface water drains to yards, car parks and walkways including emptying petrol interceptors and cleaning filters	5		1750.00	Risk of blockage if not undertaken
15/047	Lamp replacements to street lights	1		500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
15/048	Patching/Repairs to roof, copings and movement joints	2		4500.00	Roof coverings are nearing the end of their life span. Water ingress would cause damage to the building fabric
15/049	Reline markings to car park	5		4250.00	Line markings are fading and require attention to ensure parking is controlled
				11000.00	
Waltham Abbey Swimming Pool					
External					
15/050	External redecoration of entrance wall	5		500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
15/051	Drainage jetting	5		750.00	Risk of blockage if not undertaken
15/052	Redecorate previously decorated surfaces, fascias, soffits, timber and metalwork	5		5750.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				7000.00	
Council Owned Shopping Parades					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
Borders Lane, Loughton (58 to 76)					
15/053	Drainage Jetting	5		750.00	Risk of blockage if not undertaken
15/054	Environmental maintenance	5		800.00	General clearance of weeds, debris and litter. Controls vermin
15/055	Clean and change lamps to wall mounted fittings	1		500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
				2050.00	
Hillhouse, Waltham Abbey (1 to 12)					
15/056	Clear all gullies and jet through surface water drains to yards, car park and walkways	5		500.00	Risk of blockage if not undertaken
				500.00	
Limes Avenue, Chigwell (548 to 562)					
15/057	Pressure washing and general maintenance of undercover paved areas and environmental	1		2500.00	Health & Hygiene - removal of chewing gum, litter, weeds, urine etc.
15/058	Clear all gullies and jet through foul and surface water drains to yard, car park and undercover walkway	5		750.00	Risk of blockage if not undertaken
15/059	Carry out repairs to flat roof including fascias, soffits and edge trims	5		3000.00	Areas of the roof have had temporary repairs. Water ingress would cause damage to the building fabric
15/060	Replacement of 3 No roof domes (12 No roof rooflights) to walkway and removal of asbestos upstands	5	19800		Rooflights have reach the end of their life span and require replacement
			19800	6250.00	
Loughton Way, Buckhurst Hill (142 to 164)					
15/061	Environmental maintenance	5		400.00	General clearance of weeds, debris and litter. Controls vermin
15/062	Preservative treatment to fences and gates	5		2000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				2400.00	
Lower Queens Road, Buckhurst Hill (1, 4, 5 & 8)					
15/063	Clean and change lamps to wall and ceiling mounted light fittings	1		500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
				500.00	
Market Square, Waltham Abbey (15 to 19)					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
15/064	Clear all gullies and jet through surface water and foul drains to yard and paved areas	5		400.00	Risk of blockage if not undertaken
				400.00	
Parklands Coopersale (28 to 31)					
15/065	Clear all gullies and jet through surface water drains to yard and paved areas	5		250.00	Risk of blockage if not undertaken
15/066	Environmental maintenance	5		300.00	General clearance of weeds, debris and litter. Controls vermin
15/067	Clean and change lamps under canopy and to floodlights	1		400.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
				950.00	
Pyrles Lane, Loughton (34 to 52)					
15/068	Overlay cracked asphalt roof to rear extensions	2	4400.00		Areas of the roof covering are at the end of their life span and a number of temporary repairs have been undertaken. Water ingress would cause damage to the building fabric
			4400.00		
Roundhills, Waltham Abbey (74 to 82)					
15/069	Redecoration of front canopy, staircase elevation. Bollards and barrier	5		2500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				2500.00	
The Broadway, Loughton (11 to 73 & 12 to 82)					
15/070	Environmental Maintenance	5		2250.00	General clearance of weeds, debris and litter. Controls vermin
				2250.00	
General Improvement Areas (GIAS)					
Alfred Road, Buckhurst Hill					
15/071	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin
15/072	Clear all gullies and jet through surface water drains to road areas	5		500.00	Risk of blockage if not undertaken
				2000.00	
Woollard Street, Waltham Abbey					
15/073	Environmental maintenance	5		500.00	General clearance of weeds, debris and litter. Controls vermin
				500.00	
Health & Safety Works					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
15/074	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works,	1		8000.00	Work required to comply with Health & Safety and Statutory Legislation
				8000.00	
Contingency					
15/075	Emergency Repairs	1		5000.00	To cover unexpected works on the Revenue programme
				5000.00	
Funding for the year 2014/15			144650.00	156550.00	
Approved capital schemes requiring additional funding			0.00		
DDF allocated				10000.00	
Capital finance schemes previously approved			132000.00		
Net funding required			12650.00		
CSB allocated				118000.00	
HRA allocated				6500.00	
Total expenditure			144650.00	22050.00	
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	Year 2015/16				
	Civic Offices, Epping				
	Electrical/Mechanical				
16/001	Electrical load management	2&3	11000.00		To reduce risk of disruption to operations as a result of external power failure - arising from the incident in March 2008
16/002	Fire Alarm – New Loops and Cards	1&3	45100.00		The existing smoke detection system has reached the end of its effective life
16/003	Fire Alarm – New Smoke and Heat Detection	1&3	13750.00		Additional fire cover has been recommended by the fire officer
16/004	Fire Alarm – Replacement Smoke and Heat Detection Loop 3	1&3	2200.00		The existing smoke detectors have reached the end of their effective/design life
16/005	Rectification of original installation in lighting cable	2&3		5000.00	The lighting units in the Conder building are failing and replacement parts are no longer available
16/006	Emergency Lighting Replacement & Battery Replacements	1		5000.00	Health & Safety - The existing batteries in the emergency lights are reaching the end of their life expectancy
16/007	Statutory Portable & Transportable Appliance Testing & Certification	1		11000.00	Health and Safety - to comply with statutory Regulations
16/008	Tower Toilet Fresh Air supply & Extract air handling units replacement	2	14300.00		The existing air handling units have reached the end of their effective life
16/009	Plant Room 3 - Replacement supply/extract fans	2&4	33000.00		The existing air handling units have reached the end of their effective life

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
16/010	Homefield House - Upgrades to power lighting and fire alarms	2	22000.00		The existing systems have exceeded their expected life and do not comply with modern legislation. The fire alarm is not linked to the rest of the complex
16/011	Homefield House - Upgrade boiler	4	8800.00		The existing boiler has reached the end of its expected life
Main Building (External)					
16/012	Redecoration of general timber surfaces	5		4000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
16/013	Specialist cleaning of stonework	5		10000.00	Ensures elevations remain visually acceptable and reduces likelihood of permanent staining
16/014	Jet through all foul and surface water drains	5		4500.00	Risk of blockage if not undertaken
Main Building (Internal)					
16/015	Partial replacement of worn floor finishes to offices, common and public areas	5		1000.00	Coverings require replacement to prevent accidents and maintain standards
16/016	Partial redecoration of offices, common and public areas	5		6000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
16/017	Renew and repair window blinds	5		4000.00	The opportunity to replace broken window blinds
16/018	Repaint and decorate recreation room	5		1250.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
16/019	Redecorate Committee Room 1+2	5		1500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Conder Building & Rear Extension (Internal)					
16/020	Partial replacement of suspended ceilings	5		5250.00	Existing ceiling panels are beyond reasonable economic repair
16/021	Partial replacement of worn floors	5		3750.00	Coverings require replacement to prevent accidents and maintain standards
16/022	Partial redecoration of offices	5		4000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
			150150.00	66250.00	
Hemnal Street Offices (External)					
16/023	Drainage jetting	5		750.00	Risk of blockage if not undertaken
16/024	Redecoration to main building	5		10000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				10750.00	

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
Epping Depot					
16/025	Basic standard of repair - Health & Safety requirements	1		6500.00	Work required to comply with Health & Safety and Statutory Legislation
				6500.00	
Townmead Depot (External)					
16/026	Basic standard of repair - Health & Safety requirements	1		3000.00	Work required to comply with Health & Safety and Statutory Legislation
16/027	Environmental maintenance	5		1200.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
16/028	Watercourse maintenance (addition to programme)	1		2500.00	Health & Safety - Watercourse requires clearing annually to prevent flooding and control vermin
				6700.00	
North Weald Airfield					
Gymnastics Centre (structure, external and roof only)					
16/029	Maintenance of fire escape routes including clearance of vegetation	1		300.00	Health & Safety requirement
				300.00	
Nursery, Pyrls Lane, Loughton					
16/030	Basic standard of repair - Health & Safety requirements	1		3000.00	Work required to comply with Health & Safety and Statutory Legislation
				3000.00	
Museum, Waltham Abbey					
Internal					
16/031	Maintenance of boiler	5		500.00	Ensures continued service, efficiency and fuel economy
16/032	Partial replacement of worn floor finishes to offices and public areas	5		2000.00	Coverings require replacement to prevent accidents and maintain standards
16/033	Partial redecoration of offices and public areas	5		3000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				5500.00	
Limes Farm Multi-Use Games Area, Chigwell					
16/033	Clear all gullies and jet through surface water drains	5		150.00	Risk of blockage if not undertaken
				150.00	

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
Public Toilet, High Street, Ongar					
16/034	Jet through foul water drainage system	5		150.00	Risk of blockage if not undertaken
				150.00	
Industrial Estates					
Brooker Road Industrial Estate, Waltham Abbey					
16/035	Environmental maintenance	5		2800.00	General clearance of weeds, debris and litter. Controls vermin
Oakwood Hill Industrial Estate Workshop Units					
16/036	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin and maintains fire exit routes
16/037	Electro-hydraulic lift installation	1	77000.00		Health & Safety - Lift is in need of refurbishment to ensure the safety of the users and also to bring in line with DDA regulations
			77000.00	4300.00	
Epping Sports Centre					
External					
16/038	Drainage jetting	5		750.00	Risk of blockage if not undertaken
16/039	Redecoration including minor repairs	5		2500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				3250.00	
Loughton Leisure Centre					
External					
16/040	Drainage jetting	5		750.00	Risk of blockage if not undertaken
16/041	General overhaul of upstands, flashings, details and fixings	5		4000.00	Areas of the roof have had temporary repairs. Water ingress would cause damage to the building fabric
16/042	Apply preservative treatment to windows and doors of Octagon building	5		1000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
				5750.00	
Ongar Leisure Centre					
External					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
16/043	Clear all gullies and jet through surface water drains to yards, car parks and walkways including emptying petrol interceptors and cleaning filters	5		1750.00	Risk of blockage if not undertaken
16/044	Lamp replacement to street lights	1		500.00	Health & Safety - To maintain a level of security and public safety, maintenance is required
				2250.00	
Waltham Abbey Swimming Pool					
External					
16/045	External redecoration of entrance wall	5		500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
16/046	Drainage jetting	5		750.00	Risk of blockage if not undertaken
				1250.00	
Council Owned Shopping Parades					
Borders Lane, Loughton (58 to 76)					
16/047	Drainage Jetting	5		750.00	Risk of blockage if not undertaken
16/048	Environmental maintenance	5		800.00	General clearance of weeds, debris and litter. Controls vermin
16/049	Redecoration of extensions	5		2500.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Hillhouse, Waltham Abbey (1 to 12)					
16/050	Clear all gullies and jet through surface water drains to yards, car park and walkways	5		500.00	Risk of blockage if not undertaken
Limes Avenue, Chigwell (548 to 562)					
16/051	Pressure washing and general maintenance of undercover paved areas and environmental	1		2500.00	Health & Hygiene - removal of chewing gum, litter, weeds, urine etc.
16/052	Clear all gullies and jet through foul and surface water drains to yard, car park and undercover walkway	5		750.00	Risk of blockage if not undertaken
16/053	Redecoration of walls, ceilings gates and railings to undercover walkway	5		2000.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Loughton Way, Buckhurst Hill (142 to 164)					
16/054	Environmental maintenance	5		400.00	General clearance of weeds, debris and litter. Controls vermin
Lower Queens Road, Buckhurst Hill (1, 4, 5 & 8)					

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue	Remarks
16/055	Redecoration of walls, ceilings and metalwork to undercover walkway and railings to side of parade	5		800.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
Market Square, Waltham Abbey (15 to 19)					
16/056	Clear all gullies and jet through surface water and foul drains to yard and paved areas	5		400.00	Risk of blockage if not undertaken
Parklands Coopersale (28 to 31)					
16/057	Clear all gullies and jet through surface water drains to yard and paved areas	5		250.00	Risk of blockage if not undertaken
16/058	Environmental maintenance	5		300.00	General clearance of weeds, debris and litter. Controls vermin
16/059	Redecoration of front canopy and common areas	5		4750.00	Decoration requires regular maintenance to minimise deterioration through wear and tear and to maintain visual standards
The Broadway, Loughton (11 to 73 & 12 to 82)					
16/060	Environmental Maintenance	5		2250.00	General clearance of weeds, debris and litter. Controls vermin
				18950.00	
General Improvement Areas (GIAS)					
Alfred Road, Buckhurst Hill					
16/061	Environmental maintenance	5		1500.00	General clearance of weeds, debris and litter. Controls vermin
16/062	Clear all gullies and jet through surface water drains to road areas	5		500.00	Risk of blockage if not undertaken
Woollard Street, Waltham Abbey					
16/063	Environmental maintenance	5		500.00	General clearance of weeds, debris and litter. Controls vermin
				2500.00	
Chigwell Row Recreation Ground					
16/064	Renewal of timber kick boards to court areas and replacement of No2 timber gates and posts at entrance	5		5000.00	Exposure to elements, wear and tear and vandalism results in the need for replacement
				5000.00	
Health & Safety Works					
16/065	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works,	1		8000.00	Work required to comply with Health & Safety and Statutory Legislation
				8000.00	

Item Ref	Future items for consideration in years 2013/14, 2014/15 & 2015/16	Status * = Energy Saving	Capital Fund (GF)	Revenue		Remarks
Contingency						
16/066	Emergency Repairs	1		5000.00		To cover unexpected works on the Revenue programme
				5000.00		
	Funding for the year 2015/16		227150.00	155550.00		
	Approved capital schemes requiring additional funding			0.00		
	DDF allocated			0.00		
	Capital finance schemes previously approved		0.00			
	Net funding required		227150.00			
	CSB allocated			118000.00		
	HRA allocated			6500.00		
	Total expenditure		227150.00	31050.00		

Facilities Management 5 Year Capital Programme

Project Ref	Items	2011/12 Revised £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	2015/16 Forecast £000	5 Year Total £000
	Civic Offices, High Street, CM16 4BZ						
	Electrical/Mechanical						
10/011	Extension of CCTV Security Monitoring System	11					11
10/019	DDA Alarm in Lifts and Toilets	8					8
10/022	Fall Arresting Equipment for access to Council Chamber roof void	20					20
10/026	Refurbish Conder and Rear extension Toilets	24					24
12/001	Conversion of Lighting Control from Global Automatic System to local energy efficient control	63	24				87
11/018	Fire & Risk Management Detection	17					17
11/097	Part DDA Compliance. Part resolution of Security problems. Provision of automatic opening doors. C/F 2011/12		60				60
11/020	Ceiling replacement to Conder ground floor corridor including cable management and new Lighting	14					14
11/012	Lift refurbishment and new control system Hydraulic Lift No 2.	37					37
11/015	Lift refurbishment Conder Lift No 3	47					47
11/021	Replacement of failing lighting fittings in offices in the Conder building.	29	15	11			55
11/014	Provision of replacement air conditioning system and refrigerant to secure compliance with EU F-gas regulations	9					9
12/002	Replacement of 1 of 2 main boilers	20	28				48
12/064	Insulation of Roof Spaces	10					10
12/065	Energy Efficient Projects	25					25
13/007	Ceiling replacement to Conder 1st floor corridor including cable management and new Lighting		22				22
13/001	Electrical load management		11	22	11	11	55
14/002	New generator			50			50
13/002	Fire Alarm – Replacement Smoke and Heat Detection Loop 1		9				9
13/005	Conder / Rear Extension Toilets - Mechanical Upgrade Works (Supply and Extract Service)		18				18
14/003	Fire Alarm – Replacement Smoke and Heat Detection Loop 2			9			9
15/003	Fire Alarm – Replacement Smoke and Heat Detection Loop 4 and 5				11		11
16/004	Fire Alarm – Replacement Smoke and Heat Detection Loop 3					2	2
15/002	Fire Alarm – New Loops and Cards				23	45	68
16/003	Fire Alarm – New Smoke and Heat Detection					14	14
14/005	Replacement of car park barriers			7			7

Facilities Management 5 Year Capital Programme

Project Ref	Items	2011/12 Revised £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	2015/16 Forecast £000	5 Year Total £000
14/006	Energy Conservation - Provision of Power Factor Correction to increase the efficiency of electricity use			9			9
14/007	Energy Conservation - Provision of Voltage Regulation Equipment to reduce energy consumption and electricity charges.			9			9
14/008	Main MWS Smart Metering			9			9
14/009	Tower Toilet Fresh Air supply & Extract air handling units replacement			12			12
14/010	Rear Extension - Removal of CW Tank and convert to Mains water.			4			4
14/011	Smart metering Software Conversion to Digital presentation			6			6
14/012	Ceiling replacement to Conder 2st floor corridor including cable management and new Lighting			22			22
15/006	Trend - Interface upgrade				6		6
15/007	Daikin - Interface upgrade				9		9
15/008	Computer Suite 1 - Replacement AC units				33		33
15/009	Boiler House replacement pumps				28		28
15/008	Tower Toilet Fresh Air supply & Extract air handling units replacement					14	14
15/009	Plant Room 3 - Replacement supply/extract fans					33	33
16/010	Homefield House - Upgrades to power lighting and fire alarms					22	22
16/011	Homefield House - Upgrade boiler					9	9
	Main Building (External)						
11/016	Roof Access	2	21				23
	Conder Building & Rear Extension (Internal)						
13/022	Refurbishment of ground floor ladies and first floor gents toilets		17				17
	323 House (External)						
14/022	Replacement of decaying and leaking rainwater goods			12			12
14/023	Replacement of degraded felt in gutters, redecorate soffits/fascias. Clear out gutters and replace slates			25			25
	Hemnal Street Offices (External)						
13/026	Prepare existing flat roof surfaces over reception area, entrance canopy and first floor fire		7				7
	63 The Broadway Office						
11/014	Replace air conditioning system & refrigerant for EU F-gas compliance	3					3
14/037	Replacement of obsolete suspended ceiling and associated light fittings			11			11
	Townmead Depot (External)						

Facilities Management 5 Year Capital Programme

Project Ref	Items	2011/12 Revised £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	2015/16 Forecast £000	5 Year Total £000
13/037	Repair and resurfacing of yard and roadway areas		13				13
	North Weald Airfield						
	Control Tower (External)						
13/041	Provide disabled ramp and enlarge door		7				7
13/042	Prepare existing flat roof surfaces and apply waterproof coating		6				6
14/052	Upgrade antiquated vertical means of escape ladders to comply with current H&S standards			8			8
	Museum Store, Brooker Road, Waltham Abbey						
13/054	Energy Efficiency Measures		13				13
	Oakwood Hill Industrial Estate Workshop Units						
13/037	Electro-hydraulic lift installation					77	77
	Epping Sports Centre, Epping (external & structural)						
12/014	Overlay felt to main sports hall roof including safe access.	27					27
14/072	Resurface car park including reline marking			13			13
	Waltham Abbey Swimming Pool, Waltham Abbey (external & structural)						
10/075	Thoroughly overhaul all flat roof coverings including up stands, flashings, details and fixings	41					41
14/081	Resurface car park and access road including re linemarking			37			37
	Council Owned Shopping Parades						
	Borders Lane, Loughton (58 to 76)						
13/073	Prepare existing flat roof surfaces to rear extensions and apply waterproof coating		10				10
	Hillhouse, Waltham Abbey (1 to 12)						
14/090	Overlay cracked asphalt roofs covering to rear extensions			7			7
	Limes Avenue, Chigwell (548 to 562)						
15/060	Replacement of 3 No roof domes (12 No roof lites) to walkway and recovery of asbestos upstands				20		20
	Parklands Coopersale (28 to 31)						
15/068	Overlay cracked asphalt roof to rear extensions				4		4
12/051	Shops Environmental Improvement	30					30
	Upshire Road, Waltham Abbey (113 to 123)						

Facilities Management 5 Year Capital Programme

Project Ref	Items	2011/12 Revised £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	2015/16 Forecast £000	5 Year Total £000
13/092	Shops Environmental Improvement		65				65
	Chigwell Row Recreation Ground						
14/109	Replacement of failed and damaged concrete path adjacent court area including provision of access route for contractors vehicles			17			17
13/094	Capital Contingency	0	9				9
	Grand Total	436	353	300	145	227	1461
	Approved Budget	436	484	278	132	0	1330
	New Bid	0	0	22	13	227	262
	Saving	0	131	0	0	0	131

Facilities Management 5 Year Revenue Programme (Approved)

Project Ref	Items	2011/12 Revised £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	2015/16 Forecast £000	5 Year Total £000
	Civic Offices, High Street, CM16 4BZ						
	Electrical/Mechanical						
10/028	Statutory Portable Electrical Testing of electrical appliances	14.00				11.00	25.00
10/033	Overhaul north and south elevation of Conder eternit roof	3.40					3.40
11/024	Statutory Testing of Electrical Installation & rectification of defects	46.00		10.00			56.00
13/010	Statutory Testing of Electrical Installation: Rectification of defects found from Statutory Testing 2011/2012		4.00				4.00
11/027	Safety revision to mains incoming circuit breaker	1.00					1.00
12/063	Energy Conservation - 4 No smart electricity meters	5.00					5.00
11/030	Fire Alarm system - replacement of 3No air sampler controllers	2.00					2.00
11/031	Renewal and repair of window blinds	6.00					6.00
11/032	Rectification of original installation in lighting cable	4.00	5.00	5.00	5.00	5.00	24.00
12/003	Replacement of boiler main pumps	4.00					4.00
12/004	Cleaning and renovating Condor building cold water storage tank	4.00					4.00
12/005	Replacement of worn and damaged floor finishes	12.00					12.00
12/065	Energy Efficient Projects	19.50					19.50
13/008	Emergency Lighting Replacement & Battery Replacements		5.00	5.00	5.00	5.00	20.00
14/015	Lighting Bulk Clean & Change Civic Building inc.323 House			12.00			12.00
	Main Building (External)						
13/012	Brickwork and hopper repairs to parapet walls including access lorry boom and operator for safe working at height		8.00				8.00
13/013	Redecoration of general metalwork surfaces, railings, handrails, gates and staircases		5.00				5.00
13/014	Re line marking of public car park, car park 1 and basement including removal of old markings as required		3.00				3.00
13/015	Specialist cleaning of stonework and rendered façades			10.00			10.00
16/012	Redecoration of general timber surfaces					4.00	4.00
16/013	Specialist cleaning of stonework					10.00	10.00
16/014	Jet through all foul and surface water drains					4.50	4.50
14/017	Redecoration of general timber surfaces			4.00			4.00
	Main Building (Internal)						
13/016	Partial replacement of worn floor finishes to offices, common and public areas		1.00	1.00	1.00	1.00	4.00
13/017	Partial redecoration of offices, common and public areas		3.00	9.00	6.00	6.00	24.00
13/018	Redecoration of staircases		3.50	3.50			7.00
14/020	Renew 1st floor carpets			4.00			4.00

Facilities Management 5 Year Revenue Programme (Approved)

	63 The Broadway Offices, Loughton						
14/038	Partial replacement of worn floor finishes to offices and common areas			4.25			4.25
14/039	Partial internal redecoration of offices and common areas			3.50			3.50
	Epping Depot, Epping						
12/008	Repair roofs to stores / workshops	2.50					2.50
13/029	Basic standard of repair - Health & Safety requirements		6.50	6.50	6.50	6.50	26.00
14/041	Renewal of gates to lower yard			2.00			2.00
	Langston Road Depot, Loughton (External)						
12/009	Depot environmental maintenance	0.50	0.30	0.50	0.50		1.80
12/010	Clean and change fluorescent tubes to MOT centre	1.00					1.00
13/030	Basic standard of repair - Health & Safety requirements		3.75	3.75	3.75		11.25
13/032	Redecoration/Protection of bollards and RSJs			0.50			0.50
13/033	Redecoration of external doors, including minor repairs			2.00			2.00
13/034	Isolated areas of repointing and repairs to boundary walls and renewal of movement joints		1.00				1.00
13/044	Redecoration of external fire escape stairs and provision of anti slip finish			2.80			2.80
	Langston Road Depot (Internal)						
13/035	Partial redecoration of internal common areas			5.00			5.00
13/036	Clean and change lights in store areas		1.00				1.00
	Townmead Depot (External)						
12/011	Environmental maintenance	1.20	1.20	1.20	1.20	1.20	6.00
12/012	External redecoration to timberwork	6.00					6.00
12/013	Watercourse maintenance (addition to programme)	1.70	2.50	2.50	2.50	2.50	11.70
13/038	Basic standard of repair - Health & Safety requirements		3.00	3.00	3.00	3.00	12.00
15/025	Redecorate including minor repairs				5.50		5.50
	North Weald Airfield, North Weald						
	Gatehouse (External)						
14/048	External redecoration and timber treatment			2.25			2.25
	Gatehouse (Internal)						
14/049	Internal redecoration of offices and common areas			3.50	4.00		7.50
14/050	Overhaul ceiling			1.50			1.50
	Control Tower (External)						
12/034	Carry out isolated repairs to control tower flat roof coverings	3.00					3.00
12/035	External decoration to control tower metal surfaces	2.50					2.50
13/043	Replace areas of broken glass		10.00				10.00

Facilities Management 5 Year Revenue Programme (Approved)

	Internal						
12/033	Internal redecoration programme	3.00					3.00
13/053	Maintenance of boiler			0.50	0.50	0.50	1.50
14/060	Partial replacement of worn floor finishes to offices and public areas			2.00		2.00	4.00
14/061	Sand and reseal timber flooring to public areas			2.50			2.50
14/062	Partial redecoration of offices and public areas			3.00		3.00	6.00
14/063	Improvements to lighting installations and controls (see Museum Manager)			2.50			2.50
	Limes Farm Multi-Use Games Area, Chigwell						
13/055	Clear all gullys and jet through surface water drains			0.15	0.15	0.15	0.45
14/065	Clean and change lamps to floodlights including safe access for working at height			1.25			1.25
	Public Toilets, High Street, Ongar						
13/056	Jet through foul water drainage system			0.15	0.15	0.15	0.45
14/067	Prepare and redecorate all timber and metalwork surfaces			1.50			1.50
14/068	Prepare and redecorate ceilings			1.00			1.00
	Industrial Estates						
	Brooker Road Industrial Estate, Waltham Abbey						
12/007	Environmental maintenance	1.50	1.50	2.80	2.80	2.80	11.40
14/070	Path repair and white line lower end car park			4.75			4.75
	Oakwood Hill Industrial Estate Workshop Units, Loughton						
12/042	Environmental maintenance	1.50	1.50	1.50	1.50	1.50	7.50
12/039	External redecoration	4.00					4.00
12/040	Carry out repairs to boundary walls and fences	2.00					2.00
12/041	Clearance of drainage gullies / channels and joint sealing	1.20			1.00		2.20
15/038	Redecoration of timberwork and metal walkway				4.50		4.50
	Epping Sports Centre, Epping (external & structural)						
12/080	Patching repairs to the car park	1.00					1.00
12/020	Drainage jetting	0.50	0.75	0.75	0.75	0.75	3.50
12/015	Overhaul roof upstands, flashings, details and fixings	2.00					2.00
12/016	Prepare squash courts flat roof area and apply waterproof membrane	7.50					7.50
12/017	Renew corroded and fractured downpipes to north side of squash courts	0.50					0.50
12/018	Reseal downpipe connections and plinth coating works at low level (Nichol Road side of	1.00					1.00
12/019	Renew mastic seals to movement joints of sports hall walls	1.20					1.20
13/059	Decorations including minor repairs		2.50			2.50	5.00
13/061	Redecoration of fire escape stairs and provision of anti slip finish		1.50				1.50

Facilities Management 5 Year Revenue Programme (Approved)

13/062	Replace any timber doors/ windows / cladding etc?		3.00				3.00
13/063	Renew doors to water tank room on roof		1.20				1.20
14/074	Overhaul/repair zinc wall cladding			1.75			1.75
	Loughton Leisure Centre, Loughton (external & structural)						
12/021	Overhaul roof upstands, flashings, details and fixings	4.00		4.00		4.00	12.00
12/022	External decorative preservative treatment to exposed sections of glulam beams	6.20			5.00		11.20
12/023	External preservative treatment to plant room doors, fitness studio guardrails and Octagon fascias, windows and doors	2.80					2.80
13/064	Drainage jetting			0.75	0.75	0.75	2.25
14/077	Clean and restore stained blockwork and reconstituted stone including safe access for working at height			7.00			7.00
15/042	Redecorate railings to yard/access road				1.20		1.20
15/043	Redecorate steel columns, beams and tie bars above main entrance				2.80		2.80
15/045	Renew perished movement joints to wall and around penetrations into building				5.25		5.25
15/042	Apply preservative treatment to windows and doors of Octagon building					1.00	1.00
	Ongar Leisure Centre, Ongar (external & structural)						
12/024	Carry out isolated repairs to flat roof coverings, including to gutters	1.50					1.50
12/025	Replace split / decayed timberwork in various locations	2.00					2.00
12/026	External redecoration to timberwork	4.00					4.00
12/027	Isolated lamp replacements to car park street lighting	0.90	0.50			0.50	1.90
13/067	Clear all gullies and jet through surface water drains to yards, car parks and walkways including emptying petrol interceptors and cleaning filters		1.75	1.75	1.75	1.75	7.00
13/068	Patching/Repairs of roof copings, Movement and Joints		4.50		4.50		9.00
14/079	Service and clean streetlights and replace lamps			1.50			1.50
14/080	Apply preservative treatment to windows, doors and cladding			3.75			3.75
15/047	Lamp replacements to street lights				0.50		0.50
15/049	Reline markings to car park				4.25		4.25
	Waltham Abbey Swimming Pool, Waltham Abbey (external & structural)						
12/028	Patching repairs to the car park	4.00					4.00
12/029	Overhaul roof upstands, flashings, details and fixings	3.00					3.00
12/030	External redecoration of entrance wall	0.50	0.30	0.50	0.50	0.50	2.30
12/031	Drainage jetting	0.50	0.75	0.75	0.75	0.75	3.50
13/069	Replace remaining part of decayed timber cladding with UPVC to underside of front elevation canopy		2.25				2.25

Facilities Management 5 Year Revenue Programme (Approved)

13/070	Renew of failed window gaskets to high level pool areas and renewal of perished mastic to frames		3.00					3.00
14/082	Upgrading of footpath from rear fire exits				3.00			3.00
14/083	Preservative treatment to fences and gates				2.75			2.75
15/052	Redecorate previously decorated surfaces, fascias, soffits, timber and metalwork					5.75		5.75
	Council Owned Shopping Parades							
12/043	Pressure washing and general maintenance of paved areas and walkways	1.80						1.80
12/044	Drainage Jetting	1.50						1.50
12/045	Environmental maintenance	3.50						3.50
	Borders Lane, Loughton (58 to 76)							0.00
13/074	Drainage Jetting		0.75	0.75	0.75	0.75		3.00
13/075	Environmental maintenance		0.40	0.80	0.80	0.80		2.80
14/086	Partial repoint of brick wall enclosing rear yards including minor repairs as necessary			4.00				4.00
14/087	External redecoration of extensions and exposed low level timber and metalwork to rear of parade			2.50				2.50
15/055	Clean and change lamps to wall mounted fittings					0.50		0.50
15/049	Redecoration of extensions						2.50	2.50
	Hillhouse, Waltham Abbey (1 to 12)							
13/076	Clear all gullys and jet through surface water drains to yards, car park and walkways				0.50	0.50	0.50	1.50
	Limes Avenue, Chigwell (548 to 562 including covered walkway and common areas)							0.00
13/077	Pressure washing and general maintenance of undercover paved areas and environmental maintenance to yard car park and walkways		2.50	2.50	2.50	2.50		10.00
13/078	Clear all gullys and jet through foul and surface water drains to yard, car park and undercover walkway		0.50	0.75	0.75	0.75		2.75
13/079	Prepare existing flat roof surface to small rear extension and apply waterproof coating		1.50					1.50
13/080	Re-line mark faded parking bays and symbols to car park		0.50					0.50
14/094	Redecoration of walls, ceilings gates and railings to undercover walkway			2.00				2.00
14/095	Clean and change lamps under canopy			0.50				0.50
15/059	Carry out repairs to flat roof including fascias, soffits and edge trims					3.00		3.00
16/053	Redecoration of walls, ceilings gates and railings to undercover walkway						2.00	2.00
	Loughton Way, Buckhurst Hill (142 to 164)							
13/081	Environmental maintenance		0.40	0.40	0.40	0.40		1.60
15/062	Preservative treatment to fences and gates					2.00		2.00
	Lower Queens Road, Buckhurst Hill (1, 4, 5 & 8)							0.00
14/097	Redecoration of walls, ceilings and metalwork to undercover walkway and railings to side of parade			0.80			0.80	1.60

Facilities Management 5 Year Revenue Programme (Approved)

	83 Loughton Way, Buckhurst Hill, Dentist Surgery						
14/111	Partial repointing of external walls and external redecoration including safe access for working at height			3.25			3.25
	Health & Safety Works						
12/048	Public building electrical testing, fire precaution requirements, fire fighting equipment servicing, asbestos management, water treatment works, amendments to statutory regulations	7.50	8.00	8.00	8.00	8.00	39.50
	Contingency Fund						
12/050	Emergency Repairs	5.00	5.00	5.00	5.00	5.00	25.00
12/047	Condition Survey Report for 5 year planned maintenance programme	20.00					20.00
Page 13	Grand Total	250.00	169.50	296.40	156.55	155.55	1028.00
	Less Existing Planned Maintenance CSB Budget	118.00	118.00	118.00	118.00	118.00	590.00
	Less Existing Planned Maintenance HRA Budget	8.00	6.50	16.25	7.00	6.50	44.25
	Net DDF requirement	124.00	45.00	162.15	31.55	31.05	393.75
	Current DDF Approved Budget	124.00	45.00	19.00	10.00	0.00	198.00
	Additional DDF requirement	0.00	0.00	143.15	21.55	31.05	195.75

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Report to the Cabinet

Report reference: C-040-2011/12

Date of meeting: 5 December 2011

Portfolio: Finance and Economic Development (Councillor G Mohindra)

Subject: Key Objectives 2011/12 – Progress Report

Responsible Officer: S. Tautz (01992 564180)

Democratic Services Officer: G. Woodhall (01992 564470)

Recommendations/Decisions Required:

That the Cabinet consider progress in relation to the achievement of the Council's Key Objectives for 2011/12, for the first six months of the year.

Executive Summary:

The annual identification of specific Key Objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed over the next year, and how opportunities will be exploited and better outcomes delivered.

A range of Key Objectives for 2011/12 was adopted by the Cabinet at its meeting on 31 January 2011. Performance in relation to the Key Objectives for the year is reviewed by the Cabinet and the Overview and Scrutiny Committee on a six-monthly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review and monitor performance against the Council's Key Objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance. This report presents the six-month position against the Key Objectives for 2011/12.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the Key Objectives, and to take corrective action where necessary, could have negative implications for the reputation of the Council and for judgements made about the authority.

Report:

1. The Cabinet will be aware that the format and structure of the Corporate Plan for 2011/12 to 2014/15 includes an annually updated section reflecting the Council's Key Objectives for each year of the Plan. The Key Objectives are intended to reflect national and local priorities and specific service improvements, providing a clear statement of the Council's overall intentions for the year, with reference to specific targets and outcomes.

2. The Council's Key Objectives for 2011/12 were adopted by the Cabinet at its meeting on 31 January 2011. A schedule detailing current progress (at 30 September 2011) against each of the Key Objectives is attached as Appendix 1 to this report.
3. Progress against the Council's Key Objectives was an area of inspection focus in the Managing Performance element of the former Comprehensive Area Assessment (CAA) process introduced in April 2009. Managing Performance comprised the annual assessment of the progress the Council was making towards achieving improvement in the services it delivers to the public, and was intended to identify and reflect efforts to put in place plans to secure improvement. Whilst CAA has been abolished, it is nevertheless important to ensure that relevant performance management processes are in place to review and monitor performance against the authority's Key Objectives, and to agree proposals for corrective action in areas of slippage or under performance.
4. The Cabinet is requested to consider mid-year performance against the Key Objectives adopted for 2011/12. This report was considered by the Overview and Scrutiny Committee at its meeting on 29 November 2011, and any views of the Committee will be reported to the Cabinet meeting.
5. The Council has sought to align its business, budget, and workforce planning and development processes over recent years, and these arrangements have provided an opportunity for the Key Objectives for each year to be incorporated within annual Directorate Business Plans, thereby further linking the various elements of the Council's performance management framework. For 2011/12, the Key Objectives were set by the Cabinet alongside the setting of the budget for the year, representing significant improvement over previous arrangements where Key Objectives were not determined until early in each municipal year, after the budget for the year had been agreed.
6. In order to commence the business planning process for the next financial year, current progress against the Key Objectives for 2011/12 will be used as the starting point for the identification of appropriate objectives for 2012/13. Service directors have also been requested to identify any specific additional proposed Key Objectives for next year, in liaison with individual portfolio holders, and the draft Key Objectives will be subject to consultation with the Overview and Scrutiny Committee during early 2012.

Resource Implications:

Resource requirements for any proposals for corrective action in respect of areas of slippage or under-performance in relation to the Key Objectives for 2011/12, will be identified by the Acting Chief Executive or the responsible service director.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that the Council monitors progress and reports against the achievement of its Key Objectives.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations in this report for the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative, or any Crime and Disorder issues within the district.

Consultation Undertaken:

Current progress against the Key Objectives for 2011/12 has been reported by the Acting Chief Executive and the responsible service directors. This report has been considered by Management Board and was also considered by the Overview and Scrutiny Committee at its

meeting on 29 November 2011. A copy of the report was provided to the Finance and Economic Development Portfolio Holder and Deputy Portfolio Holder (Performance Management) in advance of the publication of this agenda.

Background Papers:

None

Impact Assessments:

Risk Management

The content of this report has no specific risk management implications. However, the Acting Chief Executive or responsible service director will have identified any risk management issues arising from proposals for corrective action in respect of areas of slippage or under-performance in relation to the Key Objectives for 2011/12, as set out in this report.

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No. The content of this report has no specific equality implications. However, the Acting Chief Executive or responsible service director will have identified any equality issues arising from proposals for corrective action in respect of areas of slippage or under-performance in relation to the Key Objectives for 2011/12, as set out in this report.

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A - See comment above

What equality implications were identified through the Equality Impact Assessment process? N/A - See comment above

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A - See comment above

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KEY OBJECTIVES 2011/12

PROGRESS REPORT

30 SEPTEMBER 2011

KEY OBJECTIVES 2011/12 – PROGRESS REPORT (SEPTEMBER 2011)

KEY OBJECTIVE (1) – TO REVIEW THE COUNCIL'S COMMERCIAL LANDHOLDINGS IN ORDER TO CO - ORDINATE COMPETING LAND USE PROPOSALS, FULFIL OPERATIONAL REQUIREMENTS, ACHIEVE VALUE FOR MONEY AND PRODUCE ADDITIONAL CAPITAL AND REVENUE INCOME TO THE COUNCIL

Objective	Status	Progress
C01.a - Relocate existing services from the Langston Road depot to new depot sites	N/A	This is the high-level action for Key Objective CO1.a. See progress against the specific next level actions CO1.a(i) - CO1.a(vii).
C01.a - (i) Development of cost/benefit analysis & agreement of capital financing for new depot at Oakwood Hill	On Track	(14/11/11) The final design for the new depot is currently being discussed with the Director of Planning and Economic Development, and the Highways Department of Essex County Council. Ernst & Young have examined the proposal as part of their recent strategic property review work, and have prepared a report for the Council's consideration.
C01.a - (ii) Determination of planning application for new depot at Oakwood Hill	Behind Schedule	(31/10/11) A planning application for the new depot at Oakwood Hill has not yet been submitted. The achievement of the target date for the determination of a planning application for the new depot will require the submission of an application at least eight weeks beforehand.
C01.a - (iii) The design and tender of the new depot at Oakwood Hill	On Track	(14/11/11) Norfolk Property Services are working on a design for the replacement depot facility at Oakwood Hill, in consultation with those services being considered for relocation, with the intention of submitting a planning application.
C01.a - (iv) Development of cost/benefit analysis & agreement of capital finance for new depot at North Weald Airfield	Behind Schedule	(15/11/11) The Cabinet has agreed core capital provision of £1.5 million for the relocation of the depot to North Weald Airfield (Cabinet 14/04/2011). Until all of the various components of the relocation process have been worked through in detail, it will not be possible to prepare a cost/benefit analysis.
C01.a - (v) Determination of planning application for new depot at North Weald Airfield	Behind Schedule	(06/10/11) Norfolk Property Services are working on a design for the replacement depot facility at North Weald Airfield, at a location adjoining the control tower, with the intention of submitting a planning application. It should be recognised however that the location is within the Metropolitan Green Belt and that significant planning hurdles will need to be overcome. (31/10/11) The achievement of the target date for determination of a planning application would require the submission of an application at least thirteen weeks beforehand. As the application has not yet been submitted, the target date is not now achievable.

C01.a - (vi) The design and tender of the new depot at North Weald Airfield		Under Control	(06/10/11) Norfolk Property Services are working on a design for the replacement depot facility at North Weald Airfield, with the intention of submitting a planning application. It should be recognised however, that the location is within the Metropolitan Green Belt and that significant planning hurdles will need to be overcome. Until the initial design is approved and the planning considerations have been resolved, tenders will not be sought.
C01.a - (vii) The relocation of the Council's services from Langston Road		On Track	(14/11/11) The WRVS have relocated from Langston Road. A design for a new depot at Oakwood Hill, Loughton to accommodate Grounds Maintenance and Fleet Services is being progressed. 148 Brooker Road, Waltham Abbey has been acquired for the Museum Service store, but premises adjoining the museum in Sun Street, Waltham Abbey are also being considered and agents are negotiating terms.
C01.b - To relocate the Museum Store to the Brooker Road Industrial Estate		Behind Schedule	(25/10/11) Work is currently being undertaken on recording, packing and disposing of certain items of the museum collection, many of which have not been uncovered in the last 10-15 years. Museum staff are being assisted in this process by a team of volunteers. However due to the cost of prohibitive estimates quoted for renovation of the Brooker Road premises to provide adequate storage facilities, officers have considered alternative options and have found that there is a possibility of securing the building adjacent to the Museum at 37 Sun Street. This option would enable up to 95% of the collection to be on 'display' as opposed to 'stored' and provide a wide range of developmental opportunities. In light of this, officers are currently working on a bid to the Heritage Lottery Fund to secure up to £500,000 funding towards the purchase price of the adjoining property. A report containing the full details of this proposal will be presented to the Cabinet on 5 December 2011.
C01.c - Develop a strategy for the redevelopment of the Langston Road depot site when vacant		On Track	(14/11/11) It is expected that a date will shortly be fixed for the District Development Control Committee to consider the planning application for the redevelopment of the site for a fashion led retail park.
C01.d - Determine a planning application for the redevelopment of the Langston Road depot site		Behind Schedule	(31/10/11) Planning application EPF/2580/10 was submitted on 8 December 2010. The application has raised important issues in respect of traffic impacts which have taken time to be negotiated to the satisfaction of Essex County Council as the Highway Authority, and this has meant that the application has not yet been determined.
C01.e - Development of a strategy for the future use of North Weald Airfield		Under Control	(06/10/11) A review of the Halcrow report and options for the next stage of the assessment is being undertaken as part of the ongoing Ernst and Young review. Ernst and Young are due to report in late October/early November 2011, with guidance on how best to take the second stage of the airfield assessment forward.
C01.f - Consult on the development brief for the St. John's Road area of		Behind Schedule	(31/10/11) Responsibility for managing this project was transferred to the Director of Corporate Support Services in May 2011. It was already clear that up to date term-time traffic data and

Epping		consequent modelling was required over and above that undertaken originally. The work was ordered and delivered in term-time in the Autumn, and modelling is underway. Only on completion of the modelling can options be presented for public consultation and a development brief agreed.
C01.g - Determine the Council's approach to the use of its assets at Broadway area of Loughton	Pending	(14/11/11) The Council continues to consider these assets through the Asset Co-ordination Group and a sub-committee has been set up to look at the Broadway, under the chairmanship of the Director of Housing. (31/10/11) The Director of Housing has considered a number of sites, although planning applications have been delayed because the viability of some schemes is not clear cut in the economic climate. More recently, Transport for London have begun actively working up proposals for land in their ownership.

KEY OBJECTIVE (2) – TO UTILISE EXISTING RESOURCES TO SUPPORT THE GOVERNMENT'S VISION FOR THE 'BIG SOCIETY' WHERE INDIVIDUALS AND COMMUNITIES HAVE POWER AND RESPONSIBILITY TO CREATE BETTER NEIGHBOURHOODS AND LOCAL SERVICES

Objective	Status	Progress
C02.a - Encourage participation and consultation in development of budget & service priorities	Under Control	(6/10/11)) (See also Key Objective C02.b) Funding was obtained from Improvement East to undertake a public consultation exercise in July 2011 around priority services for local residents, against a backdrop of diminishing resources. A consultation exercise and supporting documents were developed for the proposed consultation for 2012/13, however, members took the decision to postpone the consultation exercise until the 2013/14 budget process, as the majority of savings required had already been identified in the Medium-Term Financial Forecast for 2012/13. It is intended to now conduct the consultation exercise in Summer 2012. On 26 September 2011 the Finance and Performance Management Cabinet Committee agreed that the key points from the updated Medium-Term Financial Strategy should be shared with stakeholders, and these were summarised in briefings to staff by the Acting Chief Executive and issued in the 'District Lines' staff newsletter.
C02.b - Improve local understanding of statutory & discretionary roles and responsibilities of the Council	Under Control	(7/11/11) (see Key Objective C02.a) This action was to be achieved as part of the public consultation exercise in respect of the development of budget and service priorities for 2012/13, intended to be undertaken during July 2011. Funding was obtained from Improvement East to undertake a public consultation exercise around priority services for local residents against a backdrop of diminishing resources. As part of this exercise, the intention was to demonstrate the various responsibilities of the respective tiers of local government in

			Essex and the statutory/discretionary nature of services, and a draft special edition of 'The Forester' was prepared. However, members took the decision to postpone the consultation exercise until the 2013/14 budget process, as the majority of savings required had already been identified in the Medium-Term Financial Forecast for 2012/13. It is intended to now conduct the consultation exercise in Summer 2012.
C02.c - Establish closer partnerships with voluntary sector and local communities to build community capacity		On Track	(25/10/11) Community Services have established residents groups in Super Output Areas to work with the voluntary sector and local communities to build community cohesion and capacity. Work has further been developed with existing community groups to enhance skills and develop wider membership from communities. The Local Strategic Partnership's 'Big Society Task and Finish Group' has met on three occasions, with the final meeting due to be held in November 2011.
C02.d - Work with partners and local community groups to support, train and mentor local people		On Track	(25/10/11) Community Services have developed a series of training workshops that have been provided for local voluntary groups and local councils. These have been held in Loughton and Waltham Abbey utilising Town Council facilities that have been provided free of charge. The workshops have included 'Create', a workshop to support people in becoming volunteers; advice on setting up groups with a constitution etc and advice on how to secure external funding; and 'Celebrate', designed particularly to advise communities on planning and organising celebratory events including street parties etc. for the forthcoming Diamond Jubilee and London 2012 Olympics. In addition, advice has been provided on how to consult within communities. Feedback from these workshops has been excellent and it is planned to provide further sessions in other areas of the district and during evenings and possibly weekends, to enable access for working people.
C02.d - (i) Securing of external funding to support capacity building projects		On Track	(25/10/11) Through targeted work within Super Output Areas, Community Services has supported local community groups in securing a range of funding to support community capacity building and community cohesion. In Ninefields, Waltham Abbey, a Community Development Worker supported a residents panel in developing an application to Awards For All which enabled them to secure £9,830 towards local initiatives. In Limes Farm, Chigwell, the Older People's Group was supported by the Estate Community Development Worker in an application to Awards For All and was successful in securing £5,869 towards the expansion of the group and new equipment and activities to attract new members. A local sports club in Waltham Abbey was assisted by the Council's Sports Development Officer in a successful bid to Awards For All for £9,780, which will enable the development of a new programme of activities for women and girls through provision of improved facilities.
C02.d - (ii) Train and support local		On Track	(25/10/11) (See Key Objective C0 2.d-i). A range of training workshops have been provided

<p>residents in leadership development</p>			<p>which meet the requirements of this objective. In addition, Community Services staff have been working with key individuals identified from within communities to support and mentor them in developing skills and knowledge. This has included working with young people involved in community sports programmes in disadvantaged areas to develop them from participants to leaders and then on to trained and qualified coaches. All of these youngsters have gone on to become coaches with Tottenham Hotspur Community Foundation and are now providing coaching and mentoring to other young people in the district and further afield in London Boroughs. Other similar programmes have operated within dance development, where mothers of children participating in dance classes provided by the Council's Arts Team have been trained and mentored to become leaders and subsequently to take over the organisation of the session. Through the HealthWorks programme, young volunteers have been mentored to undertake a leadership role within the programme and a young dancer is currently being trained to take over the delivery of a street dance class in Waltham Abbey.</p>
<p>C02.d - (iii) Support peer mentors to achieve improved life and health outcomes</p>		<p>On Track</p>	<p>(25/10/11) This objective is being met directly via a range of initiatives including the Council's Active Health programme, the New Horizons Scheme, Lifewalks and the HealthWorks programme for young people in Waltham Abbey. In addition, a series of Health Festivals have been delivered across the district including Ongar, Loughton and Limes Farm (scheduled for January 2012) which focus on empowering local residents to feel confident about making positive health choices. Within the directly provided initiatives, peer mentor programmes are included as part of the activities provided and volunteer leaders are actively supporting led walks, assisting with seated exercise programmes and organising various sports activities.</p>
<p>C02.e - Develop the Healthworks programme for young people in Waltham Abbey</p>		<p>On Track</p>	<p>(25/10/11) The HealthWorks programme is successfully being developed in Waltham Abbey and is meeting and ahead of many of its business plan actions. Over 600 young people have been involved in the project in 2011 and a range of activities chosen by young people have been provided including street dance, boxercise, trampolining and fitness gym sessions which have been extremely popular. Staff have conducted outreach work across Waltham Abbey and met with young people where they 'hang out' and many of these have been encouraged to join in activities available. Following a withdrawal of Youth Service support to Waltham Abbey Youth 2000 (WAY 2000), HealthWorks is now providing a drop in session at the WAY 2000 Centre in Brooker Road for young people, in partnership with primary healthcare advisors. Work is currently underway to train a selection of individuals who have become peer leaders with the programme, in delivering activity classes including street dance.</p>
<p>C02.f - Support the health services in addressing health inequalities across the district</p>		<p>Under Control</p>	<p>(25/10/11) Due to several reviews of the Primary Care Trust and changes in staff and local contacts, partnership working with the health services has been limited. Attendance at the Local Strategic Partnership (LSP) has also suffered from the ongoing re-organisation of local</p>

		health services and this has resulted in the Council taking a lead role on the Healthy Communities Sub-Group of the LSP. Community Services have taken a proactive role in addressing local health inequalities in super output areas of the district through the introduction of Health Festivals, which include a range of physical activity sessions and classes, advice on healthy diet and nutrition, healthy cooking classes and family based health improvement.
C02.g - Seek external funding to deliver initiatives identified in the Joint Strategic Needs Assessment	Pending	(25/10/11) (See Key Objective CO2.f). Owing to the issues associated with the re-organisation of local health services, this objective has been on hold pending completion of the latest review.

KEY OBJECTIVE (3) – TO WORK IN PARTNERSHIP WITH ESSEX COUNTY COUNCIL AND OTHER STATUTORY AND VOLUNTARY AGENCIES TO ENSURE THE EFFECTIVENESS OF LOCAL ARRANGEMENTS AND SERVICES TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN AND YOUNG PEOPLE

Objective	Status	Progress
C03.a - Review corporate procedures for safeguarding children and young people	On Track	(25/10/11) Each of the services that have direct contact with children, young people and families have their own specific procedures for reporting and logging child protection issues. However, whereas records of incidents and concerns were previously held in a range of locations across the Council, an electronic database has now been set up as part of the Information At Work system, that centrally holds details of all child safeguarding concerns. This database is to be further expanded to include adult safeguarding. Additional work is to be undertaken to review written procedures in line with the refresh of the Council's Safeguarding Policy.
C03.b - Provide member and officer training to develop confidence in dealing with safeguarding concerns	Under Control	(25/10/11) A series of in- house child protection training courses have been provided for staff and Members and it is anticipated that all of the Council's staff who work directly with children, young people and families have been trained or updated in their training. This has been through the in-house provision and via the online training available through Essex County Council. Of the remaining staff who have indirect contact or minimal contact with children, young people and families, it is estimated that 85% of these have been trained. As part of a support programme for other local organisations in the district, approximately ten colleagues from local schools and town/parish councils have also received training provided by the Council. However, only fifteen of the authority's fifty-eight Members have attended the courses that have been available. Therefore officers are currently looking to arrange a series of twilight sessions for this purpose.
C03.c - Review recruitment and	Pending	(25/10/11) A range of staff have been trained in safe recruitment and selection, including the

selection processes for officers who work directly with children and young people		Assistant Director (Community Services and Customer Relations) as the lead officer for corporate safeguarding, and several staff from Human Resources. However, due to the resignation of the Human Resources officer who was the lead on the programme and a subsequent lack of resources, further progress with this objective has been limited.
C03.d - Develop a Safe Recruitment Policy	On Track	(14/11/11) The development of the Council's Safe Recruitment Policy is being carried out jointly with Rochford District Council. A Human Resources consultant, jointly funded by the two councils is taking this work forward, and has so far produced draft policy documents for each authority to comment upon.

KEY OBJECTIVE (4) – TO SEEK CONTINUOUS PERFORMANCE IMPROVEMENT AND THE BEST USE OF RESOURCES, AGAINST THE BACKGROUND OF DIMINISHING PUBLIC EXPENDITURE

Objective	Status	Progress
C04.a - Achieve overall improvement in the Council's Key Performance Indicators	Under Control	<p>(21/10/11) A range of thirty-eight Key Performance Indicators (KPIs) was originally adopted for 2011/12, comprising both former statutory indicators and locally determined indicators. The aim of the KPIs is to focus improvement on the Council's priorities and key objectives, and to enable regular evaluation of the success of particular services, functions or activities. Progress in achieving target performance in respect of the majority of KPIs is reported to the Finance and Performance Management Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter, although a number are designed to be reported annually at year-end only. An annual outturn report in respect of each of the KPIs is also made to the Finance and Performance Management Cabinet Committee. A corporate target has been set for at least 70% of the KPIs for 2011/12 to achieve target performance by the end of the year.</p> <p>(15.11.11) Performance reports for each of the quarterly monitored (twenty-eight) KPIs for the period from 1 April to 30 June 2011 were submitted to the Scrutiny Panel at its meeting on 21 September 2011. The cumulative three-month position with regard to the achievement of target performance for the KPIs for 2011/12 was as follows:</p> <ul style="list-style-type: none"> (a) 15 (53.57%) had achieved the first quarter performance target for 2011/12; (b) 12 (42.86%) had not achieved the first quarter performance target for 2011/12; and (c) 1 (3.57%) could not be reported for the first quarter of 2011/12, as relevant data was not available for the first three months of the year.

			<p>Performance reports for each of the quarterly monitored KPIs for the period from 1 April to 30 September 2011 were submitted to the Scrutiny Panel at its meeting on 15 November 2011. The cumulative six-month position with regard to the achievement of target performance for the KPIs for 2011/12 was as follows:</p> <p>(a) 14 (50.00%) had achieved the second quarter performance target for 2011/12; (b) 14 (50.00%) had not achieved the second quarter performance target for 2011/12; and (c) of the 14 KPIs that did not achieve the second quarter target, performance for 6 (42.8%) was within 5% of the target for the quarter.</p> <p>The Finance and Performance Management Scrutiny Panel has recommended (21 September 2011 & 15 November 2011) the deletion of five KPIs for 2011/12 (KPI 02 - Visits to the Council's website, KPI 03 - The quality of the Council's website, KPI 57 - Local Development Scheme, KPI 58 - CO2 Reduction and KPI 59 - Fuel Poverty), in favour of other monitoring and reporting mechanisms, and recommendations in this respect will be considered by the Finance and Performance Management Cabinet Committee in January 2012. The total number of KPIs for 2011/12 is therefore now reduced to thirty-three. The Scrutiny Panel has also reviewed the KPI improvement plans for each of the KPIs that have not achieved each quarterly performance target so far in 2011/12.</p>
<p>C04.b - Work with West Essex District Councils to promote the interests of West Essex</p>		<p>On Track</p>	<p>(8/11/11) A Memorandum of Understanding has been signed between the three West Essex Authorities, which commits to looking to each other in the first instance with respect to shared services and joint procurement initiatives etc. Regular liaison meetings are held between the Chief Executives of the three authorities.</p> <p>(14/10/11) The West Essex Housing Forum has been formed, comprising the Heads of Housing from the three local authorities. The Forum has:</p> <p>(a) Drafted the affordable housing elements of the West Essex Local Investment Plan (LIP); (b) Overseen the delivery of the LIP; (c) Successfully bid for significant capital funding from the Government's Growth Area Fund including £90,000 and £50,000 for two affordable housing schemes on the Council's land at Millfield, High Ongar (straw houses) and Roundhills, Waltham Abbey respectively; and (d) Agreed in principle (subject to members' approval) to formulate a West Essex Strategic Tenancy Policy, as required by the Localism Bill, which will include joint presentations to members of the three local authorities.</p>

			<p>In addition, a Young Parent Scheme located in Ongar has been jointly commissioned with two neighbouring local authorities, one being Uttlesford District Council.</p> <p>(24/10/11) The Council has now fully joined the North Essex Parking Partnership which includes the West Essex authorities (plus Colchester, Braintree & Tendring Councils). This should, over time, increase the efficiency of parking enforcement and related matters and generate further Continuing Services Budget savings.</p>
C04.c - Continue to achieve high levels of revenue collection	N/A		<p>This is the high-level action for Key Objective CO4.c. See progress against the specific next level actions CO4.c.a(i) and CO4.c(ii).</p>
C04.c - (i) Continue to achieve high levels of Council Tax collection	On Track		<p>(28/10/11) At the end of the second quarter of the year, the Council Tax collection rate was 52.70%, above the target of 52.40%. It is anticipated that the full-year target will be achieved.</p>
C04.c - (ii) Continue to achieve high levels of National Non-Domestic Rates collection	On Track		<p>(14.10.11) 98.1% of all current housing rents due and owed was collected in 2010/11, which was within the Council target and represents top quartile performance. Rent arrears in 2010/11 only represented 1.55% of the total rent due, again top quartile.</p> <p>(28/10/11) The NNDR collection rate at the end of the second quarter of the year was 56.18%, marginally behind the target of 56.61%. However, this is ahead of the collection rate achieved at the same point in 2010/11 and so there is still a good chance that the target for the year will be achieved.</p>
C04.d - Improve further the performance of the Benefits Service	N/A		<p>This is the high-level action for Key Objective CO4.d. See progress against the specific next level actions CO4.d(i) - CO4.d(iii).</p>
C04.d - (i) Improve processing of new benefit claims for 2011-12	Behind Schedule		<p>(28/10/11) At the end of the second quarter of the year, average performance is just under 27 days which is above the target of 23 days. Efforts will be made to improve performance in the second half of the year but it is unlikely that the target of 23 days will be achieved as the average for the whole year.</p>
C04.d - (ii) Improve processing of changes of circumstance for 2011-12	On Track		<p>(28/10/11) At the end of the second quarter of the year, average performance was just under 9 days, which is above the target of 8 days. However, performance on this indicator is always strong in the final quarter and so it is still anticipated that the target of an average of 8 days will be achieved for the year as a whole.</p>
C04.d - (iii) Complete the recommendations of Benefits Service Inspection	On Track		<p>(6/10/11) Following a detailed feasibility study, Members decided not to refurbish the Finance reception area. Key recommendations arising from the Benefits Service Inspection not related to the reception area, have been progressed.</p>

C04.e - Improve further the performance of the Housing Repairs Service	On Track	(14/10/11) This progress report also covers Objectives CO4.f and CO4.g. Mears Direct was appointed as the Repairs Management Contractor in May 2011, for a three year period with options to extend by two further periods of three years. Excellent progress has been made by Mears towards achieving the key deliverables. A number rely on the installation and roll-out of Mears' own IT System, which will enable appointments to be made for all repairs, jobs to be allocated to tradesmen electronically using hand-held technology, better stores control, automatic notification of progress with repairs to tenants by text, and better cost control. The system will be installed by Christmas 2011, and should then enable Mears to start working towards the achievement of the challenging performance targets set by the Council. Savings have also been identified, through joint initiatives and partnership working with Mears.
C04.f - Introduce a scheme for all housing repairs to be undertaken by appointment	On Track	(14/10/11) See progress report in respect of Key Objective CO4.e.
C04.g - Introduce mobile working arrangements for housing inspectors and tradesmen	On Track	(14/10/11) See progress report in respect of Key Objective CO4.e.
C04.h - Complete the redevelopment of the Limes Farm Hall	Under Control	(25/10/11) Following an initial delay in progress of building works due to unforeseen circumstances, a further delay on completion of the development has been announced in regard to installation of new power cables by UK Power Network (EDF). Unfortunately this further delay has pushed the expected completion of works until January 2012, although the building works undertaken by the main contractor are expected to be completed by 21 November 2011. However, the quality of the build and finish of the new community facility is very high and it will be an excellent community asset.
C04.i - Review provision and enforcement of on-street parking within the district	N/A	This is the high-level action for Key Objective CO4.i. See progress against the specific next level actions CO4.i(i) and CO4.i(ii).
C04.i - (i) Completion of parking reviews for Buckhurst Hill, Epping & Loughton (The Broadway)	Behind Schedule	(06/10/11) There continue to be delays in the implementation of the on-street reviews. This is primarily due to operational changes and resourcing difficulties at Essex County Council. The review for Epping has reached the formal order advertising stage (published 6 October 2011) and it is anticipated that the scheme will be fully implemented by the end of March 2012. No work will be undertaken on the Buckhurst Hill or Loughton reviews until the Epping review is completed.
C04.i - (ii) Consideration by the Cabinet of on-street parking enforcement	On Track	(24/10/11) The Council is now a full member of the North Essex Parking Partnership (NEPP), which will take over enforcement duties in September 2012 when the existing contractual

options		arrangements with Vinci Park end. The Cabinet agreed to negotiate with NEPP to also provide off-street parking enforcement when the Vinci contract ends, to sit alongside the Partnership's on-street enforcement responsibilities. The NEPP Partnership Board has agreed to the Council joining the off-street partnership (ratified 20 October 2011). Continuing Services Budget savings will arise through this new arrangement.
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KEY OBJECTIVE (5) – TO ACHIEVE THE LEVELS OF NET SAVINGS NECESSARY TO MAINTAIN THE COUNCIL'S SOUND FINANCIAL POSITION

Objective	Status	Progress
C05.a - Freeze the Council Tax for 2011-12 to obtain specific Government grant	Completed	(2/7/11) The Council Tax has been successfully frozen for the 2011/12 municipal year. This has been achieved through a combination of prudent saving, investment and financial management, proactive sourcing of external funding and maximising efficiency in the delivery of all council services.
C05.b - Ensure reducing use of reserves over the period of the Medium-Term Financial Strategy	Completed	(6/10/11) The Medium-Term Financial Strategy adopted by the Council in February 2011 and the updated version agreed by the Finance & Performance Management Cabinet Committee in September 2011, both reduce the use of reserves over the period.
C05.c - Ensure General Fund Reserves fall no lower than 25% of Net Budget Requirement	Completed	(6/10/11) Both the Medium-Term Financial Strategies approved in February and September 2011 show a General Fund Reserve Balance in excess of 25% of the Net Budget Requirement at the end of the period.

KEY OBJECTIVE (6) – TO MAXIMISE THE PROVISION OF AFFORDABLE HOUSING WITHIN THE DISTRICT

Objective	Status	Progress
C06.a - Introduce an Open Market Shared Ownership Scheme providing interest-free loans for property purchases	N/A	This is the high-level action for Key Objective CO6.a. See progress against the specific next level actions CO6.a(i) - CO6.a(iii).
C06.a - (i) Provide eight interest-free loans to Broxbourne Housing Association	Under Control	(14/10/11) Progress has been delayed due to the complexities of drafting the legal documentation for this unique and innovative project. However, the legal agreements were signed in October 2011. A marketing campaign has been undertaken to explain and promote the scheme, with letters sent to all Council tenants and housing applicants. Interested applicants are in the process of being contacted to provide further information, and appropriate candidates for the scheme will be selected. Selected applicants will then look for a property on

			the open market that they wish to live in on a shared ownership basis, and Broxbourne Housing Association, the Council's partner in the scheme, will then purchase the property and provide a shared ownership lease to the applicant. It is envisaged that the first sales will take place early in the new financial year.
C06.a - (ii) Review of the Open Market Shared Ownership Scheme by the Housing Scrutiny Panel		Under Control	(14.10.11) See progress report in respect of Key Objective CO6a(i).
C06.a - (iii) Provision of six further interest-free loans to Broxbourne Housing Association		Under Control	(14.10.11) See progress report in respect of Key Objective CO6a(i).
C06.b - Work with housing associations to complete new affordable housing schemes		Under Control	(14/10/11) The schemes at Epping Forest College, Loughton; Zinc, Ongar; and Station Approach, Ongar have all been completed. The large scheme at Sewardstone Road, Waltham Abbey is on site. However, although the first completions are expected soon, the scheme has been delayed due to problems with the provision of services to the site. Therefore, a number of completions due in 2011/12 will slip into 2012/13.
C06.c - Work with Hastoe Housing Association to provide four affordable, straw-bale houses at Millfields, High Ongar		Under Control	(14/10/11) Following a residents consultation event and consultation with High Ongar Parish Council, the detailed plans for the development have been produced, and the planning application has been submitted (EPF/1898/11 - received on 06/10/11) for four affordable houses. Due to the unique and innovative use of straw bale construction, the design process has taken longer than originally envisaged. The final design takes account of two concerns raised by residents: (a) The amount of parking has been increased, to an amount significantly more than required; and (b) the sewerage will be treated on site, rather than discharging into the existing sewer system.
C06.d - Fund the purchase of 5/7 two or three bedroomed houses on the open market to let at social rents		Discontinued	(14/10/11) A tender exercise was undertaken amongst the Council's preferred housing association partners. However, based on the tenders returned, officers and the Housing Portfolio Holder did not think the purchase scheme would offer good value for money for the capital outlay. Consideration is therefore being given to better utilise the funding, by enabling more shared ownership purchases under Phase 2 of the Open Market Shared Ownership Scheme.

KEY OBJECTIVE (7) – TO HELP MITIGATE THE IMPACT OF THE CURRENT ECONOMIC CONDITIONS ON LOCAL PEOPLE AND BUSINESSES, WHERE RESOURCES PERMIT AND VALUE FOR MONEY CAN BE ACHIEVED FROM THE COUNCIL'S ACTIVITIES

Objective	Status	Progress
C07.a - Implement measures to mitigate the impact of the current economic conditions	Under Control	<p>(6/10/11) The Council has supported business events, such as promoting London 2012 Olympic related opportunities. A new 'Business Charter' has also been signed and both the Leader and the Finance and Economic Development Portfolio Holder (as Business Champion) are engaging with the local Federation of Small Businesses and other groups.</p> <p>(24/10/11) Pricewaterhouse Coopers are reviewing the Council's fees and charges structures as part of the Revenue Income Optimisation exercise and consideration will be given, bearing in mind that fees have been frozen for three years, to any proposals to increase revenue from parking in terms of their impact upon local businesses.</p> <p>(31/10/11) Regular attention is given to the income received (because this is reduced as construction has been limited during the recession). Attention is also being given to finding new sources of income.</p>

KEY OBJECTIVE (8) – TO DELIVER A SOUND CORE PLANNING STRATEGY, TO GUIDE DEVELOPMENT IN THE DISTRICT UP TO 2031, AS PART OF THE LOCAL DEVELOPMENT FRAMEWORK

Objective	Status	Progress
C08.a - Agree a revised timetable for the preparation of the Core Planning Strategy	Under Control	(31/10/11) The Government is introducing significant changes to the planning system, and this may change the titles of documents, and other procedures. Consultation has recently ended on a new, simplified National Planning Policy Framework (NPPF). One risk is that the NPPF might not save existing local policies for long, or at all. The Leader of the Council and the Planning and Technology Portfolio Holder have asked officers to find different ways of meeting the timetable for the preparation of the Core Planning Strategy.
C08.b - Determine the level of future housing growth within the district	Under Control	(31/10/11) See progress report in respect of Key Objective CO8.a (Core Planning Strategy). This objective remains a challenging matter, and a challenging target.
C08.c - Complete Stage 2 (Issues and Options) of the Core Strategy consultation exercise	Under Control	(31/10/11) See progress reports in respect of Key Objectives CO8.a (Core Planning Strategy) and CO8.b (Future Housing Growth).

Report to the Cabinet

Report reference: C-041-2011/12
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Safer and Greener

Subject: Biological Records in Essex (BRIE) Service Level Agreement and funding

Responsible Officer: Abigail Oldham (01992 788203)

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) That the District Council enters into a Service Level Agreement with the Essex Wildlife Trust (EWT) to support the development and setting up of a Biological Records Centre in Essex. This will include the receipt of habitat and species data for use in local authority decision making; and

(2) That The New Burdens (Habitats Regulations Assessment and Climate Change Planning Policy Statement) Grant Determination is ring-fenced for Countrycare for use in this purpose (£24,000) and the remaining £26,505 to be used for other protected species and habitat related consultation, advice or support in respect of BRIE or other planning application issues.

Executive Summary:

Natural England is committed to the establishment of a national network of LRCs in each county. The main purposes of these centres are:

(a) to research, collate, validate and disseminate information and advice on biodiversity; and

(b) to help local authorities with their statutory obligations with regard to conserving biodiversity.

Essex is the only county without a fully functioning centre, and has the poorest availability of information on Biodiversity Action Plan (BAP) habitats and species, in the Eastern region.

When determining planning applications in accordance with the Local Plan and the presumption in favour of sustainable development, local authorities should aim to conserve and enhance biodiversity through avoidance, mitigation and compensation. NC4 of the Local Plan states: "Development proposals will be expected to make adequate provision for the protection, enhancement and suitable management of established habitats of local significance for wildlife. Such provision may be more stringent when there are known protected species either on the site or likely to be affected by the development". BRIE would provide specialist advice or information on priority species to help the Council meet these obligations.

The proposed name for the Records Centre for this county is Biological Records in Essex (BRIE). Organisations involved in its establishment include Essex County Council, the Essex Field Club, the Environment Agency, Natural England, Museums in Essex and Essex Wildlife Trust. Once established, BRIE intends to be run as an independent, not-for-profit company, initially funded and supported by the key project partners. District and Borough Councils, and Unitary Authorities in Essex are all being asked to contribute to the development and establishment costs. It is envisaged that BRIE will then become self-supporting using an appropriate charging regime.

Reasons for Proposed Decision:

There are many organisations and individuals across the county that collect, hold and manage biological data. The aim of establishing a Local Records Centre (LRC) is to bring all these records together so that they can be checked and verified and made easily and more efficiently available to those requiring the information. This particularly includes planning authorities in dealing with applications for development or other land use changes.

Other Options for Action:

- **No data.** Therefore no evidence. This would be a low cost option, but in the medium to long term could be expensive if a decision is challenged, particularly if the information is available but has not been used.
- **Collect data.** Expensive if done on a case by case basis, cost effective if the onus is on consultants to provide data along with planning applications. However, this could be costly in terms of time spent on an application, especially if it is referred back to the developer for surveys once an application has already been submitted.
- **Use existing data from other sources.** There are many data providers in Essex, and it is possible to go to these rather than a records centre for information. However this is time consuming and potentially costly as each data provider could charge separately. There is also a possibility that data will be duplicated, or that vital data may be missed because it is not known that the data supplier exists. The accuracy of the data may not be known, and in some cases data may not be intended for use in assessing planning applications (National Biodiversity Network (NBN) data for example).

Report:

Statutory Obligations

1. Section 40 of the Natural Environment and Rural Communities Act 2006 (NERC) requires every public body in the exercising of its functions to 'have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity'.

2. PPS9: Biodiversity and Geological Conservation (2005) and the related Circular (ODPM 06/2005) go into much more detail about the importance of biodiversity, and how local authorities should address this in dealing with planning applications. The Government is intending to replace all current guidance and circulars with a National Planning Policy Framework (NPPF) by early 2012, with the intention of reducing over 3,000 pages of such guidance to about 60. The draft NPPF contains the following paragraphs dealing with biodiversity obligations:

168. *Planning policies should:*

- *take account of the need to plan for biodiversity at a landscape-scale across local authority boundaries*
- *identify and map components of the local ecological networks, including: international, national and local sites of importance for biodiversity, and areas identified by local partnerships for habitat restoration or creation*
- *promote the preservation, restoration and re-creation of priority habitats, ecological networks and the recovery of priority species populations, linked to national and local targets¹³; and identify suitable indicators for monitoring biodiversity in the plan; and*
- *aim to prevent harm to geological conservation interests.*

169. *When determining planning applications in accordance with the Local Plan and the presumption in favour of sustainable development, local planning authorities should aim to conserve and enhance biodiversity by applying the following principles:*

- *if significant harm resulting from a development cannot be avoided (through locating on an alternative site with less harmful impacts), adequately mitigated, or, as a last resort, compensated for, then planning permission should be refused*
- *development proposals where the primary objective is to conserve or enhance biodiversity should be permitted*
- *opportunities to incorporate biodiversity in and around developments should be encouraged*
- *planning permission should be refused for development resulting in the loss or deterioration of irreplaceable habitats, including ancient woodland and the loss of aged or veteran trees found outside ancient woodland, unless the need for, and benefits of, the development in that location clearly outweigh the loss*
- *the following wildlife sites should be given the same protection as European sites:*
 - *potential Special Protection Areas and possible Special Areas of Conservation*
 - *listed or proposed Ramsar sites¹⁴; and*
 - *sites identified, or required, as compensatory measures for adverse effects on European sites, potential Special Protection Areas, possible Special Areas of Conservation, and listed or proposed Ramsar sites.*

170. *Development likely to have a significant effect on sites protected under the Birds and Habitats Directives would not be sustainable under the terms of the presumption in favour of sustainable development.*

3. The LRC should be able to advise on “landscape-scale” planning for biodiversity, as this is likely to cross local authority administrative boundaries, and also to provide specialised advice or information on priority species to help the Council to meet these obligations, and to fulfil the requirements of policy NC4 of the Local Plan which states: “Development proposals will be expected to make adequate provision for the protection, enhancement and suitable management of established habitats of local significance for wildlife. Such provision may be more stringent when there are known protected species either on the site or likely to be affected by the development”. The Local Plan and Alterations are currently being reviewed with the intention that the new draft plan is submitted to the Secretary of State by February

2013 and this will lead to an Examination in Public. The nature conservation/biodiversity policies will be updated to accord with:

- (a) the final version of the NPPF;
 - (b) the most recent survey of Local Wildlife Sites in the District; and
 - (c) the establishment of the County Biological Records Centre.
4. The information maintained by BRIE should ensure that:
- (i) the strategic aims of the NPPF are met; and
 - (ii) the LoWS are reviewed on a more regular basis to ensure that policies on conservation and management continue to achieve their objectives.
5. Natural England no longer offers advice to Local Authorities on a case-by-case basis but gives general “standing advice” on protected species to guide LAs into correct decision making.

Current working practice

6. Biodiversity implications of planning applications are usually only considered if an ecological survey (Phase 1 or species specific) has already been carried out by a consultant. The method of survey is judged as to whether or not it is robust and recommendations are made - these may be for further surveys or suggestions for habitat enhancement opportunities.

7. Planning applications without ecological surveys are occasionally checked by the Countryside Manager but these are difficult to assess without appropriate data being available. An evaluation of the habitat and potential for protected species is made and advice is given on the application, but this is obviously with no definite evidence of the existence of such species.

How BRIE can help

8. EFDC Countrycare has been involved with the BRIE Steering Group since 2010. The initiative, led by the Essex Wildlife Trust, is committed to:

- Collate, store and disseminate data on species and habitats in a standardised format according to regional guidelines and codes of conduct
- Liaise with local and national recorders, planners, consultants and other records centres
- Provide the most cost effective means of obtaining reliable data to support a decision
- Provide information and guidance on the data itself, so that Local Authorities can assess the reliability of the information provided
- Provide information on data providers – ensuring that all existing information is available to subscribers
- Provide the opportunity to request other services if necessary, e.g. data interpretation services or training workshops

9. BRIE would supply EFDC with data on an annual basis and would come in the form of GIS layers that can be overlaid on EFDC Proprinter software. BRIE will allow planning officers to check planning applications to decide whether or not ecological surveys need to be carried out at an early stage. It will also inform decisions relating to ecological surveys when

they are supplied with planning applications.

10. BRIE would contribute as a form of replacement resource for the advice Natural England used to give to Local Authorities.

11. The current proposed cost is £4,000 for an SLA lasting one year. BRIE will consider offering a discount for SLAs lasting for longer than this. BRIE is a not-for-profit organisation and only charges for the costs of database maintenance, data extraction and formatting, rather than for the data itself.

12. It is recommended that The New Burdens (Habitats Regulations Assessments and Climate Change Planning Policy Statement) Grant Determination which has been running three years and is now finished, be used to support the BRIE programme. All three years' worth is in DDF - a total of £50,505. It is therefore recommended that £24,000 be allocated for 6 years' worth of BRIE.

13. The remainder would be used for other protected species and habitat related consultation, advice or support in respect of BRIE or other planning issues on an ad hoc basis.

Resource Implications:

The request is for a proportion of the existing New Burdens Grant (£24,000) to be used to support the BRIE programme for EFDC and the remaining £26,505 to be used for other protected species and habitat related consultation, advice or support in respect of BRIE or other planning issues on an ad hoc basis.

Legal and Governance Implications:

The Council has statutory obligations to consider protected species and habitats when making decisions on planning applications.

Safer, Cleaner and Greener Implications:

Not applicable.

Consultation Undertaken:

Dr Lorna Shaw – EWT

Background Papers:

Planning Policy Statement 9: Biodiversity and Geological Conservation (2005)
Draft National Planning Policy Framework

Impact Assessments:

Risk Management

Ensuring access to the best available data on biodiversity will significantly reduce the risk of making wrong decisions on planning applications. It will also allow Countrycare to more effectively manage and enhance biodiversity in the District with a reduced risk of missing out significant information.

Equality and Diversity

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A

ATTACHED: APPENDIX 1: DRAFT SERVICE LEVEL AGREEMENT

APPENDIX 1: DRAFT SERVICE LEVEL AGREEMENT



Service Level Agreement

1. This agreement is between:

Essex Wildlife Trust

The Joan Elliott Visitor Centre,
Abbotts Hall Farm,
Great Wigborough,
Essex,
CO6 7RZ.

And (“the organisation”):

(organisation name and address here)

Organisation OS license number *(where applicable, see 4.6)*

2. Purpose of the agreement:

To support the development of Biological Records In Essex (BRIE) towards the setting up of a fully functioning, county wide biological records centre. This will include the provision of habitat and species data to the organisation for use in local authority decision making.

Biological Records in Essex (BRIE) - a partnership of individuals and organisations working to co-ordinate and improve the data flow and availability of biological and geological information in Essex.

3. General terms and conditions:

- 3.1. This agreement covers the period from
- 3.2. The organisation will contribute funding of £ . This sum is to be paid on receipt of an invoice from Essex Wildlife Trust.
- 3.3. Essex Wildlife Trust will engage to provide data on species and habitats to the organisation in accordance with the data provision statement below.
- 3.4. Any data obtained by the organisation during the timescale of this agreement, for example from consultant’s reports, must be made available to BRIE free of charge wherever possible. This is to ensure that BRIE continues to improve and add to the developing Essex county database, and aid the sharing of data between planners, consultants and local groups.
- 3.5. As part of this agreement the organisation is invited to nominate a representative to sit on the BRIE Steering Group and receive regular updates on the progress of the developing Essex Records Centre.

4. Data Provision:

- 4.1. By the end of the agreement, Essex Wildlife Trust will aim to provide the organisation with data in accordance with the 2010 standard minimum service guidelines developed for local record centres (LRC's) in the East of England (see appendix 1). Where this is not possible, the organisation will be notified of any differences/omissions. New datasets will be provided as soon as possible after receipt.
- 4.2. Essex Wildlife Trust will provide a metadata statement to the organisation along with any data supplied. This will follow the format of the metadata template drafted for LRC's in the East of England (appendix 2).
- 4.3. Data provided will cover the geographical extent of the administrative area of the organisation. Data falling less than 1km outside of this area, but still within Essex will also be supplied where available to cover sites that overlap with the administrative boundary, river catchments and coastal sites adjacent to the area in question. Where administrative boundaries overlap with other counties in the East of England region Essex Wildlife Trust will liaise with other record centres in the region to provide data on request.
- 4.4. Data will be provided in the format requested by the organisation, and is valid for the term of the agreement. Species data will be provided at the resolution of 1km Ordnance Survey grid squares, although attribute information supplied with the data will provide a more accurate location where available. Designation information for protected species will be supplied along with the data.
- 4.5. Where data exists but is not available to Essex Wildlife Trust, the Trust will provide contact details of other organisations that may be able to supply records, where this information is available. These details will be provided in the metadata statement.
- 4.6. Data derived from Ordnance Survey MasterMap data (such as protected site boundaries) can only be provided to organisations that have a valid OS licence. The organisation must provide their OS license number if receiving this data from Essex Wildlife Trust.

5. Data Quality

- 5.1. Essex Wildlife Trust is currently in the early stages of setting up a fully functioning county wide Essex biological records centre, and as such data provided to the organisation should not be considered comprehensive, and may not be independently verified. Essex Wildlife Trust will continue to work to improve the quality and coverage of its data holdings, and to establish a system for checking data quality.
- 5.2. Essex Wildlife Trust will endeavour to provide further information on the validity or coverage of data on request.
- 5.3. It should be noted that the absence of records does not imply any species or habitat is absent from a given area. Nor does recorded presence imply current, continuing or breeding presence. Caution should therefore be exercised when interpreting the data provided, and where appropriate expert advice should be sought by the organisation.

6. Confidentiality

- 6.1. Data should not be sold or supplied to any other organisation without the prior written consent of Essex Wildlife Trust.
- 6.2. Recorder names will not be supplied along with the data for reasons of confidentiality; however Essex Wildlife Trust will endeavour to provide further information about the source of data on request if necessary.
- 6.3. The data supplied by Essex Wildlife Trust must not be made available for public viewing without the prior written consent of the Trust, as it may contain location details of sensitive species.

7. Termination

7.1. Either party may withdraw from this agreement by giving one month's notice in writing to the other, except in the case where either party is in breach of the Agreement in which case the other party may terminate by seven days notice in writing. In either event the fee payable by the organisation will be calculated pro rata at the date of withdrawal.

8. Signatures

Essex Wildlife Trust

Date

(Print name)

The organisation

Date

(Print name)

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Report to the Cabinet

Report reference: C-042-2009/10
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Safer, Greener & Highways
Subject: Funding of Police Community Support Officers
Responsible Officer: John Gilbert (01992 564062)
Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

- (1) To note that under the Blueprint for future Policing of the District all Police Community Support Officers will be funded by Essex Police using their Government funding allocation; and**
- (2) In the light of recommendation (1) that the Council cease its joint funding of Police Community Support Officers with effect from the commencement of the 2012/13 financial year generating a continuing service budget saving of £62,750**

Executive Summary:

The Council has been jointly funding, with Essex Police, Police Community Support Officers (PCSOs) for a number of years. The initial number of PCSOs was six, but this was reduced to four as part of the 2011/12 budget setting process. The current review of policing in Essex, the "Essex Blueprint" will result in significant changes in the way community policing is delivered. Essex Police receive government funding for a core number of PCSOs in Essex and it has been indicated that Essex Police will be unable to support the funding of PCSOs beyond this core number. Therefore, if Essex Police are unable to fund those additional posts, and this Council does not want to fund PCSOs in their entirety, it seems appropriate for the Council to make the decision to cease its joint funding, with that coming to an end at the end of this current financial year. This will result in a continuing services budget saving of £62,750 for 2012/13.

The agreement with Essex Police requires that we give four months notice, which could not be met given the date of this Cabinet meeting, the requirements for call in and the forthcoming Christmas holiday period. However, the Police have notified us that they understand this timing difficulty and are content to waive that requirement.

Reasons for Proposed Decision:

To cease the funding of PCSOs based on the operational decisions made by Essex Police as part of their "Essex Blueprint".

Other Options for Action:

The only alternative option is to fund PCSOs in their entirety, which would reduce the current numbers from four to two or to increase funding to enable the funding of all four existing

jointly funded posts.

Report:

1. The Council has been jointly funding, with Essex Police, Police Community Support Officers (PCSOs) for a number of years. The initial number of PCSOs was six, but this was reduced to four as part of the 2011/12 budget setting process. The current review of policing in Essex, the “Essex Blueprint” will result in significant changes in the way community policing is delivered. Essex Police receive government funding for a core number of PCSOs in Essex and it has been indicated that Essex Police will be unable to support the funding of PCSOs beyond this core number.

2. Therefore, if Essex Police are unable to fund those additional posts, and this Council does not want to fund PCSOs in their entirety, it seems appropriate for the Council to make the decision to cease its joint funding, with that coming to an end at the end of this current financial year. This will result in a continuing services budget saving of £62,750 for 2012/13.

3. Discussions with police colleagues in respect of the police restructuring (“Essex Blueprint”) has resulted in it becoming clear that whilst overall community policing activity will be increased, the numbers of PCSOs will decline, resulting in all PCSOs being entirely funded from the police’s core Home Office funding. Given that it would be inappropriate for this Council to fund PCSOs in their entirety, this enables the Council to agree with the police that all joint funding will cease with effect from the start of the 2012/13 financial year. If agreed this results in a continuing service budget saving of £62,750.

4. The agreement with Essex Police requires that we give four months notice of any intention to withdraw funding, which could not be met given the date of this Cabinet meeting, the requirements for call in and the forthcoming Christmas holiday period. However, the Police have notified us that they understand this timing difficulty and are content to waive that requirement, enabling the funding to cease as recommended.

5. The reduction in tasking rights and reductions in PCSO numbers may be seen as a retrograde step. However, officers are satisfied that the current excellent working relationship between the police and the Council (via the Safer Communities Unit) will continue and indeed will become ever more important as resources become further stretched in the future.

Resource Implications:

2011/12 continuing services budget allocation is £62,750. This jointly funds four PCSOs. This will be saved in its entirety from April 2012. There are no additional resourcing consequences for the Council.

Legal and Governance Implications:

The agreement with Essex Police requires that we give four months notice of any intention to withdraw funding, which could not be met for the end of the financial year given the date of this Cabinet meeting, the requirements for call in and the forthcoming Christmas holiday period. However, the Police have notified us that they understand this timing difficulty and are content to waive that requirement, enabling the funding to cease as recommended.

Safer, Cleaner and Greener Implications:

As set out in the main body of the report.

Consultation Undertaken:

Essex Police.

Background Papers:

“Essex Blueprint” (Essex Police).

Impact Assessments:

Risk Management

Provided that the “Essex Blueprint” is implemented as described and the close working relationship between the Police and the Council continues under the blueprint, there should be no degradation in community policing arising from these proposals.

Equality and Diversity

Did the initial assessment of the proposals contained in this report for relevance to the Council’s general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process?
N/A.

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A.

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Report to the Cabinet

Report Reference: C-043-2011/12.
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Finance & Economic Development

Subject: Government Consultation – Technical Reforms of Council Tax

Officer contact for further information: Rob Pavey – (01992 – 56 4211)

Democratic Services Officer: Gary Woodhall - (01992 - 56 4470)

Recommendations/Decisions Required:

- (1) That the proposed changes to Council Tax be noted; and**
- (2) That the Cabinet approves and amends where necessary the proposed responses to the consultation set out in Appendix 1.**

Executive Summary:

On 31 October 2011, the Government published its 'Technical Reforms of Council Tax' consultation paper. The review proposes changes to the discounts available for second and empty homes, changing the default number of payments and a number of other technical changes. When the consultation was issued the Secretary of State said that the changes could allow a £20 reduction in council tax for a band D property. Whilst this might be the case for a district with a very large number of second and empty properties it is unlikely to provide a significant benefit to this Council. There is a concern that the impact on cash flow and collection rates in moving from 10 to 12 payments will cost more than any additional income generated from changes to discounts.

The deadline for responses to the consultation is 29 December 2011 with the Government aiming for legislation to be in place for billing for the 2013/14 financial year. The proposed responses to the consultation are being considered by the Overview and Scrutiny Committee on 29 November and an oral update will be provided on.

Reasons for Proposed Decisions:

The consultation contains a number of proposals which will impact on this Council. The broad principals of the changes are to give greater discretion to billing authorities and this should be welcomed.

Other Options for Action:

Members could decide not to respond to the consultation.

Report:

1. On Monday 31 October the Department for Communities and Local Government published its *Technical reforms of council tax* consultation. The consultation will last for 8 weeks and will close on the 29th December. The Government proposes that reforms to the council tax system from 2013-14 will:

- Give billing authorities power to levy up to full council tax on second homes.

- Replace existing Class A and C exemptions for vacant homes with discounts of up to 100%, the amount of which it would be for billing authorities to determine.
- Abolish the Class L exemption, and make mortgagees in possession of empty dwellings liable to council tax in respect of them.
- Allow billing authorities to levy an 'empty homes premium' over and above full council tax liability in respect of dwellings which have been left empty for two years or more.
- Set a default assumption that payment of council tax be by instalments over 12 months rather than 10 as is currently the case.
- Allowing authorities to publish online the 'information to be supplied with demand notices.
- Changes to eliminate potential tax complications from arrangements involving third party suppliers where solar panels are placed on the roof of dwellings without coming into the control of the resident.

Discounts from Council Tax Bills

2. Since council tax was introduced in 1993, taxpayers have in certain circumstances been entitled to pay an amount of council tax which is reduced by a discount. In particular, different discounts are available where:

- only one adult occupies a chargeable dwelling as their sole or main residence.
- no adult occupies a chargeable dwelling as their sole or main residence.

3. The rules on discounts where no adult occupies a dwelling as their sole or main residence have evolved since council tax was introduced in 1993. Originally, the discount was set at 50 per cent but, over the years, that has changed so that, now, four contexts are recognised in practice, as follows:

(a) A furnished dwelling which is not the sole or main residence of any individual (known collectively as 'second homes') attracts a discount which billing authorities can set at between 10 and 50 per cent (but see (c) below);

(b) Any dwelling which consists of a pitch occupied by a caravan, or a mooring occupied by a boat attracts a discount of 50 per cent when unoccupied;

(c) A furnished dwelling which is not the sole or main residence of a council taxpayer attracts a discount of 50 per cent if the person liable for council tax necessarily occupies it and another dwelling, and one or other of the occupations is job related; and

(d) A dwelling which is unoccupied and substantially unfurnished attracts a discount which the billing authority can set at between 0 and 50 per cent, once any period of exemption has passed. Such dwellings are known collectively as 'long term empties'.

Exempt Dwellings

4. In a wide variety of circumstances, dwellings are exempt from council tax either for a period of time, or indefinitely while conditions are met. This consultation addresses possible changes to three of these exemptions: Classes A, C and L.

- Class A exemption is currently available for up to 12 months in respect of a vacant property which requires, is undergoing, or has recently undergone major repair work to render it habitable, or structural alteration.
- Class C exemption is currently available for up to six months after a dwelling becomes vacant.
- The practical effect of Class L exemption is to release mortgagors who have had their homes re-possessed by a bank or building society from any liability to pay council tax.

Proposals on Second Homes

5. On second homes, Government is minded to extend the range of discount available to billing authorities to allow them to levy up to full council tax on second homes, thereby placing them on the same basis as normal homes. A second home owner is taking up a unit of the local housing stock; and the original purpose of giving local authorities discretion over second homes discount was to give them a tool they could use to encourage or discourage second home ownership in their areas. The Government's present proposal will make that tool somewhat more powerful. Moreover, authorities with a high level of second home ownership will be able to levy tax from a base which is not 'damaged' by that fact – they will, if they wish, be levying tax on the same base as an authority for which second home ownership is not a significant issue.

6. For second homes, the rules governing the calculation of an authority's council tax base for formula grant purposes currently require an arbitrary assumption that a discount of 50 per cent is given in all cases. The tax base used for the calculation of council tax in each area, on the other hand, reflects the actual rates of discount that authorities have chosen to adopt. The effect is that any extra council tax revenue which an authority generates by giving a discount of less than 50 per cent on second homes is not set off by any reduction in its formula grant.

7. When the rules on discounts for second homes were revised by the Local Government Act 2003, the minimum 10 per cent discount was retained so that second home owners would still have an incentive to identify their properties as second homes. Without this, it was felt, that there would be no way to identify the additional resources generated by second homes and allow the intended retention of the extra revenue by local authorities. The Government recognises that if authorities choose, as it proposes they might, not to offer a discount on second homes, it will become more difficult in practice to distinguish second homes from other dwellings.

8. The council tax base, as used for the Government's CTB1 return at the start of October, included 247 dwellings currently classified as second homes and receiving a 10% discount. The removal of the 10% discount could increase income to the Council by approximately £4,000 per annum.

Empty Homes

9. The Coalition Government's Programme for Government committed it to exploring a range of measures to bring empty homes into use. Empty homes are often a blight on the local community, harming the local amenity of neighbouring properties. They are wasted assets, so putting empty homes more quickly back into productive use would increase housing supply. The Government is therefore proposing to give councils more flexibility to adjust or, if they think it appropriate, deny relief from council tax in some circumstances which currently entitle owners to short term exemptions. Councils will continue to be able to use their existing powers to apply discretionary discounts in cases where homes are empty due to special circumstances – e.g. hardship, fire, flooding. Councils which removed the empty discount will be encouraged to have an explicit policy on such hardship cases.

10. There are other circumstances in which it would be quite wrong to deny exemption. Several exemptions relate to unoccupied dwellings, but reflect circumstances which fully justify continuing exemption. For example, it would be wrong to interfere with exemption Class F which applies due to the death of the owner of a property, and the Government has no intention of doing so. Similarly, exemption classes E, I and J will all remain intact (they relate to dwellings left empty because the residents have moved into hospital, or to give or receive care).

11. The council tax base currently includes 248 dwellings receiving a 50% discount (down from 282 last year), although some of these dwellings will be in the protected categories, and 460 receiving no discount (up from 398 last year). The removal of the 50% discount could increase income to the Council by approximately £20,000 per annum.

Proposals on Class A Exemption

12. It is reasonable that council tax payers should get some relief in respect of vacant dwellings that are, for a time, uninhabitable for one good reason or another. When council tax was introduced, the system provided for an open-ended period of exemption in such circumstances. It continued while the state of the dwelling warranted it. However, in 2000 the law was changed to limit the period of exemption to a maximum of one year, after which the dwelling (if still vacant) is to be treated as a long term empty property. Billing authorities' discretion over the rate of discount then applies, so such properties do not necessarily attract any discount at all.

13. This limitation has generally encouraged owners to bring dwellings back into use in a reasonable time; and that remains the Government's aim. It is, however, a central prescription. There is no scope for billing authorities to use discretion about what is reasonable in terms of foregoing council tax in respect of such properties. In pursuit of the broader goals of localism, Government is therefore minded to abolish the exemption, but replace it with a discount which billing authorities have discretion to set at 100 per cent, or any lower percentage which seems reasonable to them having regard to local circumstances.

14. If authorities choose to levy council tax in circumstances in which, under the current rules, they could not, Government would wish them to be able to retain the additional revenue locally. Under the present system, in the calculation of council tax bases for formula grant purposes, a discount of 100 per cent would therefore be assumed (following the approach taken to second homes in this context). The Government acknowledges that proposals discussed in the concurrent consultation *Local Government Resource Review: Proposals for Business Rates Retention* may have a bearing on how this objective will be achieved in practice.

Proposals on Class C Exemption

15. In parallel with the abolition of Class A exemption, in the spirit of localism, Government is minded to:

- abolish Class C exemption, replacing it with a discount which billing authorities have discretion to set at 100 per cent, or any lower percentage which seems reasonable to them having regard to local circumstances.
- make provision to ensure that any extra revenue generated if billing authorities set a discount of less than 100 per cent is retained and does not affect the distribution of central government grant.

16. Class C exemption, of course, applies for a shorter time than Class A, and in different circumstances. Government is aware that the potential impact of converting it into a discount will fall on people who have moved home without selling or letting their properties; and, possibly, on developers who have vacant new properties on their books.

17. At the moment, taxpayers are entirely relieved of liability for six months, and (in areas where long term empties attract zero discount) then have to pay the tax in full. There is no compelling reason why the first six months should be treated so generously.

Class L Exemption

18. The Government's position on Class L exemption is somewhat different from that on

Classes A and C. There would be no point in amending the law to provide that owners of dwellings who have had them repossessed by a mortgagee – a bank or building society – should nevertheless be liable for council tax. The tax would very probably be uncollectable. However, these are units of accommodation which, in other hands, would usually generate council tax.

19. One way forward would be to amend council tax legislation so that, in the 'hierarchy of liability', mortgagees in possession rank higher than 'owner' but lower than 'resident' of any description.

20. If such a change were made, Class L exemption would not then be needed. The institutions which have taken possession of such dwellings would become liable for council tax while the properties are empty. This seems fair, since they effectively have control of the properties until they are sold or let, and there is no good reason why other taxpayers should have to make up the shortfall in council tax revenue suffered by the local authorities when properties are repossessed.

Empty Homes Premium

21. At present, billing authorities have discretion to reduce the discount they give when a non-exempt dwelling is unoccupied and substantially unfurnished, or indeed to determine that there shall be no discount at all. If authorities do not exercise their discretion, the discount applicable is 50 per cent. This measure was introduced via the Local Government Act 2003, and affected tax liabilities from 1 April 2004 onwards. The policy aim was to encourage owners to bring empty properties back into use more quickly.

22. However, it remains the case that a distressing number of dwellings are being left empty, at a time when there is an overall housing shortage. There are over 300,000 long-term empty homes across England. As well as being an unused resource when 1.7 million people are on social housing waiting lists, long-term empty properties attract squatters, vandalism and anti-social behaviour, and are a blight on the local community.

23. Government is therefore seeking views on whether the billing authorities should be given the option to levy an 'empty homes premium' on the council tax payable in respect of dwellings that have been left empty for a long time (two years or more, for example). In areas where authorities have already resolved not to discount the council tax payable in respect of empty dwellings, this might mean that they could levy substantially more than 100 per cent of the council tax which would be payable if a dwelling were occupied.

24. There would obviously be concerns that would have to be very carefully addressed before such a change in the council tax regime were implemented. It must be seen to operate fairly, for example, and must make sense in the context of broader local strategies for dealing with empty homes. Issues of collectability, and avoidance, would need to be considered.

Other Technical Changes to Council Tax

- The Definition of 'relevant person'

25. Government is also considering legislation to close a loophole in the provisions of sections 66(2B)(a) and (b), which provide that, if a 'relevant person' intends to let a building or part of a building for short periods totalling 140 day or more per year, it should be subject to non-domestic rates. It achieves this objective by reference to the intentions of the 'relevant person' who is defined by subsection (2C). The loophole arises because the legislation defines a 'relevant person' in terms which fail to cover the case where a freeholder retains part of a building for such purposes.

26. In the Curzon Berkeley case, the Claimant's argument was that they could not be the 'relevant person' in respect of self contained parts of a building where Curzon Berkeley were the freeholders and which they operated as Service Apartments. Accordingly, they did not fall to be assessed to non-domestic rates. In his judgement, James Goudie QC found that this was a plain case of a drafting mistake (there being no explanation as to why, in the circumstances of this case, a long leaseholder was defined as a 'relevant person' but a freeholder was not).

27. The Government now proposes that section 66(2C)(a) should be amended along the following lines:

'Where the property in question is a building or a self contained part of a building and is not subject as a whole to a relevant leasehold interest, the person having the freehold in the whole of the building or self contained part'.

- Payment by instalments

28. A council tax bill can be paid through a lump sum or through instalments. The number of instalments is normally 10, and the majority of the 22 million council tax bills issued each year are paid by this method. Local billing authorities may however agree with the taxpayer to payment in some other manner.

29. The Government believes that council taxpayers should be entitled to pay by 12 month instalments without having to enter into an agreement with the billing authority. However, the current position where payments over 12 months can be offered as a concession where payment by direct debit is agreed is a very useful collection tool. It is a significant concern that making the statutory scheme one of 12 instalments will not only impact on cash flow but is also likely to reduce overall collection rates.

- Information to be Supplied with Demand Notices

30. Council tax demand notices are normally printed and issued on paper. Matters to be contained in demand notices are set out in Regulations, requiring lengthy explanatory notes to form part of the demand notice. The Government does not propose changes to this, but notes that powers already exist for electronic billing and payment by agreement between the taxpayer and the billing authority, and that councils can give a discount if they wish to encourage taxpayers to adopt this approach, to reflect the reduced administration costs.

31. This information is costly to publish on an individual household basis. With the exception of the last item (for which different provision would have to be made), Government is minded to allow billing authorities to publish the information to be published online, but with a duty to provide hard copy for free to any resident who requests it. The demand notice should include a weblink to the online publication and provide details of how a hard copy can be obtained. Relieving authorities of the duty to provide the information in hardcopy may help encourage the take-up of electronic billing, as all parts of the process can be paper-less if the taxpayer so chooses.

- 'Rent a Roof' Solar Photovoltaic Installations on Domestic Properties

32. Currently, domestic scale solar photovoltaic installations on domestic properties – generally the roofs of homes – are treated by the Valuation Office Agency as part of the dwelling and reflected in the council tax band. The Valuation Office Agency considers that these installations have no material impact on value: so they do not lead to any change in council tax bands. Moreover, the council tax system ensures that material improvements to a home never result in any banding re-assessment, unless the home is sold. This ensures that council tax is not a home improvement tax.

33. An alternative practice is now emerging in the renewables industry, under which third party providers take part possession of the roof of homes and install solar photovoltaic at their own cost. The provider receives payments under the Feed-in Tariffs scheme for the electricity generated and the home owner receives the benefit of free electricity generated by the installation. These arrangements are known as 'rent a roof' schemes. However, given the recent reduction in the Feed in Tariff it appears that solar photovoltaic installations on domestic properties will become far less attractive.

- Annexes to Dwellings

34. Generally, if parts of a building are in separate occupations, each part is a separate hereditament; and each is a dwelling liable to council tax (unless its use is non-domestic). It will receive its own banding in the normal way. Where one occupier has paramount control of the whole, which makes the property a single hereditament, self-contained units of accommodation within the property must each be treated as separate dwellings for council tax purposes. The test for a 'self-contained unit' is whether a part is physically constructed or adapted for use as separate living accommodation. This relates entirely to the physical state of the building – not to the intentions of the owner, nor to the actual use to which the accommodation is put. It is not an issue over which the Valuation Office Agency, or the billing authority, has discretion: it all turns on the facts of the case.

35. These rules are applied frequently to define separately banded dwellings in hostels, flatlet houses etc., and the Government has no intention of changing their general application. However, representations have been made that the outcome might be unfair in some circumstances. An example is where part of a house has been physically adapted as a 'granny annexe', and been separately banded for council tax purposes as a consequence, but is no longer occupied as a separate unit of accommodation. The law requires that it should continue to be separately banded for council tax until such time as the physical adaptations are undone.

36. Attached to this report is Appendix 1 which provides responses to the questions asked in the main consultation paper.

Resource Implications:

Budget provision: Some of the changes are likely to have a positive impact on budgets although these may be considerably outweighed by the negative impact of moving to 12 instalments.

Personnel: If the basis for instalments is changed to 12 payments additional staff may be required to maintain existing collection rates.

Legal and Governance Implications:

The changes being proposed will require amendments to existing Council Tax legislation.

Safer, Cleaner, Greener Implications:

There are no environmental implications.

Consultation Undertaken:

The Overview and Scrutiny Committee are considering the draft response on 29 November and an oral update will be provided.

Background Papers:

DCLG consultation document - Technical Reforms of Council Tax.

Impact Assessments:

Risk Management

There is a risk that the proposed changes could leave authorities like Epping Forest worse off as changes to discounts could be out weighed by the negative effects of increasing default instalments from 10 to 12.

Equality and Diversity

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A

Questions for consultation

Proposals on second homes

Question 1	Do you agree with the Government's proposal to extend the range of discount available to billing authorities in respect of second homes to 0 to 50 per cent?
Response	The Council welcomes the proposal to extend the range of discount available to billing authorities in respect of second homes from 0% to 50%, because it would extend further democratically-elected councils' discretion about their relationship with their local taxpayers. However, it may be difficult to identify and bill such properties appropriately as some home owners will inevitably try to avoid the charge. This may lead to additional costs in collection and means that approximate calculations of increased revenue cannot be relied upon.
Question 2	How might authorities choosing not to offer any discount on second homes identify them in order to report second homes as necessary for formula grant purposes?
Response	The Government would need to legislate to require the owners of second homes to register them. This may be less important going forward dependant on the outcomes of the Local Government Resource Review and the future means of grant allocation.

Proposals on Class A exemption

Question 3	Do you agree with the Government's proposal to abolish Class A exemption and replace it with a discount which billing authorities may set in the range 0 to 100 per cent?
Response	The Council welcomes the proposal to abolish Class A and C exemptions for vacant homes and replace these with a discount which billing authorities may choose to set between 0% and 100%, because it would extend further democratically-elected councils' discretion about their relationship with their local taxpayers. There are currently less than 50 properties with a Class A exemption in this district so any financial gain will be limited.
Question 4	If Class A exemption is replaced by a discount, for what period should the new discount apply before such properties are treated as long term empties? Should the one-year time limit continue to apply, or should billing authorities have any discretion about it?
Response	Given current market conditions the one-year time limit is reasonable.
Question 5	If Class A exemption is replaced by a discount, should billing authorities be empowered to give different levels of discount for different cases?
Response	This would introduce unnecessary complexity and bureaucracy in the administration of the system.

Proposals on Class C exemption

Question 6	Do you agree with the Government's proposal to abolish Class C exemption and replace it with a discount which billing authorities may set in the range 0 to 100 per cent?
Response	See response to question 3 above.

Question 7	If Class C exemption is replaced by a discount, for what period should the new discount apply before such properties are treated as long term empties? Should the six month time limit continue to apply or should billing authorities have any discretion about it?
Response	The six month time limit should continue to apply.
Question 8	If Class C exemption is replaced by a discount, should billing authorities be empowered to give different levels of discount for different cases?
Response	This would introduce unnecessary complexity and bureaucracy in the administration of the system.

Class L exemption

Question 9	Should Government seek to make mortgagees in possession of empty dwellings liable to Council Tax?
Response	The Council welcomes the proposal to make mortgagees in possession of empty dwellings liable to council tax.

Long Term Empty Dwellings

Question 10	Would enabling local authorities to levy an empty homes premium on council tax have a significant impact on the number of homes being left empty?
Response	The ability to levy a premium will be effective in some cases, it is not possible to predict whether the overall impact will be significant. There are likely to be issues with collectability and avoidance.
Question 11	In terms of a percentage of normal council tax, what should the maximum permitted premium be?
Response	The decision on the level of premium should be left for individual billing authorities to determine and therefore no maximum should be set.
Question 12	How long should a dwelling have remained empty before the empty homes premium might be applied in respect of it?
Response	The suggestion of two years in the consultation paper seems reasonable.
Question 13	Should constraints be placed on the purposes to which the additional tax revenue generated from an empty homes premium may be devoted?
Response	This would introduce unnecessary complexity and bureaucracy in the administration of the system. Additional revenue should be treated in the same way as other council tax income and not be ring fenced in any way.
Question 14	What circumstances, if any, should be defined as being inappropriate for levying the empty homes premium and why?
Response	Discretion should be given to billing authorities to determine on a case by case basis.
Question 15	What practical issues would have to be addressed if the premium were to be implemented (for example in the consistent identification of empty homes) and how should they be resolved?
Response	The main practical issues are likely to be around collection and avoidance.

The definition of 'relevant person'

Question 16	Do you agree that Section 66(2C)(a) should be amended along the lines suggested?
Response	Yes, the amendment seems sensible.

Payment by instalments

Question 17	Do you agree that the default pattern of council tax bill instalments should be payment by 12 monthly instalments (with other arrangements to be reached by agreement between taxpayer and billing authority)?
Response	The Council is concerned that any proposal to see council tax collected over 12 months as the default option rather than 10 will have a significant cost to councils; this will be both through the impact on cash flow and through reduced collection rates. The Council does not believe that a localist government should prescribe to councils how council tax should be collected in their areas. Direct debit is the most efficient means of collection but moving the default to 12 months will remove the incentive that is currently offered for payment by direct debit.

Information to be supplied with demand notices

Question 18	Do you agree that billing authorities should be able to discharge their duty to provide the information that must currently be supplied with demand notices by publishing it online (with the exception of information relating to penalty charges, and subject to the right of any resident to require hard copy)?
Response	The Council welcomes the proposals to allow billing authorities to provide information in electronic format in the first instance. We believe that this will result in a small cost saving for billing authorities.

'Rent a Roof' solar PV installations on domestic properties

Question 19	Do you agree that domestic scale solar photovoltaic installed on dwellings should be treated as part of those properties?
Response	Yes, the issuing of a separate business rates assessment is not appropriate.
Question 20	Do you agree that domestic scale solar photovoltaic should be defined as installations having a maximum generating capacity of 10 kW?
Response	The setting of a maximum capacity again seems an unnecessary complication and overly bureaucratic.

Annexes to dwellings

Question 21	In what circumstances, if any, do the rules requiring the separate banding of self contained units of accommodation within a hereditament give rise to injustice?
Response	This is not felt to be a significant issue.
Question 22	Should the Government seek to make changes to these rules and if so, what changes?
Response	No changes are necessary.

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Report to the Cabinet

Report reference: C-044-2011/12
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Leisure and Wellbeing
Subject: Lowewood Museum, Hoddesdon
Responsible Officer: Tony O'Connor (01992 716882).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That Cabinet agrees to the Council entering into a five year service level agreement with Broxbourne Borough Council, to manage Lowewood Museum in Hoddesdon.**
- (2) That Cabinet agrees to a change in the public opening hours of the Epping Forest District Museum in order for the District Museum Service to accommodate the management of Lowewood Museum as from 1 February 2012**

Executive Summary:

The District Council has been approached by Broxbourne Borough Council with a proposal that Epping Forest Museum Service undertakes future management and operation of Museum Services provided from Lowewood Museum, Hoddesdon, as from 1 February 2012.

The timeframe for this coincides with the retirement of existing members of staff at the Lowewood Museum and the approach is based on the excellent reputation that Epping Forest Museum has in the area and across the region, in terms of its temporary and touring exhibitions programme, collections care and education outreach service.

Shared service delivery across the two authorities would realise opportunities for both partners; enabling Broxbourne to benefit from the expertise and skills of the District Council Museum team and providing EFDC with access to wider external funding opportunities. It would also enable the Council to realise revenue savings for the period of the agreement, through allocation of a management fee of around £10,000 and shared use of resources. In addition, the shared delivery of service would enable opportunities for staff development and skills enhancement.

In order to harmonise the opening times between the two museums and make best use of current EFDC staff resources, it is proposed to alter the opening hours of the District Museum (as laid out in the Appendix). These changes to the District Museum's opening times have additionally been arrived at following a period of visitor analysis and as such it is not expected that the level of visitor satisfaction will decrease as a result.

If Cabinet agrees to this proposal, Epping Forest District Council would enter into a five year service level agreement with Broxbourne Borough Council linked to Section 113 of the Local Government Act 1972, which would be reviewable by both parties after three years.

Reasons for Proposed Decision:

- The proposed shared service arrangement with Broxbourne Borough Council would enable the District council to realise a revenue saving of around £10,000 per annum for the period of the agreement.
- Further benefits would be realised through the increased opportunities to access external funding for projects across the two local authority areas.
- The partnership would enable a range of staff development opportunities.
- A joint service will be able to draw on the combined collections of both museums to provide services and will provide a more attractive opportunity for marketing.

Other Options for Action:

Remain with existing arrangement for Epping Forest Museum Service

Report:

1. The District Council has been approached by Broxbourne Borough Council with a proposal that Epping Forest Museum Service undertakes future management and operation of Museum Services provided from Lowewood Museum, Hoddesdon, as from 1 February 2012.
2. This proposal has arisen due to the region-wide reputation of Epping Forest District Museum Service as being an excellent service. It is seen by Broxbourne Borough Council as a solution to address the forthcoming retirement of existing staff at Lowewood Museum and as an opportunity for the borough to develop and expand its current service provision utilising the expertise and skills of Epping Forest staff.
3. The District Council will also benefit significantly from a range of new opportunities generated by a shared service and these include the potential to access and secure wider external funding for projects combining the two Museums and an opportunity to realise revenue savings of around £10,000 through shared resources and a management fee for delivery of the Broxbourne service. Additionally, both museum services being boundary neighbours share a local history and can therefore attract new audiences and user groups.
4. An integrated service would also be more effective having a more flexible response to changes in demand. It would significantly benefit customer care and increase delivery of outreach services to school and educational colleges, and create a more effective exhibition resource drawing on the collections held by both Museums.
5. Visitor figures have been improving steadily in recent years at the District Museum and this has been as a result of new displays, a highly regarded events programme and improved marketing. A larger service could avoid future visitor stagnation and boost numbers with delivery of service improvements with additional customer focused exhibitions, new events and activities for children of all ages. Some of the service improvements will generate increased income to the Council. A larger service may indeed attract additional support from the private sector, grant funding bodies and individuals.
6. The District Museum also already works in partnership with a range of cultural attractions within the Epping Forest District and the Borough of Broxbourne and plays a lead

role in the joint promotion of the cluster of organisations which lie on either side of the River Lee (The Royal Gunpowder Mills, Copped Hall, Waltham Abbey Church, The Abbey Gardens). This new arrangement would strengthen the combined tourism marketing potential for the area at time when the Lee Valley White Water Centre will be offering increased opportunities to attract visitors to the area.

7. The Lowewood Museum building itself also presents a range of opportunities for development and wider service delivery, which could lead to increased income generation on behalf of the District Council.

8. The risks associated with entering into an agreement in respect of Lowewood Museum are minimal, as maintenance of the museum building infrastructure and running costs would remain with Broxbourne Council. Epping Forest District Museum Service would effectively be working to a “labour only” contract, with Broxbourne Borough Council responsible for ensuring suitable insurance cover for the building, equipment, exhibitions and Museum collection. The Borough of Broxbourne would additionally retain legal ownership of the borough’s museum collection. The responsibilities of both parties will be clearly laid out in the Service Level Agreement and Epping Forest District Council reserves the right to terminate the agreement if those undertakings from Broxbourne Borough Council are not met.

9. If Cabinet agrees to the establishment of this shared service arrangement, the District Council’s responsibilities in relation to Lowewood Museum will be underpinned by a Service Level Agreement with Broxbourne, linked to Section 113 of the Local Government Act 1972. The extent of these responsibilities as detailed within the Appendix to this report.

10. The service level contract would initially be for a period of five years, with a review after three years to allow withdrawal if either party feels that involvement has not been successful. However if the shared service is judged successful by both parties, there would be an option to extend for a further five years.

Resource Implications:

Within existing resources. The current budget for Lowewood Museum will be managed by Epping Forest District Museum. The shared service arrangement would enable the District Council to realise a revenue saving of around £10,000.

Legal and Governance Implications:

None. Governance for Lowewood Museum and its collections will remain with the Borough of Broxbourne.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

Discussion with Officers at Broxbourne and Epping Forest District Council
Discussion with the Committee of the Friends of Lowewood Museum
Advice from EFDC Human resources
Consultation with EFDM staff and Trade Unions

Background Papers:

Service Delivery Specifications (Broxbourne Borough Council)
Service Delivery Method (Epping Forest District Museum)

Impact Assessments:

Risk Management

Low Risk to Epping Forest District Council.

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? Yes

What equality implications were identified through the Equality Impact Assessment process?
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A

Report on alteration to the Opening Hours of Epping Forest District Museum

1. Currently the Epping Forest District Museum has public opening hours of;

Monday 2-5 pm
Tuesday 12-5pm
Friday 2-5pm
Saturday 10 -5 pm
and seasonal Sunday openings of 2-5pm (May to September)

Two 'front of house' staff are employed to invigilate the galleries and the reception/ sales area during week days when there are normally additional staff in the building to support. At weekends there is a duty officer and three 'front of house' staff members to invigilate on Saturdays.

Members of the public find the opening hours confusing. The Museum shares a common entrance with the library service and although Museum opening hours are advertised, the library staff continuously receives enquiries from people who have dropped in hoping to visit but find the Museum closed.

Throughout the year Saturday attracts the most visitors and we extended the opening hours on this day while closing on Sunday afternoons in the winter months as part of an opening hours review which took place in 2000.

Seasonal Sunday opening 2 - 5 pm has always required additional effort by the Museum to attract an audience, as the Museum is the only building open within the town centre open on Sunday afternoons. The extension of weekday opening hours will provide increased access at times that are more suited to service users.

2. The proposed new opening hours for the Museum from 1st February 2012 are;

Monday 10 - 4 pm

Tuesday 10 – 4 pm

Friday 10 – 4 pm

Saturday 10 – 5 pm

The Museum will cease to operate the seasonal Sunday openings.

During the week one member of front of house staff will be based at the Epping Forest District Museum and one member of staff will be based at

Lowewood to cover the public opening hours. These staff members and the Site duty Officers will be supported by body of volunteer gallery assistants.

On Saturdays there will be two members of front of house staff based at the Epping Forest District Museum and one based at Lowewood supported by Volunteer assistants. A duty Officer will operate between both venues.

3. The additional weekday opening hours will be funded through the re-rostering of weekday staff hours, the re-deployment of the seasonal Sunday hours, funding from the agreement to operate the Lowewood Museum for Broxbourne Borough Council, aligning the opening hours of both Museums will make it easier to roster staff between the two buildings.
4. While staff will be required to work across both sites. A body of volunteers already exists supporting the work off both museums and Epping Forest District Museum is currently expanding the opportunities for volunteer and work placement staff to support the core Museum team in a range of Museum functions from visitor services to collections care.
5. It is envisaged that there will be some saving in energy and overtime and mileage payments resulting from these changes.
6. These changes have been discussed with the staff affected all of whom are in agreement with the proposals

Report to the Cabinet

Report reference: C-045-2011/12
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Environment

Subject: Transfer of flood warning telemetry systems to the Environment Agency.

Responsible Officer: Qasim (Kim) Durrani (01992 564055).
Susan Stranders (01992 564197).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To agree not to transfer the Council's flood warning telemetry systems, associated maintenance and monitoring activities to the Environment Agency; and**
- (2) That subject to recommendation (1), Cabinet seek approval for a supplementary Capital estimate for 2011/2012 of £25,000, subject to tender, in order to replace the existing systems and a report be made to Council accordingly.**

Executive Summary:

Cabinet resolved at its meeting on 18 July 2011 to the transfer of the Council's flood warning telemetry systems subject to the agreement of a protocol with the Environment Agency (EA) to inform the Council when these systems raise an alarm. The EA has stated that it is unable to agree to such a formal protocol. This report informs Members about the position and recommends that in the absence of a formal protocol the systems are not transferred.

The current telemetry warning systems are at the end of their operating life and require replacing. Therefore, if Cabinet agree to this course of action a supplementary Capital estimate for 2011/12 of approximately £25,000, subject to tender, will required to procure and install the new systems.

Reasons for Proposed Decision:

The EA has stated that in the event the systems are transferred that it is unable to put a formal protocol into place such that they will notify the Council when the flood warning telemetry systems alarm. This is contrary to the decision made by Cabinet on the 18th of July 2011 (Minute 26 – 18/7/2011). This requirement was sought in order to ensure that the Council's land drainage and flooding team could be aware of any flooding issue and prepare for that accordingly.

Even if the systems are transferred to the EA, the Council will still retain its riparian owner responsibilities. In order to ensure that these responsibilities can be properly discharged and in the absence of an agreed protocol, the report recommends the systems are not transferred to the EA and that the existing systems, which are at the end of their useful life, are replaced.

Other Options for Action:

There are no other options with regard to the transfer of the telemetry systems. The Council either accepts the situation and transfers the systems to the EA with no protocol in place to warn the Council when the systems alarm or the Council does not agree to the transfer.

The current systems are at the end of their operating life and in need of upgrading; approximately £25,000 will be required to replace them. If the systems are not transferred to the EA and these funds are not made available, the systems will fall into disrepair and eventually will not work.

The Council could transfer the systems to the EA, in the absence of a protocol and demonstrate that it was taking its riparian owner responsibilities seriously by installing additional local monitoring measures on land owned by the Council. This could be achieved through the installation of CCTV camera monitoring equipment on the flood defence assets. The estimated cost of suitable CCTV is £15,000. However, this method of monitoring would not measure the level of water as existing telemetry does and would not provide any early warning systems.

The Council could transfer the systems to the EA, in the absence of a protocol, with no additional local monitoring measures in place on the grounds of duplication and cost. However, the Council's responsibilities as a riparian owner will remain after the transfer.

Report:

1. Following the decision of Cabinet in July, officers have had discussions with the EA with regard to implementing a protocol whereby the EA informs the Council when any of the flood warning systems raise a flood alarm. Despite various suggestions from the Council as to how such a protocol could be implemented, the EA has stated that it is unable to enter into any agreement. The EA has stated that; "If we take over your telemetry systems then they will be updated and added to the many outstations that we already have. Because of the huge area that we cover and the number of telemetry outstations it will not be possible to be advising third parties of alarms we receive". At the time of writing this report, a further more detailed formal written response from the EA was still pending.

2. In the absence of a formal protocol, concerns around the EA's management of previous flooding incidences within the District and given that the Council will retain its riparian owner responsibilities it is suggested that the transfer of telemetry to the EA should not proceed. **(Recommendation (1))**

3. The Environment Portfolio Holder is meeting with senior officers from the EA on the 29 November 2011 in an effort to try to persuade the EA to reconsider its position. A verbal update about the outcome of this meeting will be given at the forthcoming Cabinet meeting.

4. The current Council owned telemetry warning systems are bespoke and the original contractor carries out ongoing maintenance and repair of these systems. The contractor has indicated that it is very unlikely that it will be able to provide a service post January 2012. Other contractors, including those who work for the EA, have stated that they would not be willing to provide a service on the existing systems and would only seek to enter into an operation and maintenance agreement on systems that they have installed. The cost of replacement systems is estimated at £25,000. A supplementary Capital estimate for this year is sought in order to upgrade the existing systems that have reached the end of their operating life. If agreed this estimate will have to be approved by Council. **(Recommendation (2))**

Resource Implications:

£25,000 Capital in 2011/12 for replacement flood warning telemetry systems and associated CCTV monitoring equipment. Although every effort will be made to procure and install the new systems in the current financial year, it is possible that some or all of the expenditure will need to carry forward into 2012/13.

Legal and Governance Implications:

Where the Council is the riparian owner of, or responsible for, Flood Storage Areas (FSA) and other flood defence assets, that responsibility will remain irrespective of the transfer of or retention of the Council's flood telemetry. Therefore, if the systems were to be transferred, and if during or following heavy rainfall a FSA fills up, the telemetry system will alert the EA of a potential overtopping of the FSA embankment. If the EA cannot respond and water floods over the embankment, it remains the responsibility of EFDC to manage the flooding. The EA cannot indemnify a riparian owner but they will assist to the best of their ability and resources.

If Members agree to the Council providing its own telemetry, the Council will clearly be seen to do its utmost to protect its residents from the effects of a potential flooding incident.

Safer, Cleaner and Greener Implications:

If the Council fulfils its statutory duties as set out above and in addition supplements any systems provided by the EA, it will fulfil any obligations under the Council's Safer, Cleaner and Greener strategy.

Consultation Undertaken:

Correspondence between the Council and EA available as background papers, EFDC Emergency Planning.

Background Papers:

Correspondence between the Council and EA.
Cabinet reports C-086-2008/2009, C-081-2009/2010, C-010-2011/2012

Impact Assessments:

Risk Management

The impact of not being able to maintain/upgrade the Council's flood defence assets is itemised in the risk matrix in the Environment and Street Scene Service Plan 2011/12. If the transfer does not go ahead and the funds are not allocated to upgrade the flood defence assets then the risk matrix would have to be amended.

Flooding is listed as a predominant risk in the Council's Emergency Planning Local Risk Register; the lack of provision of flood warning systems would be inconsistent with the Council's statutory duties to take reasonable action to eliminate or mitigate the risk having identified it.

If the systems are transferred to the EA, the Council will retain its riparian owner responsibilities. In order to ensure that these responsibilities can be properly discharged the Council must be able to demonstrate that it has carried out all appropriate measures. Concerns have arisen previously through what was considered to be an unsatisfactory response by the EA to the protection of residents during heavy rainfall incidents. Whilst even with its own telemetry the Council cannot guarantee to be able to respond to every incident or

potential incident, being able to monitor its own telemetry clearly provides the Council with the capability to judge where best to allocate resources during a potential flooding incident, reducing the risk of any subsequent claim(s) by residents.

Equality and Diversity:

A flooding event would affect all members of the community. However, the impact could be higher on elderly and those residents less able to assist themselves.

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A

Report to the Cabinet

Report reference: C-046-2011/12
Date of meeting: 5 December 2011



**Epping Forest
District Council**

Portfolio: Support Services
Subject: Draft Calendar of Council Meetings 2012/13
Responsible Officer: Gary Woodhall (01992 564470).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) That, as attached at Appendix 1, the draft Calendar of Council Meetings for 2012/13 be recommended to the Council for adoption.

Executive Summary:

The Cabinet considers the calendar of meetings each year prior to its final approval by the Council. The calendar has developed over time to meet the changing needs of the authority and, where possible, meetings of a committee have been standardised on a particular night of the week. Within the current Democratic Services Business Plan, there is an item to review the Calendar of Council Meetings, and in particular the frequency of meetings. No radical changes to the calendar have been proposed this year.

Reasons for Proposed Decision:

Item for action within the Democratic Services Business Plan for 2011/12 & 2012/13.

Other Options for Action:

Individual frequencies of meetings could be varied. In practice additional meetings are added as and when issues dictate. Similarly, meetings can be cancelled if there is a lack of business.

Report:

1. Within the current Democratic Services Business Plan, item 16 of the Action Plan is to review the Calendar of Council Meetings, and in particular the frequency of individual Committees. As a result, Democratic Services submit the draft Calendar of Council meetings each year to the Management Board for consideration prior to its approval by Members.

2. The draft Calendar at Appendix 1 is based upon the current year's calendar, with approximately the same number of meetings. It has been slightly amended in some places but wherever possible:

- (a) all Cabinet and Cabinet Committees have been scheduled for a Monday;
- (b) all Overview and Scrutiny Panels have been scheduled for a Tuesday;

- (c) all Planning Sub-Committee meetings have been scheduled for a Wednesday; and
- (d) all miscellaneous Committee meetings have been scheduled for a Thursday.

3. Council meetings have remained on their traditional Tuesday night, whilst Licensing Sub-Committees have remained on a Tuesday morning with the two full meetings of the Licensing Committee on a Wednesday afternoon.

4. There may be occasional instances where a Scrutiny Panel is not on a Tuesday evening, but this is to enable the Scrutiny Panel to retain their quarterly meeting schedule. Both the Finance & Performance Management Cabinet Committee and Scrutiny Panel have an additional meeting to allow for their participation in the budget preparation process, including a 'joint' meeting in January to consider the draft budget for the following year.

5. Friday evenings have continued to be kept free of meetings, and any encroachment into August has been kept to a bare minimum due to holidays. Planning Sub-Committees have always continued to meet throughout August, along with the Licensing Sub-Committee and Housing Appeals Panel.

6. The calendar for 2011/12 changed the frequency of the Area Planning Sub-Committees from a three weekly cycle to a four weekly cycle. It is felt within Democratic Services that this change has worked well, with minimal impact upon the relevant Key Performance Indicators, and this arrangement has been retained for 2012/13.

7. The Cabinet is requested to consider the draft Calendar of Council meetings for 2012/13 attached at Appendix 1 and whether any further changes are required to the draft Calendar. However, it should be noted that the current Calendar is very congested and the organisation of any additional meetings should be given very careful consideration. Any changes requested by Management Board will be incorporated into the final version considered by the Cabinet on 5 December 2011.

Resource Implications:

No identifiable savings as there are no significant changes planned for next year's Calendar.

Legal and Governance Implications:

None foreseen.

Safer, Cleaner and Greener Implications:

Any reduction in the number of Member meetings would continue to help the Council to meet its commitments under the Nottingham Declaration and 10:10 scheme.

Consultation Undertaken:

Management Board.
All Assistant Directors & selected Senior Officers.

Background Papers:

Report to Management Board 22 November 2011.

Impact Assessments:

Risk Management

That an insufficient number of meetings would be scheduled for a particular Committee to complete its business for the year; however, if this became apparent then additional meetings could be arranged as necessary.

Equality and Diversity

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A.

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
N/A.

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Epping Forest District Council Calendar of Meetings 2012/13															
		2012									2013				
Meeting		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
Executive															
Council		22nd		31st		27th		6th	18th		19th(21st)		23rd	21st	
Cabinet			11th	23rd		10th	22nd		3rd		4th	11th	15th		
FPM Cab Comm			25th			20th		26th		21st		18th			
NWA & AM Cab Comm				9th			8th				11th		8th		
LDF Cab Comm				2nd		3rd		19th		14th		25th			
Scrutiny															
OS Committee			7th	17th		4th	16th	27th		22nd		5th	9th		
Finance & Perf Mgmt			19th			18th		20th		21st		12th			
Housing				24th			23rd			29th		19th			
Planning Services			12th			11th			11th				16th		
Safer, Cleaner, Greener				10th			30th			8th	12th		2nd		
Constitution & Mbr Serv's			26th			25th			4th			26th			
Planning															
District Development			13th		8th		3rd			30th		27th			
Plans East		9th	6th	4th	1st-29th	26th	24th	28th	19th	23rd	20th	20th	17th	22nd	
Plans West		23rd	20th	18th	15th	12th	10th	7th	5th	9th	6th	6th	3rd	8th	
Plans South		30th	27th	25th	22nd	19th	17th	21st	12th	16th	13th	13th	10th	15th	
Licensing															
Licensing Committee							10th						10th		
Licensing Sub-Comm			12th	10th	7th	4th	2nd	6th	4th	8th	5th	5th	9th		
Miscellaneous															
Audit & Governance			21st			24th		29th			7th		4th		
Housing Appeals Panel			7th	5th	2nd	6th	4th	1st	6th	10th	7th	7th	4th		
Joint Consultative Comm				26th			18th			31st			25th		
Local Councils Liaison				5th				8th				7th			
Standards Committee			28th			25th			13th			28th			
		<u>Diamond Jubilee</u>			Mon 4Jun-12 & Tue 5-Jun-12			<u>Crime Commissioner Election</u>				Thu 15-Nov-12			
Webcast meeting		<u>Easter 2012</u>			Fri 29-Mar-13 - Mon 1-Apr-13			<u>Local Elections</u>				Thu 2-May-13			

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