



CABINET
Monday, 9th September, 2013

You are invited to attend the next meeting of **Cabinet**, which will be held at:

Council Chamber, Civic Offices, High Street, Epping
on Monday, 9th September, 2013
at 7.00 pm .

Glen Chipp
Chief Executive

Democratic Services
Officer

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The Office of the Chief Executive
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Members:

Councillors C Whitbread (Leader of the Council) (Chairman), Ms S Stavrou (Deputy Leader and Finance and Technology Portfolio Holder) (Vice-Chairman), R Bassett, W Breare-Hall, Mrs A Grigg, D Stallan, H Ulkun, G Waller and Mrs E Webster.

<p>PLEASE NOTE THE START TIME OF THE MEETING</p>

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

(Assistant to the Chief Executive) To be announced at the meeting.

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 adjourned and reconvened meetings of the Cabinet (previously circulated) held on:

(a) 22 July 2013; and

(b) 29 July 2013.

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 2013 (minute 105(iii) refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

7. OVERVIEW AND SCRUTINY

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

(b) To consider any matters that the Cabinet would like the Council's Overview and Scrutiny function to examine as part of their work programme.

**8. CORPORATE PLAN KEY OBJECTIVES 2013/14 - QUARTER 1 PROGRESS
(Pages 7 - 20)**

(Leader of the Council) To consider the attached report (C-021-2013/14).

**9. DEVELOPMENT STRATEGY - COUNCIL HOUSEBUILDING PROGRAMME
(Pages 21 - 78)**

(Housing Portfolio Holder) To consider the attached report (C-031-2013/14), as recommended by the Council Housebuilding Cabinet Committee.

- 10. EPPING HALL - SPORTS AND LEISURE FEASIBILITY STUDY (Pages 79 - 104)**
(Leisure & Wellbeing / Asset Management & Economic Development Portfolio Holders) To consider the attached report (C-013-2013/14).
- 11. LIMES FARM CENTRE (Pages 105 - 110)**
(Leisure and Wellbeing Portfolio Holder) To consider the attached report (C-022-2013/14).
- 12. REPAIRS MANAGEMENT CONTRACT RENEWAL (Pages 111 - 114)**
(Housing Portfolio Holder) To consider the attached report (C-023-2013/14).
- 13. PROPOSED REFURBISHMENT OF BAKERS LANE TOILETS EPPING (Pages 115 - 118)**
(Asset Management and Economic Development Portfolio Holder) To consider the attached report (C-024-2013/14).
- 14. METHODOLOGY FOR DETERMINING OBJECTIVELY ASSESSED HOUSING NEED (Pages 119 - 132)**
(Planning Portfolio Holder) To consider the attached report (C-025-2013/14).
- 15. ASSETS OF COMMUNITY VALUE (Pages 133 - 144)**
(Asset Management and Economic Development Portfolio Holder) To consider the attached report (C-026-2013/14).
- 16. CAPITAL BUDGET ALLOCATION FOR REPLACEMENT OF PAY AND DISPLAY MACHINES (Pages 145 - 148)**
(Safer, Greener and Transport Portfolio Holder) To consider the attached report (C-027-2013/14).
- 17. SECTION 106 CONTRIBUTION FROM THE REDEVELOPMENT OF ST JOHN'S SCHOOL, EPPING (Pages 149 - 172)**
(Leisure & Wellbeing Portfolio Holder) To consider the attached report (C-028-2013/14).
- 18. REPLACEMENT OF WASTE & RECYCLING CONTAINERS AND THE USE OF PRUDENTIAL BORROWING POWERS FOR THE NEW WASTE MANAGEMENT CONTRACT (Pages 173 - 176)**
(Environment Portfolio Holder) To consider the attached report (C-029-2013/14).
- 19. INTRODUCTION OF CHARGES FOR C.A.R.E HANDYPERSON SERVICE (Pages 177 - 184)**
(Housing Portfolio Holder) To consider the attached report (C-30-2013/14).

20. TRANSFER OF THE DISTRICT COUNCIL'S FREEHOLD INTEREST IN WALTHAM ABBEY TOWN HALL TO THE TOWN COUNCIL (Pages 185 - 190)

(Asset Management and Economic Development Portfolio Holder) To consider the attached report (C-032-2013/14).

21. DIRECTORATE RESTRUCTURING (Pages 191 - 212)

(Leader of the Council) To consider and comment on the attached draft of a report of the Head of Paid Service to be submitted to the Council on 26 September 2013 (C-033-2013/14).

22. 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.

23. EXCLUSION OF PUBLIC AND PRESS

Exclusion

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

Agenda Item No	Subject	Exempt Information Paragraph Number
24	Capital Allocation for Installation of new CCTV Equipment at the Langston Road Depot	7
25	Site of Sir Winston Churchill Public House, The Broadway, Loughton	3
26	Langston Road Retail Park	3

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.

24. CAPITAL ALLOCATION FOR INSTALLATION OF NEW CCTV CAMERA EQUIPMENT AT LANGSTON ROAD DEPOT (Pages 213 - 216)

(Asset Management and Economic Development Portfolio Holder) To consider the attached report (C-034-2013/14).

25. SITE OF SIR WINSTON CHURCHILL PUBLIC HOUSE, THE BROADWAY, LOUGHTON (Pages 217 - 226)

(Asset Management and Economic Development Portfolio Holder) To consider the attached report (C-035-2013/14).

26. LANGSTON ROAD RETAIL PARK (Pages 227 - 230)

(Asset Management & Economic Development Portfolio Holder) To consider the attached report (C-036-2013/14).

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Report to the Cabinet

Report reference: C-021-2013/14

Date of meeting: 9 September 2013

Portfolio: Leader of the Council

Subject: Corporate Plan Key Objectives 2013/14 – Quarter 1 Progress

Responsible Officer: Steve Tautz (01992 564180)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Cabinet review progress in relation to the achievement of the key objectives for 2012/13, for the first quarter of the year.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out service delivery priorities over the four-year period from 2011/12 to 2014/15, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives for each year of the plan period and progress against the achievement of objectives for previous years.

The annual identification of key objectives provides an opportunity for the Council to focus specific attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered over the coming year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, containing specific actions and desired outcomes.

A range of key objectives for 2013/14 was adopted by the Cabinet in March 2013. Progress in relation to the achievement of the key objectives is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review and monitor progress against the 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 progress against the key objectives for 2013/14, for the first quarter of the year.

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 Council's reputation and for judgements made about the progress of the authority.

Report:

1. The Corporate Plan for 2011/12 to 2014/15 translates the vision for the district set out by the Community Strategy, into the Council's strategic direction, priorities and the most important outcomes that it wants to achieve. The Corporate Plan helps to prioritise resources

to provide quality services and value for money. The key objectives adopted for each year of the Corporate Plan are not intended to reflect everything that the Council does, but instead focus on national priorities set by the Government and local challenges arising from the social, economic and environmental context of the district. The key objectives represent the Council's high-level initiatives and over-arching goals for each year.

2. Progress against the key objectives was an area of focus in former corporate inspection processes, in order to assess the Council's progress in improving the services that it delivered, and to identify and reflect plans to secure further improvement. Whilst such external assessment processes have generally been abolished, it remains important to ensure that appropriate performance management processes are in place to review and monitor progress against the key objectives, and to take appropriate corrective action where necessary in areas of slippage or behind-target performance.

3. The key objectives for 2013/14 were adopted by the Cabinet at its meeting on 11 March 2013. From the first quarter of the year, progress against the key objectives will be reviewed and monitored on a quarterly basis, in order to ensure the timely identification and implementation of appropriate corrective action where necessary.

4. A schedule detailing first quarter progress against individual actions designed to secure the achievement of each of the key objectives (at 30 June 2013), is attached as Appendix 1 to this report. In reporting progress against the objectives, the following 'status' indicators have been applied to individual actions:

- (a) **Achieved** - specific actions have been completed or in-year targets achieved;
- (b) **On-Track** - it is anticipated that specific actions will be completed or in-year targets achieved;
- (c) **Under Control** - specific actions have not been completed or achieved in accordance with in-year targets, although completion/achievement is likely to be secured by revised target date or year-end;
- (d) **Behind Schedule** - specific actions have not been commenced or achieved in accordance with quarterly or other in-year targets;
- (e) **At risk of failure** - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets, and completion/achievement may not be secured by year-end; and
- (f) **Not Achieved** - specific actions were not completed or achieved in accordance with in-year targets.

5. The Cabinet is requested to review current progress against the key objectives for 2013/14. This report was also considered by the Overview and Scrutiny Committee at its meeting on 3 September 2013, and any comments or concerns raised by the Committee will be reported to the Cabinet meeting.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service Director/Chief Officer and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service Director/Chief Officer.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, and Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service Director/Chief Officer.

Consultation Undertaken:

The performance information and targets set out in this report have been submitted by each responsible service Director/Chief Officer. Current progress in respect of each of the key objectives for 2013/14 has been considered by Management Board and the Overview and Scrutiny Committee (3 September 2013).

Background Papers:

Current progress submissions for the key objectives for 2013/14 held by the Performance Improvement Unit. Relevant supporting documentation held by responsible service directors/chief officers.

Impact Assessments:

Risk Management

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service Director/Chief Officer.

Equality:

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2013/14 will have been identified by the responsible service Director/Chief Officer.

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Key Objectives Progress Update – Q1 2013/14

Proactively promote the policies and reputation of the Council internally and externally

Action	Status	Progress
(a) - Development of high-level internal and external communications calendar	Behind Schedule	(Q1 2013/14) Proposed review of the key decision list in Leadership Team through which Directors can provide further updates on major corporate projects over a 12 month rolling period. Internal Communications plan drafted for Leadership Team.
(b) - Development of a target list of media partners	On Track	(Q1 2013/14) Weekly press cutting service with periodic summary reviews produced for Leadership Team by PR. NB. Resource implications for Contact Us email responses. Further review into potential electronic monitoring alternatives following upgrade of Newsflash Media Management application September 2013.
(c) - Development of a Social Networking Strategy and increased use of social media	Behind Schedule	(Q1 2013/14) Draft Strategy produced for consultation pending referral to Web Board and Leadership Team for adoption.

Engage with communities to put them at the centre of the Council's policy development and service design

Action	Status	Progress
(a) - Publication of Engagement Charter	On Track	(Q1 2013/14) Consultation Activity reported to F&PM Scrutiny Panel at June meeting. Forward Plan of Engagement agreed.
(b) - Identification of key stakeholders	On Track	(Q1 2013/14) Identification underway in liaison with LSP.
(c) - Facilitation of new Tenant Scrutiny Panel	Achieved	(Q1 2013/14) The Tenant Scrutiny Panel has been established and tenant members have received training from an external specialist trainer, in partnership with Uttlesford DC (in order to share costs). The Scrutiny Panel has been meeting on a regular basis and has chosen to review the way the Housing Directorate handles complaints, as the subject of its first Annual Service Review. An informal get-together between all members of the Tenant Scrutiny Panel, Tenants and Leaseholders Federation and all Housing Managers is planned, in order to introduce everyone to each other and for tenant representatives to understand which Housing Manager is responsible for which functions.

Review the strategic direction of the Council to ensure a clear and consistent set of priorities to facilitate decision-making in constrained times

Action	Status	Progress
(a) - Determination of the council's Housing Strategy for 2013-16	On Track	(Q1 2013/14) It was originally planned to produce a new Housing Strategy in 2013. However, for a number of reasons, following consultation with the Chairman of the Housing Scrutiny Panel, the Housing Portfolio has decided, in principle, that the production of the new Housing Strategy should be deferred until such time as the Local Plan Preferred Options has been published for consultation for a further year. The main reasons are that the Council's strategic direction for the Local Plan (i.e. nos. of new homes, locations and affordable housing requirements) is still under consideration, and the Strategic Housing Market Assessment (SHMA) (including the supplementary report on older people's housing) has not been finalised - both of which are important foundations on which the Housing Strategy needs to be based. In the meantime, an interim Housing Strategy Key Action Plan has been formulated for the forthcoming year, which the Housing Portfolio Holder will be asked to formally approve later in July 2013, at the same time as formally confirming the proposed deferral of the production of the Housing Strategy. All members are being advised of this approach, through the Council Bulletin.
(b) - Development of council's Economic Development Strategy	On Track	(Q1 2013/14) A consultant has been assisting in this task.
(c) - Development of the council's Waste Strategy	Behind Schedule	(Q1 2013/14) Incorporated within the procurement of the waste services contract. The specification of the final contract will not be fully specified until after later stages of competitive dialogue. It may become necessary to extend the deadline beyond September.
(d) - Development of the council's Leisure Strategy	On Track	(Q1 2013/14) Leader decision on the establishment of a portfolio holder advisory group prepared. Initial research into leisure needs (including building on the evidence base of the local plan) is underway. date for initial scoping meeting of the Officer Working Group has been set. Indicative timetable for the leisure management procurement process identified.
(e) - Development of the council's Operational Property Strategy	Not Achieved	(Q1 2013/14) The "Operational Property Strategy" comprises a number of facets on which work has commenced. Smarter Working - This element of the strategy is intrinsically linked to the ICT Strategy and changes to corporate policy / culture which should help in reducing the EFDC space requirement t the Civic Offices. The detail of how much space can be vacated will not be known until the smarter working strategy has been formulated. A small group of three Assistant Directors is scoping the methodology for achieving this including gathering evidence from other authorities that have undergone a similar transformation. HR have reviewed the Home Working Policy that will be submitted to Management Board for discussion shortly. Development of key sites - The development of key sites will have an impact on the strategy in relation to depot requirements and future provision. Major Service Contracts - The Waste Management contract is currently in procurement through competitive dialogue. The outcome in terms of future depot provision for this service is not yet known. Planned & Preventative Maintenance Energy Reduction
(f) - Determination of the council's	Achieved	(Q1 2013/14) In April 2013 the Council agreed to provide information and advice on the Green Deal to local residents and has provided some information on its website.

approach to the 'Green Deal' initiative		
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Deliver a robust and resilient Local Plan that facilitates appropriate growth, whilst protecting the special character of the district

Action	Status	Progress
(a) – Adoption of Community & Engagement Strategy for Local Plan	Not Achieved	(Q1 2013/14) Engagement strategy agreed by full Council on 23 April 2013.
(b) – Publication of Local Plan Preferred Options Consultation	Under Control	(Q1 2013/14) New timetable considered by Cabinet on 22 July 2013.
(c) – Publication of Local Plan	Under Control	(Q1 2013/14) New timetable considered by Cabinet on 22 July 2013.
(d) – Compliance with duty to co-operate	On Track	(Q1 2013/14) This is a significant and ongoing effort.

Promote internal cultural change to break down silo working and implement new, flexible ways of working

Action	Status	Progress
(a) - Develop overarching Organisational Development Plan	Behind Schedule	(Q1 2013/14) Re-programmed for fourth quarter - original date was too ambitious.
(b) - Review senior management structure	On Track	(Q1 2013/14) Draft structure discussed with directors, assistant directors, Cabinet, Appointments Panel and unions. Formal consultation started in August with a paper scheduled for September Council.
(c) - Adoption of new organisational values and behaviours	(none)	<i>This is the high-level action for key Operating Models action (c) See progress against the specific next level actions(c) (i) and (c) (ii)</i>
(c) - (i) Undertake staff attitude survey	Achieved	(Q1 2013/14) Survey completed
(c) - (ii) Publication of organisational values and behaviours and incorporation in to working practices	Achieved	(Q1 2013/14) Values drafted and agreed. Soft launch in July staff briefing. PDR process redesigned to cover values. Communications working on follow up poster/publications.
(d) -	(none)	<i>This is the high-level action for key Operating Models action (d)</i>

Development of a more commercial approach to service delivery		See progress against the specific next level actions(d) (i) and (d) (ii)
(d) - (i) Adoption of customer centric approach to service delivery	On Track	(Q1 2013/14) To be reviewed in fourth quarter once values are embedded.
(d) - (ii) Generation of increased revenue for traded services	On Track	(Q1 2013/14) To be reviewed in fourth quarter.
(e) - Consider feasibility of a one-stop-shop at the Broadway, Loughton	Pending	(Q1 2013/14) Following informal discussions with Cabinet Members, it has been agreed to hold consideration of the feasibility of providing a One Stop Shop at The Broadway in abeyance, until after the Senior Management Restructure has been implemented and the Council's future approach to customer contact has been determined.
(f) - Provision of a more effective and efficient corporate out-of-hours emergency reporting service	On Track	(Q1 2013/14) Management Board has approved a draft report for consultation with the Staff Side and individual members of staff affected, proposing that the Council contracts with Mears Ltd from April 2014, as part of the existing Repairs Management Contract, to provide an Out of Hours Call Handling Service for all emergency calls to the Council received out of hours (housing and non-housing), together with a service enhancement for Council tenants enabling them to report and make appointments for all repairs out of hours. The cost of the proposed service would be around £35,000 per annum, representing an ongoing saving of round £70,000 per annum on the current cost of the in-house service. The Cabinet will be considering the proposal, following the staff consultation exercise, in September 2013.
(g) - Introduction of a new Housing Allocations Scheme	On Track	(Q1 2013/14) The Cabinet approved a completely new Housing Allocations Scheme in April 2013, effective from 1 September 2013. There is a significant amount of work being undertaken to implement the new Scheme, which is expected to remove around 3,500 applicants from the Housing Register and will require all remaining and new applicants to be re-assessed under the provisions of the new Scheme.
(h) - Exploration of appropriate options for smarter working and changes to corporate policy and culture	Under Control	(Q1 2013/14) A draft ICT Strategy has been considered by the Leadership Team and this will be presented to the Finance Scrutiny Panel in September for initial Member consideration. This strategy does include elements around smarter working and cultural change but these themes will need to be developed and taken forward in other specific pieces of work on transformation.
(i) - Assessment of grounds maintenance service in conjunction with new waste management contract	Under Control	(Q1 2013/14) Decision made to consider the future of the grounds service after the first stage of competitive dialogue and the receipt of initial tenders. Cabinet to consider in October 2013.
(j)- Update of Local Land and	(none)	This is the high-level action for key Operating Models action (j) See progress against the specific next level actions(j) (i) and

Property Gazetteer and review of mapping service structure		(j) (ii)
(j) - (i) Achievement of the 'Silver' service grade for the Local Land and Property Gazetteer	Behind Schedule	(Q1 2013/14) Good progress being made but now a risk of progress being stalled through difficulties with data protection requirements. This is preventing the temporary employment of support from Broxbourne Borough Council to deal with errors in the existing gazetteer database.
(j) - (ii) Completion of the Gazetteer structure considerations	On Track	(Q1 2013/14) Cross functional team considering where a corporate function would best fit.
(k) - Review of future provision of Careline Service	On Track	(Q1 2013/14) Although Essex CC officers recommended that a new county-wide telecare contract should be procured from April 2014, it is understood that, following representation from a number of Essex providers - including Epping Forest DC - Essex CC officers and members are currently considering the most appropriate way forward, having regard to the views expressed by existing Essex providers.

Deliver key priorities within budget

Action	Status	Progress
(a) - Development of revised key indicator set based on key strategies	On Track	(Q1 2013/14) On track to date
(b) - Delivery of all key outcomes	On Track	(Q1 2013/14) On track to date.
(c) - Consumption of resources within budget	On Track	(Q1 2013/14) There is concern about the levels of income from Development Control and Building Control as these are significantly below their estimated levels at the end of the first quarter. However, overall it is still anticipated that the capital and revenue outturns will be contained within budget.
(d) - Setting of a consistently low district council tax	On Track	(Q1 2013/14) The Spending Review announced that further grants will be available for Councils choosing to freeze their Council Tax for both 2014/15 and 2015/16. It is anticipated that Members will want to accept this offer and so Council Tax will continue to be frozen.

Prepare for changes arising from the transfer of public health responsibilities

Action	Status	Progress
(a) - Development of a District Public Health Strategy	Under Control	(Q1 2013/14) The local priorities for Health and Wellbeing have been established. A draft joint strategy for West Essex has been prepared in conjunction with Harlow and Uttlesford district councils, the West Essex Clinical Commissioning Group (CCG) and the County Council Public Health Locality Manager. There has been a delay due to the CCG not

		having yet established a 5-year plan and the first meeting of the West Essex Wellbeing Board being delayed due to the local government elections. Now due to meet 24 July.
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Maximise potential of the Council's key development sites

Action	Status	Progress
(a) – Development of plans for development of T11 site at Langston Road, Loughton	(none)	<i>This is the high-level action for key Strategic Sites action (a). See progress against the specific next level actions(a) (i), a (ii) and (a) (iii)</i>
(a) – (i) Completion of a development agreement with the owner of the T11 site	Under Control	(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
(a) – (ii) Facilitation of a detailed planning application for the T11 site	Under Control	(Q1 2013/14) Meetings with the owners of the T11 site are taking place. Timing is linked to the outcome of the waste contract procurement process and expected vacation of the site.
(a) – (iii) Commencement of development at the T11 site	Under Control	(Q1 2013/14) Waste procurement provides for contractor to be able to remain at Langston Road alternative provided for at least a year.
(b) – Development of plans for the council's site at North Weald, including disposal if appropriate	(none)	<i>This is the high-level action for key Strategic Sites action (b). See progress against the specific next level actions (b) (i) and (b) (ii)</i>
(b) – (i) Consideration of a report reviewing the future of North Weald Airfield	Achieved	(Q1 2013/14) Report completed and to be presented to Cabinet on 22 July 2013.
(b) – (ii) Incorporation of recommendations for North Weald Airfield into development of Local Plan	On Track	(Q1 2013/14) Outcome of Cabinet on 22 July 2013 incorporated within the "Preferred Options" consultation phase of the Local Plan, scheduled for 2014.
(c) – Development	(none)	<i>This is the high-level action for key Strategic Sites action I. See progress against the specific next level actions c (i) and I (ii)</i>

of plans for the disposal of all or part of the St. Johns Road site		
(c) – (i) Jointly market the St Johns Road site for sale in part or as a whole	On Track	(Q1 2013/14) Joint marketing with Essex CC and the Epping Town Council is underway with a topographical survey on 15 July and viewing days on 22 and 24 July.
(c) – (ii) Relocation of the Housing Repairs Depot by 31 March 2014	Under Control	(Q1 2013/14) A schedule of the Council’s requirements for a new base for the Housing Repairs Service has been assessed and formulated – which has established that a minimum floor area of 1,045 SqM of internal space, plus a further minimum floor area of 1,000 SqM. Of external space, would be required. The Council’s requirements have been circulated to commercial agents to identify suitable premises. No relocation site identified yet – awaiting clarification of overall depot requirements in the Waste etc. contract. No risk of impact on operations yet.
(d) – Disposal of the council’s nursery site at Pyrles Lane, Loughton	(none)	<i>This is the high-level action for key Strategic Sites action (d). See progress against the specific next level actions (d) (i) and (d) (ii)</i>
(d) – (i) Determination of a planning application for the nursery site at Pyrles Lane	On Track	(Q1 2013/14) Planning application refused.
(d) – (ii) Relocation of the Nursery Service from the Pyrles Lane site	On Track	(Q1 2013/14) Future of nursery service awaits clarification of depot requirements within the Waste etc. contract. Highly likely that glass houses will not be required.
(e) – Deliver Regeneration Action Plan for council land at The Broadway, Loughton	Under Control	(Q1 2013/14) The Broadway Regeneration Action Plan, which relates to the land under the control of the Council, was adopted by the Cabinet in 2012. Before the development of the Council’s land can be progressed: (a) The Parish of Loughton needs to decide whether or not it wishes to provide a new church and community hall on EFDC-owned land in The Broadway, enabling replacement housing to be provided elsewhere on the Church’s land. The Director of Housing has written to the Bishop of Barking (CofE) and the Archdeacon of Harlow (Methodists) seeking a high-level meeting with them to discuss the two Churches’ aspirations and intentions, since EFDC needs to move forward; and (b) The outcome of the proposed re-development of the Sir Winston Churchill PH site by a private developer, which may or may not include some of the Council’s land, needs to be determined. Once the way forward is clearer, the Council’s Preferred Housing Association Partners will be invited to submit proposals for the development of the Council’s remaining land for affordable housing. With regard to sites not under the Council’s control, the proposed developer of the Sir Winston Churchill PH site is in discussions with Estates and Planning Officer about a proposed development scheme. Following initial discussions with Transport for London about its development proposals around Debden Station, no further contact has been received. Negotiations with the developer are progressing well and it is hoped that Heads of Term will be agreed shortly to enable a report to be submitted to Cabinet in September. Once approved the

		developer will submit a planning application and then the development agreement will be finalised.
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(f) – Development of depot provision at Oakwood Hill, Loughton	(none)	<i>This is the high-level action for key Strategic Sites action (f). See progress against the specific next level actions (f) (i), (f) (ii) and (f) (iii)</i>
(f) – (i) Facilitation of a detailed planning application for Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(f) – (ii) Procurement of the detailed design and development of Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(f) – (iii) Commencement of development at Oakwood Hill, Loughton	At risk of failure	(Q1 2013/14) An additional geotechnical survey has been completed and a resubmission of the applications is being prepared for August.
(g) – Commencement of the council's new house building programme	On Track	(Q1 2013/14) East Thames Group has been appointed as the Council's Development Agent for the Housebuilding Programme. A new Council Housebuilding Cabinet Committee has been formed. The Development and Financial Appraisals for the developments in the first year of the Housebuilding Programme, comprising 25 new rented homes on 3 sites in Waltham Abbey, were considered by the Council Housebuilding Cabinet Committee on 10 th July 2013 and it was agreed that all three sites should be progressed to the planning application stage. The Cabinet Committee has agreed to utilise East Thames' EU-compliant Framework Agreements for the procurement of the works contractors, who will be selected through a competitive process from the Approved List.

Prepare and plan for the effects of welfare reforms in an effective and co-ordinated way

Action	Status	Progress
(a) - Delivery of the council's Welfare Reform Mitigation Action Plan	On Track	(Q1 2013/14) Following the formation of an (Officer) Welfare Reform Mitigation Project Team the Cabinet adopted a Welfare Reform Mitigation Action Plan in October 2012, which identified 59 separate actions. Progress is regularly monitored by both officers and, on a quarterly basis, the Housing Scrutiny Panel. Nearly two thirds of all the tasks have now either been achieved or nearly achieved, with most of the remaining third of all tasks either not yet being required or are no longer required. At the recent 3-Year re-accreditation assessment of

		the Housing Directorate's Customer Service Excellence Award, the external assessor awarded "Compliance Plus" accreditation for the comprehensive and customer-focused approach taken by the Council to the Welfare Reforms Mitigation Project.
(b) - Implementation of an updated local scheme of support for council tax	On Track	(Q1 2013/14) A report is going to the July Cabinet to start the consultation process for the 2014/15 scheme. Joint work on LSCT continues across Essex and there are no reasons at this time to suspect that the 2014/15 scheme will not be approved in time.
(c) - Retention of adequate resources to ensure the threat of fraud is effectively managed	On Track	(Q1 2013/14) The Department for Work and Pensions has not yet provided any more information on their road map towards a Single Fraud Investigation Service or their timescale for achieving this objective. As part of the corporate restructure, one of the options being considered is the consolidation of fraud officers into the Internal Audit Unit. This could help in providing a consistent and co-ordinated approach to the threat of fraud.
(d) - Retention of adequate resources to effectively operate council's benefit function	On Track	(Q1 2013/14) Further information is also still awaited from the DWP on a detailed implementation plan for Universal Credit and the future role of Local Authorities in the benefits system. To date staff retention has not been a problem and the performance on both changes of circumstance and new claims processing are better than their targets at the end of the first quarter.
(e) - Publication of appropriate information in respect of welfare reforms and the implications	On Track	(Q1 2013/14) The Councils Benefits and Housing Services continue to work with partners and provide information and assistance where appropriate. However, as set out above there has been a lack of significant announcements on how Welfare Reform is to be taken forward.

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Report to the Cabinet

Report Reference: C-031-2013/14

Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Housing

Subject: Development Strategy – Council Housebuilding Programme

Responsible Officer: Paul Pledger (01992 564248)

Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations:

(1) That the Development Strategy, at Appendix 1 of this report, be approved, with specific attention drawn to the following:

- (a) financial appraisals for each phase to be modelled on a 30-year pay-back period with a positive Net Present Value (NPV) over 30-years, using the financial assumptions set out in the appendix to the Strategy;**
- (b) any financial shortfall to be met with subsidy;**
- (c) the KPIs that are to be used to measure progress, which have previously been agreed by the Cabinet;**
- (d) the feasibility reporting format, consisting of:**
 - the design proposals (the number and nature of units to be developed);**
 - a scheme budget estimate;**
 - a procurement plan;**
 - a financial appraisal of the site;**
 - a project timetable;**
 - a project risk assessment; and**
 - a recommendation on how to proceed.**
- (e) the Council will make use of East Thames' existing EU-compliant Framework Agreement for constructing the Council's new homes;**
- (f) the Council will adopt the East Thames Design Guide to inform the design parameters and development of each site; and**
- (g) the Council will adopt the East Thames Employers' Requirements.**

**This report has been fully considered by the Council
Housebuilding Cabinet Committee**

Executive Summary:

The Cabinet has previously agreed to develop around 120 new Council properties over a 6-year period and that East Thames undertakes the role of Development Agent to deliver this programme on behalf of the Council. In order to achieve this, a development strategy is required, setting out the approach the Development Agent and the Council will take, including what assumptions will be made, the standards used, the consultation methods that will be adopted, the procurement methods used for construction works and the performance targets used to measure progress, and ultimately the success of the programme. This strategy has been considered by the Council Housebuilding Cabinet Committee at its meeting in July 2013. However, decision to adopt the Strategy rests with the Cabinet.

Reasons for Proposed Decision:

Responsibility for the approval of the Development Strategy rests with the Cabinet.

Other Options for Action:

Not to adopt the contents of the Strategy in the format presented and alter any of its statements, targets, standards, procedures or assumptions. However, this could have an effect on the feasibility studies already approved by the Housebuilding Cabinet Committee.

To adopt alternative Design Standards and Employers' Requirements and develop the Council's own. However, this would be time consuming and ultimately delay the programme, and are unlikely to be much different from East Thames'

To procure the construction works independently of the East Thames framework of contractors. However, this would require an EU procurement exercise and all of the time and expense that goes with it and that would mean a delay in Phase 1 of the Programme.

Report:

1. Within the Terms of Reference for the Housebuilding Cabinet Committee, it states that we will consider and recommend to the Cabinet the Development Strategy for the Council's House-building Programme on an annual basis.
2. As part of their appointment, it was a requirement that East Thames prepare the Development Strategy on behalf of the Council.
3. Particular attention is drawn to the East Thames Design Standards (Hard Copies available to view in the Members Room), the Employers' Requirements, the format of the feasibility reports, the financial assumptions used to compute the financial viability reports and the procurement method proposed to appoint the developer for the construction phase of the programme.
4. The Cabinet's attention is also drawn to the proposed format of the financial appraisals for each phase, which is modelled on a 30-year pay-back with a positive Net Present Value (NPV) over 30-years, using the financial assumptions set out in the Strategy. Any shortfall in funding will be met through the use of subsidy, the approach to which we have already considered in detail and approved separately.
5. The Development Strategy is set out at Appendix 1 of this report for consideration in detail and, subject to being satisfied with its contents, we recommend its approval to the Cabinet, together with the use of the supporting Design Standards and Employers' Requirements.

Resource Implications:

Adoption of the Development Strategy triggers a fee payment in the sum of £3,000 to East Thames in accordance with the terms of the Development Agreement. This will be met from the existing budget within the HRA Capital Programme for Council Housebuilding.

Legal and Governance Implications:

Within its Terms of Reference, the House-Building Cabinet Committee is expected to consider and recommend to the Cabinet the Development Strategy for the Council’s Housebuilding Programme.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

The Housebuilding Cabinet Committee have considered the strategy and we support its contents.

Background Papers:

East Thames Design Standards and Employers’ Requirements
Council House-Building Cabinet Committee Report on “Funding the Housebuilding Programme”
(Available for viewing in the Housing Directorate)

Impact Assessments:

Risk Management

Since the Development Strategy has a direct bearing on the financial viability and delivery of the Council’s Housebuilding programme, the greatest risks are that the assumptions prove to be incorrect resulting in each phase being un-viable. These risks are mitigated by the Council being able to learn from the experience of East Thames, who have been undertaking developments similar to that proposed in the strategy for some time.

Since the Cabinet Committee will consider and sign-off financial appraisals for every proposed development, the financial effects of the Strategy can be monitored. If, over time, a problem is identified, the Cabinet Committee can review its policy.

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?
It should be noted that an Equality Impact Assessment has already been formulated for Housing Strategy and Development.

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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Development Strategy 2013-2019

Content

1. Introduction
2. Purpose
3. Context (local and national)
4. What Will We Deliver?
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8. Appendices
 - A. KPI's
 - B. Pipeline Report
 - C. Cabinet "Scheme Approval Report" Format
 - D. Economic Assumptions Framework
 - E. On-site Management Process
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 - G. Terms of Reference for Council House Building Cabinet Committee
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1 Introduction

Epping Forest District Council currently own and manage around 6,500 homes within the District. Presently there are 5,700 applicants on the Council's Housing Register who wish to gain access to affordable homes within the District. The Council currently acts as enabler facilitating Registered Providers (RPs) operating within the District to develop new affordable housing to meet housing need.

In order to directly meet this housing need the Council has agreed to initiate a Council House Building Programme to develop new affordable rented homes. This will be achieved through the use of its own funding and land holdings.

The Council's Development Strategy sets out what the Council wishes to achieve from the House Building Programme, details an overall approach to achieve the aims of the programme and describes a coherent plan to implement these aims.

The House-Building Programme will be delivered by the Council in conjunction with East Thames Group who have been appointed to deliver Development Agency Services for the Council, including all development and project management services and the provision of all professional building services, including: architectural, employer's agency, quantity surveying, cost consulting, Construction Design Management, engineering and surveying, but excluding works construction.

This Development Strategy was approved by the Council's Cabinet in June 2013.

2. Purpose

Through the Council House Building Programme the Council will:-

Meet the Aims of the Corporate Plan

The Council's Corporate Plan 2011-2015 sets out the aims and priorities of the Council for the four-year period and addresses the challenges that the district faces. Its stated aim is "Making our district a great place to live, work, study and do business". The Council House Building Programme shall contribute greatly to this aim and supports the four central themes of that strategy namely safety, sustainability, health and aspiration.

By providing new high quality, sustainable homes in areas that are currently filled with underused garages the Council will meet the needs of the District's residents and revive neighbourhoods by providing an environment within which they can flourish.

Meet Housing Need

The Council House Building Programme will deliver new homes that will directly meet the demand within the District for affordable rented homes. The demand is clearly identified in the Housing Strategy, and this Programme shall help to meet the Council's Housing Strategy 2009-2012 and its vision that "Epping Forest will be a district that has safe, decent and attractive housing that meets the needs of those who want to live in the District."

Build Sustainable, high quality homes and services

The Council House Building Programme will provide high quality and sustainable homes to meet the current and future housing need within the District.

The Council will control the type, tenure, and specification and quality of the new affordable housing provided by the programme.

The programme will expand the Council's stock holding, and the new homes will be owned, managed and maintained by the Council thereby increasing efficiencies within the Housing Directorate, the HRA Business Plan and the Council as a whole.

Create high quality environments and regenerate Communities

The new homes will predominantly be developed on Council-owned difficult to let and under utilised garage sites. These new homes will improve the existing environment, reduce anti-social behaviour and contribute toward the revitalisation of existing communities.

Develop and Maintain a Strong Council

By building new homes on its own land, rather than disposing of it to RP partners within the District at a discount, the Council will maintain control over its assets and the HRA will benefit financially from the generation of a long term income stream. Additionally, the Council will receive the Government's New Homes Bonus (with the "affordable housing premium"), and potentially attract capital grant receipts from the Homes and Communities Agency, whilst increasing efficiencies through improved economies of scale by growing stock in management.

Since the Council is able to utilise Public Works Loan Board (PWLB) loans at extremely preferential rates, compared to the private loans market, and can recover all the VAT paid on development fees, it is in an ideal position to deliver affordable housing within the District at a lower cost than its Preferred Housing Association Partners.

3. Context

Housing Revenue Account Reform

In 2012 the Government introduced legislation to abolish the Housing Revenue Account subsidy system and introduce self-financing for Council Housing.

The Government's policy objectives at that time were:-

- To increase local transparency and abolish the current opaque system under which there is little connection between the level of rent charged and the resources Councils have to spend locally;
- To give Councils financial autonomy and therefore more accountability for the provision of housing services;
- To end decades of complex central control and allow Council housing to be managed and financed locally; and

- To ensure Councils have the incentives to actively manage their housing stock on a long term basis rather than simply react to an uncertain annual funding formula.

Source: Implementing self-financing for council housing, DCLG, 1 February 2011

The Council built its last home in June 1985 and these reforms will provide the Council with a means of delivering new affordable housing within the District and to enable it to build more new affordable homes each year than it currently sells under the Right to Buy.

The Council has agreed that the House Building Programme will be self-funded, without any financial support from the General Fund and financed from the following sources:-

- Capital receipts from additional Right to Buy sales as a result of the Government's decision to increase discounts for tenants purchasing their property under the Right to Buy;
- S106 Agreement contributions from developers in lieu of on-site affordable housing provision;
- Funding from the Homes and Communities Agency (HCA) (where possible);
- Borrowing (if necessary);
- Housing Revenue Account (HRA) surpluses (generated through additional financial capacity provided through loans from the PWLB);
- Any other external sources of funding that may be identified or secured from time to time; and/or
- Cross-subsidy from the sale of other development sites within the House Building Programme on the open market (if necessary).

Using its own assets to meet housing need

The Council has identified a portfolio of garage sites that are designated as 'Difficult to Let'. The Council's research estimates that around 65 of these sites may have development potential. A further 5 non-garage sites have been identified as also having development potential. The Council has agreed that, where developable and viable, these sites will be developed by the Council through the Council House Building Programme to provide new affordable homes.

4. What Will We Deliver?

Quantum of New Homes

The Council's initial review of the sites to be used in the House Building Programme estimates that a maximum of ca.230 new homes could be developed thereon.

Based upon this review the Council has set a target of delivering 20 new homes each year over the next 6 years, or 120 in total.

Affordable Rents

The homes delivered shall be for affordable rent to meet the housing need within the District.

The affordable rents to be charged are set out in the Council's Affordable Rent Policy, adopted by the Council's Housebuilding Cabinet Committee in July 2013, and will be a percentage of the market rent for that property type in the area.

The rent charged shall be the lower of:-

- 80% of market rents for the location; or
- The Local Housing Allowance (LHA) within the Broad Rental Market Area (BRMA) for the type of property; or
- An affordability cap of £180 per week.

The Council has decided to adopt an affordability cap which recognises the Government's Universal Credit regime and the associated Benefits Cap. Under the Benefit Cap, the total amount of benefit for which a family in England & Wales shall be eligible is £500 per week, with single people eligible to a maximum of £350 per week.

Therefore, with mind to the affordability of the homes and the sustainability of residents' tenancies, the Council has used the Homes and Community Agency (HCA) guidance that weekly housing costs should not exceed 45% of net income.

The application of the Council's Affordable Rents Policy will result in a maximum weekly affordable rent of £180 per week (this being 36% of the £500 per week Benefit Cap under Universal Credit).

All Affordable Rents charged by the Council will be gross and inclusive of service charges.

Quality

The Council has a significant role to play in improving its existing housing stock, regenerating neighbourhoods and providing high quality new homes that meet the needs of local households on low to modest incomes. Through the House Building Programme the Council will work to provide well designed and cost effective new homes to meet these aims.

The Council places a great emphasis on providing homes that will last, be cost effective and be valued by residents. As a design direction, the Council has adopted the *East Thames Design Guide*, the *East Thames Employer's Requirements* and the *Essex Housing Design Guide* for the design and construction its new homes. The Council will work with East Thames to ensure that, for each site, the design complements and enhances the local neighbourhood in which the homes are built.

The Council will build a range of typologies, both houses and apartments, that are appropriate to the individual development sites, with a particular focus on creating sustainable family housing where appropriate.

Through carefully considered design and liaison with local communities, the Council will develop schemes of a range of sizes that address local needs.

The Council places an emphasis on the sustainability of its homes, environmental performance and economy of use. Therefore every new home delivered through the

Council House Building Programme will meet at least Level 3 of the Code for Sustainable Homes.

Each new scheme will go through a design critique process that will enable Council staff, residents and other stakeholders to have meaningful input into design evolution.

This co-ordinated approach to developing and designing schemes will ensure that all relevant Council departments are involved in ensuring successful design, handover, completion and management.

The Council will work with the Development Agent to provide a comprehensive brief for each project.

Technical Specification

The Council recognises that the design of the places, spaces and homes built, along with the quality of their construction, are critical for resident satisfaction.

The Council will use East Thames' existing comprehensive performance specification, known as "The East Thames Employer's Requirements" to ensure that all the new homes delivered by this Programme are robust, energy efficient and cost effective to residents and the Council.

Key Performance Indicators

The Council will measure the success of the House Building Programme through the evaluation of key performance indicators relating to the delivery of schemes, cost and sustainability of the schemes. These can be found at Appendix A.

These will be monitored monthly by the Council's officers and East Thames and reported to each meeting of the Council House Building Cabinet Committee.

5. How Will We Deliver?

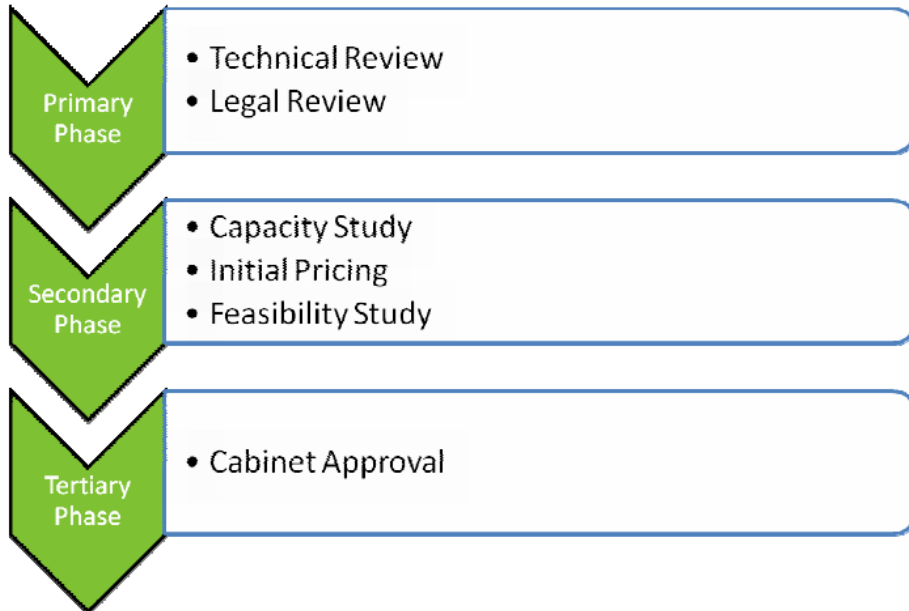
Review of sites

It is proposed that, in order to achieve the best value for the Council, sites will be packaged up, preferably using geographical selection. This will achieve economies of scale for contractors, making them more attractive for contractors and more viable for the Council.

Each of the 65 garage sites potentially available for development will then undergo a systematic review and assessment process during the first two years of the Council House Building Programme, to determine their suitability and viability for development.

The assessment of these sites will be monitored and reported monthly to the Council by the Development Agent in the form of a pipeline report (format attached at Appendix B).

Review of Sites



Primary Phase

Technical review

This will highlight issues that will impact upon or even prevent the development of the site such as planning considerations, rights of way, rights of light, flood risks, servicing etc. Any issues highlighted will inform the design direction, technical specification and cost assumptions used to appraise the viability of the site.

Legal review

This involves investigating the legal title. Once again this will highlight any issues which could prevent or affect the development of the site such as easements, rights of way etc. These will inform the financial appraisal and the physical development proposals.

Secondary Phase

Capacity Study

If, after identifying any physical, legal or technical constraints to development, the sites are considered viable an architectural feasibility study will be conducted to determine the development capacity of the site.

Initial Pricing

The architectural proposals produced will be reviewed, along with the technical information, and priced by the project team and a quantity surveyor.

Financial Appraisal

A financial appraisal will be conducted on each site to determine whether the development is viable against the parameters set within the Council's Economic Assumptions Framework. If the scheme is considered viable (either on a stand alone basis or as part of a wider package of sites) it shall be taken to the Council House Building Cabinet Committee as part of a package of viable sites for approval to proceed.

Any site not considered viable for development as affordable housing shall be assessed by the Council, with the assistance of the Development Agent, for either other development potential or any other alternative use and the outcome of the assessment will be reported to the Council's Cabinet.

Tertiary Phase

Cabinet Committee Approval

The Cabinet Committee will be presented with a comprehensive report detailing the scheme details including:-

- The design proposals (the number and nature of units to be developed);
- A scheme budget estimate;
- A procurement plan;
- A financial appraisal of the site;
- A project time table;
- A project risk assessment; and
- A recommendation on how to proceed.

Once a project or package has been approved by the Cabinet Committee the projects shall be progressed to RIBA Stage D by the Development Agent and submitted for planning approval.

An example of the Cabinet Committee Report can be found at Appendix C.

Appraisal Methodology

The Council will use a loan repayment methodology to determine viability.

The repayment methodology assesses whether the net revenue generated by the project is capable of repaying the capital loan required to develop the project as well as the accrued interest.

The Council will use a set of economic assumptions in the appraisal of each scheme. These assumptions have been derived from various sources, including the Council's HRA Business Plan and the actual cost of maintaining and managing its existing stock. These assumptions are referred to as the 'Economic Assumptions Framework' and are at Appendix D.

The Council will consider a scheme viable when the following parameters, set within the Economic Assumptions Framework, are met:-

- The scheme can repay its loan within 30 years; and
- The scheme produces a positive Net Present Value (NPV) over 30 years.

The Council will also consider the viability of schemes within a package i.e. if an individual scheme within a package does not meet the financial parameters, but when it is included within a package of sites and the overall package meets those parameters, the Council will consider the package to be viable.

Community Liaison

As part of the development appraisal process, the Ward Member(s) for the areas in which developments are proposed will be invited to the meeting of the Cabinet Committee at which the development and financial appraisals will be considered and decisions made about whether or not development of the site should be pursued. This will give an opportunity for Ward Members, as the Council's representatives of the local residents, to give their views on the proposals and to raise any concerns.

For those developments that are pursued, during the preparation of planning applications, the Development Agent, on behalf of the Council, will inform local residents and Ward Members of the forthcoming planning application, providing access to view plans on-line. Residents' Associations will also be consulted where one exists.

During the preparation and construction of each project, the Development Agent and contractor will identify and provide a dedicated point of contact for residents to answer queries, attend any meetings and provide any requested information.

Delivery

Post-Cabinet Committee approval the Development Agent will progress the schemes through the planning process and to handover.

Planning

Upon Cabinet Committee approval the scheme will be progressed to RIBA Stage D by the Development Agent and submitted to the Council's Planning Directorate for approval.

On site

Upon planning approval, packages of sites will be tendered to procure a Design and Build Contractor to develop the detailed design (RIBA Stages E onward) and build out the scheme to completion.

Procurement

The Development Agent will ensure that all procurement is in line with the Council's Contract Standing Orders. The Council's Development Agent, East Thames Group, have procured an EU-compliant Contractors Framework consisting of 12 contractors.

Any council in the South East of England may utilise this Framework, and the Council's Cabinet Committee has agreed that East Thames' Framework should be used for the House Building Programme, and that the Development Agent can call-off contractors from the Framework, and tender each package to every member of the Framework to ensure value for money is achieved.

On site

The scheme will be managed on site by the Development Agent in line with the On Site Management process at Appendix E.

Throughout the construction process the Council's Development Agent will administer the build contract on behalf of the Council, ensuring that the Programme is delivered on time and on budget and to the quality and technical standards specified in the contract.

The Development Agent and the Council will liaise throughout the process to ensure that the scheme is handed over for occupation as programmed and residents can occupy the new homes immediately.

The Development Agent will procure for the Council a detailed core file (the content of which is at Appendix F) providing all necessary technical and legal information on the development, a Health and Safety File and Operation and Maintenance Manual.

The Development Agent will prepare a Resident Handbook for each new property describing how their new home works and who to contact if a problem arises.

Post Completion and Defect Monitoring

Post-completion of the new homes the Development Agent will administer any defects that are identified or reported to the Council during the 12 month defects liability period.

They will ensure that the build contractor deals with all defects according to the requirements of the build contract and ensure that the Final Account is agreed.

After the new homes have been occupied for at least 6 months, the Development Agent will visit residents to find out more about their experiences of living in their new homes – what they like about the design of their home, what could be better and the things they don't like. This feedback will be used to improve future homes in the Council House Building Programme.

Once the Final Account has been agreed the Development Agent will produce a scheme review. This shall incorporate:-

- Resident feedback on the new homes;
- The scheme KPIs;
- The financial performance of the scheme against original approval; and
- The scheme programme against approval.

The outcome of these reviews will be reported to the Council House Building Cabinet Committee at the appropriate time after completion of each phase.

Governance

The Council has established its Council Housebuilding Cabinet Committee, comprising members of its full Cabinet, to oversee the delivery of the Housebuilding Programme. Its Terms of Reference are provided at Appendix G.

The Council House Building Programme will have the following governance structure to ensure accountability, quality control and transparency.

Governance



Risk Management

As part of the governance approach, and a requirement of the Development Agent's appointment, the Development Agent will record and maintain risk registers for both the Housebuilding Programme as a whole for each individual development. These will identify the key risks, the likelihood and impact of them arising and ways for them to be mitigated. East Thames has subcontracted responsibility for preparing and maintaining all the risk registers to its building consultants, Pellings.

The risk registers will periodically be reviewed by the Cabinet Committee.

Programme Monitoring

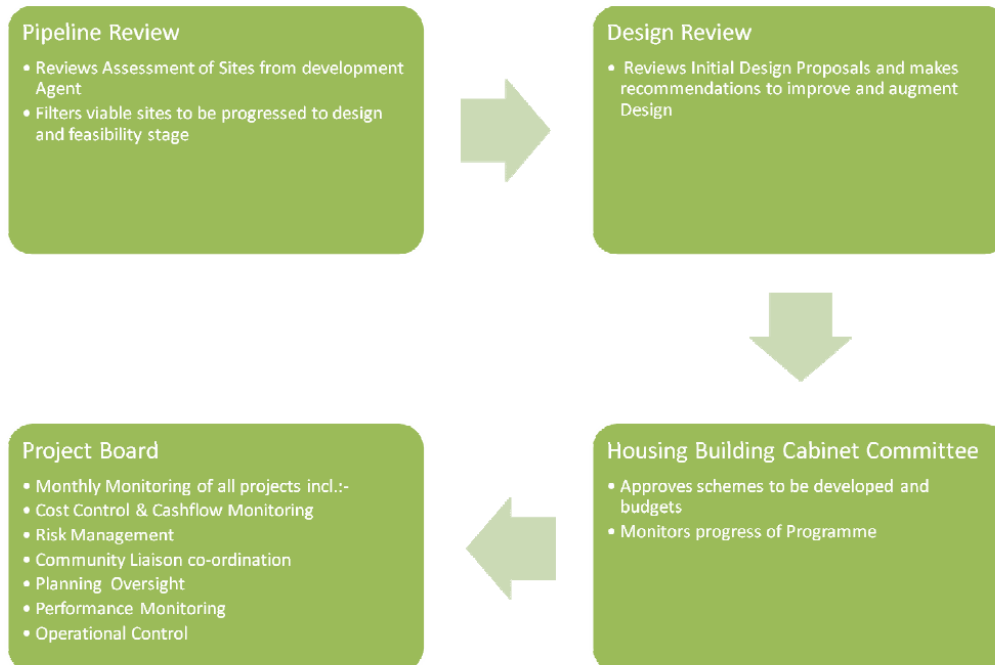
Once scheme approval is granted, monthly meetings will be held where the Development Agent reports to the Council upon progress of the packages and the Development Programme generally.

A Programme & Performance Report will be produced detailing:-

- Development Programme cashflow;
- Contract KPIs;
- Performance against Programme;
- Build Contractor KPIs;
- Key risks;
- Scheme Reviews;
- Any programme variances (cash or time); and
- Performance against HCA targets (should partner status be achieved).

Once each scheme is on site, all data relating to the units in development will be recorded using the Development Agent's project management system and reports will be provided to the Council at the monthly progress meeting (reporting format found at Appendix H).

Programme Control Panels



6.0 When Will We Deliver?

The Council wish to deliver a minimum of 120 new homes over 6 years. A list of the potential sites for the Council House Building Programme is contained at Appendix I. The Council aim to start building the first new homes before the end of the 2013/14 Financial year and deliver the first handovers within 12 months of commencing the programme.

The Council will review all of the sites on the list at Appendix 10 within the first two years of the programme for suitability and viability.

Once assessed the sites will be presented to the Cabinet Committee for approval. A delivery programme will be composed, which will involve concurrent packages of sites, to ensure that the 120 home delivery target is achieved.

Any new sites identified will be approved by the Cabinet Committee before being added to the pipeline.

7.0 Review of the Development Strategy

Although the Development Strategy is intended to cover the whole period of the initial House Building Programme, it will be reviewed annually by the Cabinet Committee, which will recommend any changes to the Cabinet for adoption.

8.0 Appendices

- A. Key Performance Indicators
- B. Pipeline Report
- C. Cabinet “Scheme Approval Report” Format
- D. Economic Assumptions Framework
- E. On Site Management Process
- F. Core File, Appendix V in Employers Requirements
- G. Terms of Reference for Council House Building Cabinet Committee
- H. Programme & Performance Report Format
- I. List of Sites

Schedule 1 KPI's
Key Performance Indicators

Standard	Measures	Target	
Resident satisfaction	Post-handover resident questionnaire	95% satisfaction amongst respondents	
Time	Planning: 1 st pre-application meeting to validation	Variable target based on initial estimate for planning submission	
	Planning: from validation to approval	13 weeks	
	Construction time: (excess time over contract completion date)	108% total days on site compared to contractual days on site	
	Construction time: (excess time over valid extensions granted)	0%	
Construction costs	Predictability	Feasibility to tender	95% - 105% of estimated cost
		Tender to completion	98% - 102% of accepted tender
	Cost per metre ²		For information
	Whole Life costs		Less than 80% of the construction costs
Quality of Design	HCA Housing Quality and Design Standards	100% of units meet standard	
	Lifetime Homes	100% of units meet standard	
	Secure by Design		Achievement of Part 2 for all schemes
			Full certification for schemes with more than 40 units
	Building for Life	Minimum score of 14	
	Code for Sustainable Homes	Level 3 as minimum	
Defects	Resident satisfaction (from post-occupation resident survey)	98% satisfaction amongst respondents	
	Defects at beginning of snagging	Score of 8 or above on scale below	
	Defects at handover	Score of 10 on scale below	
	<i>Defect free</i>	10	
	<i>Some defects with no significant impact on residents/client</i>	8	
	<i>Some defects with impact on residents/client</i>	5/6	
	<i>Major defect with impact on residents/client</i>	3	
	<i>Totally defective</i>	1	
	Defects completed on time	Emergency	100%
		Urgent	85%
Routine (end of defects)		100%	
Site Issues	Health & Safety	Zero reportable	
	Considerate contractors	Small sites < 40 units Minimum score of 32, no less than 4 in each section	
Waste management	Waste generated on site	Maximum of 11 tons per £100k contract value if extenuating circumstances. Target = 6 tons per £100k contract value	
	Waste send to landfill	Up to 6 tons/£100k contract value	
	Waste Management data to be collated and entered onto the WRAP portal to ensure continuous improvement		

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**Epping Forest District Council
Investment Report**

Decision Item



**Epping Forest
District Council**

www.eppingforestdc.gov.uk

Report to	Council Housebuilding Cabinet Committee
Agenda item / date	

Subject	Package One
Author	

1.0	Executive Summary
1.1	
2.0	Scheme Description
2.1	The Sites
2.2	Details Number of units, proposed typology etc
2.3	Current Use
2.4	Costs Total Scheme Build budget (m2 rate) On cost budget Any subsidy required Contingent sums allowed
2.5	Design Description of the design direction proposed.

2.6 Procurement
Proposed methodology

3.0 Scheme Status

3.1 What stage is the scheme at?

3.2 Does the scheme have Planning Consent?

3.3 Have the Build Costs been market tested?

4.0 Strategic Fit

4.1 Fit with development strategy and Council policies.

4.2 Fit with external strategies

5.0 Design & Sustainability

5.1 Code level. Any sustainability issues or features to achieve code.

6.0 Internal Client Sign Off

6.1 Finance

6.2 Housing management

6.3 Property Services

6.4 Rents and service charges

6.5 Legal

7.0 Mix of Units

7.1 The site disaggregates as follows:-

Unit type	Beds	Persons	Tenure	Size sqm	Rent p/w	Service costs p/w	No Units
			Affordable Rent		£	£	
			Affordable Rent		£	£	
			Total units				

8.0	Financial Information	
8.1	Comments of the Financial Controller.	
8.2	Financial Measure	Value
8.3	Target IRR	
8.4	Internal Rate of Return	%
8.5	Net Present Value	£
8.6	Cumulative break-even year	
8.7	Cost Value Ratio	
8.8	Total Scheme Cost	£
8.9	Acquisition	£
8.10	Works Cost	£
8.11	Total on costs	£
8.13	Total Loan Requirement	£
8.14	Net Loan per unit	£
8.15	First year surplus/(deficit)	£
	Ten year average	
8.16	Subsidy	£

9.0	Key Risks
9.1	Revenue Risks: Mitigation:
9.2	Capital Risks: Mitigation:
9.3	Reputational Risks: Mitigation:
9.4	Quality Risks: Mitigation:

9.5	Legal: Mitigation:
9.6	Procurement: Mitigation:

Recommendation	The Council Housebuilding Cabinet Committee <i>are being asked to:</i>
Details	<ul style="list-style-type: none"> • Approve, subject to the satisfactory completion of the due diligence process :- • The scheme proposals presented herein; • Submission of planning applications for each scheme; • A total scheme budget of £; • A total build budget of £; • Using the East Thames Contractors Framework to procurement building contractors for these projects.

<p><u>Appendices</u></p> <p>1, Financial appraisal model</p> <p>2, Feasibility reports</p>

Economic Assumptions Framework For Epping Forest District Council

Operating / Revenue Assumptions

Affordable Rent

Affordable Rent Item	Suggested Value
Investment Period	45 years
Rent Increase (above RPI)	+ 0.50 %
Major Repairs Cost per Unit (from year 7)	0.80 % * £1,300 * GIA
Management Cost per Unit	£1,327
Maintenance Cost per Unit	£910
Voids	1%
Bad Debts	1%

Inflation Elements

Inflation Items	Suggested Value
Long-term inflation forecast	2.50 %
Management Costs Inflation	RPI + 1.00 %
Maintenance Costs Inflation	RPI + 1.00 %
Major Repairs Costs Inflation	RPI + 1.50 %

Funding Elements

Funding Items	Suggested Value
Debt Funding: Development Period	3.3%
Debt Funding: Long-term Financing Period	30 years
Debt Funding: Long-term Financing Rate	3.5%
NPV Discount Rate	3.5%

Approval Criteria

Affordable Rent

Approval Criteria	Suggested Value
Internal Rate of Return (IRR)	5%
Net Present Value (NPV)	> £0
Cost-to-Value (C/V Ratio) ***	100 %
Payback year	< 30 years

Appendix D

Notes

Investment Period

This figure is in line with industry assumptions regarding the useful life of a building and the cyclical replacement of its component parts.

Major Repairs Cost per Unit (from year 7)

This is derived from East Thames research into building lifecycles from the Building Defects Insurance (BLP).

Management Cost per Unit

Based on Current Council costs

Maintenance Cost per Unit

Based on Current Council costs

Voids

Based on Current Council Performance

Bad Debts

Based on Current Council Performance

Long-term inflation forecast

Based on current RPI projections

Management Costs Inflation

The margin above inflation reflects the fact that over the long term, these costs such as the cost of staff, tend to rise above inflation.

Maintenance Costs Inflation

The margin above inflation reflects the fact that over the long term, these costs such as the cost of staff and materials, tend to rise above inflation.

Major Repairs Costs Inflation

The margin above inflation reflects the fact that over the long term, these costs such as the cost of staff and materials, tend to rise above inflation.

Debt Funding Costs and NPV discount rate

The debt funding costs reflect the Council's true borrowing costs and NPV discount rate matches these for the for use in calculating the discounted cashflows.

On Site Management Process

1.0 **Purpose of Process**

- 1.1 To clarify the processes throughout the period on site.
- 1.2 To ensure consistency in the work practices of the Development Agent, and ensure that schemes are built to a high standard, are completed on time and within budget, and meet the funding criteria.

2.0 **Definitions**

SOS – Start on site – The contractual start date of the project which does not necessarily mean the contractor physically starts on the site

PC – Practical Completion – The date agreed and certified by the consultant that the works are complete

Contract Completion Date – The date stated in the contract when the works are due to complete

Valuation – An estimate of the measured work carried out by the contractor over a set period of time

Interim Certificate- A certified amount to be paid to the contractor by the client based on a valuation from the consultant

Extension of Time – A period of time assessed by the consultant based on clauses set out in the contract to justify an extension to the contract completion date

LADs - Liquidated and Ascertained Damages – A deduction of monies from the contractor for late completion of the work without a legitimate reason for an extension of time. LADs should be a calculated amount of the loss incurred for late completion and not a penalty

Liquidation – The winding up of affairs for a contractor by ascertaining liabilities and apportioning assets

Determination - The cessation of a building contract under the relevant clauses stated due to liquidation or non performance

3.0 **Processes within the start on site procedure**

3.1 **Start on Site Notice**

Following start on site the senior project manager must send a copy of the

Start on Site Notice to the Epping Forest District Council Housing Development Officer.

3.2 Start on Site Grant Claim

The senior project manager should ensure that any HCA grant is claimed at the earliest opportunity in line with the HCA procedures. A copy of the grant claim i.e. the IMS print screen should be sent to the Epping Forest District Council Housing Development Officer.

3.3 Tender Price Index for Social Housing (TPISH)

Following start on site the senior project manager must ensure that the Tender Price Index for Social Housing (TPISH) form is completed and returned to the Building Cost Information Service (BCIS).

3.4 Sign Boards

3.4.1 The senior project manager must comply with the HCA's signboard requirements for all Social Housing Grant (SHG) funded schemes.

For the full signboard procedure, refer to the Capital Funding Guide.

3.5 Site Meetings

3.5.1 Attendance

The senior project manager must provide a schedule of all site meetings to the Epping Forest District Council Housing Development Officer. The senior project manager must attend all site meetings. Where not possible the senior project manager must ensure that at least one East Thames representative is present and briefed to raise issues if required.

The meetings shall be chaired by the employers agent who will take minutes and these will be distributed to Epping Forest District Council Housing Development Officer.

3.5.2 Role of Group Staff at Site Meetings

The contract is supervised on behalf Epping Forest District Council by a East Thames. No instructions should be given direct to the contractor by East Thames or Epping staff. Such instructions must come through the Employers Agent only.

3.5.3 Contractor's Report

The Contractors are to submit monthly reports at the site meetings. The

report should contain the following :-

- Progress for the previous month
- Delays or acceleration to the programme
- Subcontractors and Suppliers
- Any Information Required
- Weather / Labour returns/ Health and Safety
- Key Performance Indicators required to be collected on a monthly basis

3.6 Client Information

3.6.1 Cost Report

The Employer's Agent is required to submit monthly reports on contract when submitting the valuation of the work to date. This should include the following :-

- Updated cashflow.
- Estimated cashflow forecast and final account
- Agreed variations and changes in programme.

3.7 Financial Processes

3.7.1 Processing of Interim Claims and Certificates

Requests for payment of all invoices will be sent to the Epping Forest District Council via East Thames. The senior project manager will check the costs, and pass to Epping Forest District Council Housing Development Officer to authorise.

3.7.2 Monitoring of Cash Spend

The senior project manager should monitor contractor's invoices to ensure that the pattern of expenditure is approximately consistent with the original cash flow projections for the scheme. If the contractor appears to be invoicing at a significantly faster or slower rate than originally planned this may be an indication of contract difficulties which should be investigated.

3.7.3 Authorisation of Additional Expenditure

There may be circumstances when a variation is necessary which leads to increased works cost. Under no circumstances should a change instruction be given without a price being confirmed by the contractor or the Employers

Agent and the financial effect on the scheme determined.

Any proposed variation must be reported to the Council immediately.

Any variation must be approved in writing by Epping Forest District Council Housing Development Officer.

3.8 Delays in the Project

3.8.1 Authorisation of Extension of Time

The contractor may request an extension of time for delays caused by allowable factors as laid out in the building contract (e.g. exceptionally inclement weather). Any such request must be reported to the Council immediately. Authorisation to issue an extension of time should be given based on the assessment by the Employer's Agent and approved by the Council.

Liquidated and Ascertained Damages (LADs)

3.8.2

If a delay has occurred where an extension of time is not allowable under the contract then it will usually be appropriate to charge a deduction of monies from the contractor for late completion of the work without a legitimate reason for an extension of time. LADs should be a calculated amount of the loss incurred for late completion and not a penalty. The method of calculation for LADs will be laid out in the contract. The Employer's Agent will advise the when and where it is appropriate to charge LADs.

3.9 Contractor Insolvency and Contract Determination

3.9.1 Early Warning Signs

It is not always easy to spot the signs of a contractor getting into financial difficulty but if the senior Project Manager notices any of the early warning signs listed below they should discuss with the Council and the Employers Agent at the earliest opportunity:

- Progress of site slowing down
- Sudden contractor staff changes
- Lack of materials on site
- Persistent market rumours circulating about the contractor
- Contractor adopting a more "contractual" approach than previously
- Contractor requests for early payments or additional funds
- Contractor complaining that they are short of work
- Complaints from sub-contractors, or direct requests for payment from sub-contractors (this is one of the more serious signs)

3.9.2 **Determination**

The financial consequences for the Council of a contractor's liquidation can be serious. A decision to determine or assign a building contract will only be taken at the Council. If a contractor goes into liquidation or receivership, the employment of the contractor may be automatically determined by the conditions of the building contract. It is important to get the scheme back on site with another contractor as soon as possible.

Nevertheless the Council must always take legal advice before determining or assigning any contract and liaise closely with the Employer's Agent. This will be lead by the senior project manager The following paragraphs are not a comprehensive guide, but are intended as a checklist for the senior project manager in the event of a liquidation or determination.

3.9.3 **Site Security**

Should a building contractor go into liquidation the senior project manager must take prompt action to ensure that the site is secured, and if appropriate, that a security firm is engaged. It is common for malicious damage to take place in the first few days after the liquidation of a main contractor, particularly where sub-contractors may have been left unpaid. The senior project manager must liaise with the Council to gain authority to incur reasonable costs in arranging immediate security cover. The amount is to be agreed with the Council.

3.9.4 **Liquidators**

Agreement with the receiver of a contractor in liquidation may be necessary to determine the method by which completion works will be arranged. Early steps should be taken to identify the liquidator. The Senior Project Manager should liaise closely with the Council solicitors, and the contractor's receiver.

3.9.5 **Notifications**

The following must be notified if a contractor goes into liquidation

Epping Forest District Council Housing Development Officer

East Thames Head of Development Services

3.9.6 **Consultants Report**

Immediately after a contract is determined, the Employer's Agent should be asked to check carefully that the partially completed works have been built in accordance with the specification, and should invite the NHBC (or other

appointed) to satisfy themselves on the quality of the work carried out.

3.9.7 Insurance

Contractors insurances may lapse once a liquidation or determination takes place. The senior project manager should ensure that the insurance officer is promptly informed and requested to insure any partially completed buildings.

3.9.8 Contract Payments

Under no circumstances should payments be made pending a full assessment of likely losses. Any contract certificate payments which are being processed should be stopped. The Council should be notified, and any cheques issued which have not yet been sent should be stopped.

3.10 Updating Information

3.10.1 Property Pages on Sequel Update

When the scheme has its name approved by the local authority and the post office, the addresses should be updated on sequel, cross checking the floor areas with IMS to ensure building correct bands.

3.10.2 Variations to original bid on IMS

Variations to grant confirmation may lead to the grant paid back to the HCA e.g. if a waiver is requested or if a standard is not achieved. If there are any variations to the original bid information the SENIOR Project Manager should inform the Council and the Head of Development immediately.

3.10.3 Workflows

It is the project manager's responsibility to ensure that the appropriate workflows have been updated and the relevant information for Sequel for this stage. The internal procedures for Sequel are on the attached link.

<Q:\Development\Applications\SDS Sequel\Internal Procedures\SDS Sequel Development Procedure.doc>

3.11 Service Charges

Service charge information should be completed 6 months before handover and passed to the Epping Forest District Council Housing Development

Officer.

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Core File Requirements	
SCHEME NAME:	Note - if item included, if item is not applicable or comment
Letter from EDFC solicitor confirming clean title	
Confirmation of contractual site possession (with date)	
Evidence that contractor and consultants selection in line with EDFC terms of appointment & procedures	
Where capital subsidy to the scheme from other sources, including public sources, confirmation of the amounts and sources of funding should be retained	
Terms of appointment of consultants	
Copies of the building contract document and final account documentation	
Evidence whole life costs assessed at pre-acquisition stage	
Copies of Housing Quality Indicator assessments	
Evidence that HCA waivers, where applicable, have been agreed for variations for non-compliance with required standards	
Copy of Cabinet approval, and all subsequent re-approvals.	
Completed TPISH (Tender Price Index for Social Housing) return made to BCIS - evidence (email or covering letter) that document sent also kept on file	
An "as built" site plan (not required for street properties)	
List of plot numbers, and corresponding full postal addresses and tenure	
Section 106 Planning Agreement	
Section 106 Agreement – letters or emails from Local Planning Authority confirming that the conditions in the Agreement have been satisfied (copies acceptable)	
Copy of Section 38 Road Adoption Agreement. If not to be adopted note in comment e.g. estate roads to remain private but site abuts adopted road	
Copy of Section 104 Sewer Adoption Agreement. if not to be adopted note in comment e.g. estate sewers to remain private - join adopted main in [x] street.	

SCHEME NAME:	Note - if item included, if item is not applicable or comment
Section 38/ Section 104 – update on expected date of adoption. Enclose letters from appropriate authorities confirming acceptance of works/ start of maintenance period/ adoption. NB If adopted, earlier letters from appropriate authorities are not required.	
If development was in breach of old restrictive covenants on title has any notice of breach been received?	
Copy of Planning Permission (if n/a state why e.g. refurbishment)	
Conditions to planning permission – letters or emails confirming sign off of reserved matters and approval of conditions having been satisfied from Local Planning Authority or explain why sign off not available	
Conservation area consent/listed building consent	
Building Regulation completion certificate	
Confirmation of date of Practical Completion (note is this covered by NHBC certification?)	
Consultant's estimate of final works costs, and where appropriate a separate estimate of the non-works elements, e.g. on costs	
Restrictive Covenant or Defective Title Indemnity Policies	
NHBC/ Zurich/ HAPM documentation. Please note we need final certificates not cover notes. If copies are not available, please obtain confirmation from NHBC/Zurich etc. of policy numbers and that policy is in force.	
Environmental Reports – soil reports, site investigation reports.	
Environmental – final report. Written confirmation from a third party validating that recommendations have been carried out. -NB written confirmation from the local authority that a planning condition to remediate and to validate the remediation will suffice if a validation report is unavailable.	
Build Contract and Consultants Appointments - only required if no NHBC	
Warranty – architect - only required if no NHBC	

SCHEME NAME:	Note - if item included, if item is not applicable or comment
Warranty – main contractor - only required if no NHBC	
Warranty – sub contractor(s) only required if no NHBC	
Deeds of Grant to statutory authorities of rights / easements (e.g. licences/ wayleaves)	
Is the development on a floodplain? If so are there any defences? Any items incorporated into the build? Agreed mediation plan with the Environment Agency?	
Details of rents, including HB eligible service charges	
Any other documentation specifically relating to any interest or restriction on land and /or build	
Confirmation that there are no outstanding matters/disputes with regard to the scheme e.g. boundary disputes, lack of sign off by planning authority.	
Evidence that the 20 Building for Life criteria have been carried out and the scheme achieves the required standard.	
Required sustainability certificates have been achieved and carried out by registered assessor on the basis of the scheme designs as planned and delivered.	
Prepared By	
Name	
Signed	
Dated	
Head of Development (name)	
Signed	
Dated	

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Council Housebuilding Cabinet Committee

TERMS OF REFERENCE AND MEMBERSHIP

Terms of Reference

1. To consider and recommend to the Cabinet the Development Strategy for the Council's Housebuilding Programme on an annual basis.
2. To consider and sign-off development appraisals and financial appraisals produced by the Council's appointed Development Agent for sites previously identified by the Cabinet as having development potential and that could be included within the Council's Housebuilding Programme.
3. To approve the submission of detailed planning applications, and/or if more appropriate outline planning applications, by the Council's appointed Development Agent for sites that the Cabinet Committee considers are suitable for development and viable, having regard to the development appraisals and financial appraisals for the sites.
4. To invite ward members to attend meetings of the Cabinet Committee when potential development sites in their ward are under consideration, and to provide an opportunity for ward members to provide comments on proposed developments, before development appraisals and financial appraisals are signed-off and approvals to submit planning applications are given.
5. To approve the subsequent development of sites considered suitable for development and viable that receive planning permission, subject to the acceptance of a satisfactory tender for the construction works.
6. To approve, and include within financial appraisals, the use of the following sources of funding for the development of individual sites within the Council's Housebuilding Programme:
 - (a) The agreed Housing Capital Programme Budget for the Housebuilding Programme;
 - (b) Capital receipts made available through the Council's Agreement with the Department of Communities and Local Government allowing the use of receipts from additional Right to Buy (RTB) sales as a result of the Government's increase in the maximum RTB Discount to be spent on housebuilding;
 - (c) Financial contributions received from developers for the provision of affordable housing within the District, in lieu of on-site affordable housing provision, in compliance with Section 106 Planning Agreements; and
 - (d) Grant funding received from the Homes and Communities Agency.
7. To approve the submission of the Council's Pre-Qualification Questionnaire to the Homes and Communities Agency (HCA), applying for Investment Partner status with the HCA.
8. To consider and accept tenders received for the construction works on sites included within the Council Housebuilding Programme.
9. To determine whether, in addition to the potential development sites already considered by the Cabinet, sites with development potential within the following categories should be added to either the Housebuilding Programme's Primary List or Reserve List and detailed development appraisals and financial appraisals undertaken by the Council's Development Agent:
 - (a) Other specific garage sites comprising 6 or less garages;
 - (b) Specific garage sites where garage vacancies arise with no waiting list of applicants; and
 - (c) Specific areas of Council-owned land on housing sites considered to be surplus to requirements.

10. To determine whether sites on the Reserve List of potential development sites previously agreed by the Cabinet should be promoted to the Primary List, and detailed development appraisals and financial appraisals undertaken by the Council's Development Agent, due to:
 - (a) There being insufficient numbers of properties that can be viably developed from the Primary List of potential development sites to deliver a Housebuilding Programme of 120 new homes over a six-year period; and/or
 - (b) The Cabinet subsequently deciding to increase the size of the Housebuilding Programme and there being insufficient numbers of properties that can be viably developed to deliver a larger Programme.
11. To monitor and report to the Cabinet on an annual basis:
 - (a) Progress with the Council Housebuilding Programme; and
 - (b) Expenditure on the Housing Capital Programme Budget for the Council Housebuilding Programme, ensuring the use (within the required deadlines) of the capital receipts made available through the Council's Agreement with the Department of Communities and Local Government allowing the use of receipts from additional Right to Buy (RTB) sales as a result of the Government's increase in the maximum RTB Discount to be spent on housebuilding.
12. To oversee the delivery of the Marden Close, Chigwell Row Conversion Scheme scheme, and in particular to:
 - (a) consider the Development and Financial Appraisals;
 - (b) approve the submission of a detailed planning application and approve the scheme being undertaken, subject to the estimated works costs being acceptable;
 - (c) approve the proposed procurement methodology of the works contractor;
 - (d) award the works contract for the conversion scheme, following the receipt of competitive tenders; and
 - (e) agree the capital budget requirement for the Housing Capital Programme;

Membership

Housing Portfolio Holder (Chairman)
Finance and Technology Portfolio Holder
Planning Portfolio Holder
Environment Portfolio Holder
Safer, Greener and Highways Portfolio Holder

Frequency of Meetings

As and when required, as determined by the Housing Portfolio Holder.

Council Housing Building Cabinet Committee Information Report

Report title	Development Programme and Performance Update
Type of report	Information Item
Committee	Council Housing Building Cabinet Committee
Committee Date	
Agenda number	
Author	Andy Gatrell, Head of Development Services, East Thames Group
Author's contact details	andy.gatrell@east-thames.co.uk or 0208 522 2000

1 Recommendations

1.1 Note the contents of this monthly exceptions report and associated appendices.

2.0 Balanced Scorecard (Appendix 1)

2.1 **The balanced scorecard will contain the EFDC Development Agency Contract Key Performance Indicators and performance against same.**

2.2 It shall also contain KPIs for any construction contracts that have been let. These are to be agreed prior to execution of said contracts.

2.3 A verbal update will be given by the officer presenting the report. Targets and performance against targets will be noted.

2.4 Any variance from Target shall be highlighted and an explanation given.

3.0 Development Programme Variance

3.1 This section records total scheme budget expenditure variances over 5%, and out of quarter / year movements, when compared to agreed programmes.

3.3 This section additionally highlights key forthcoming milestones on projects, as appropriate e.g. forthcoming cabinet approvals required, planning application submissions, planning determinations, Contracts to be let, Start on Sites, and Completions.




4.0 Development Programme Cashflow (Appendix 2)

- 4.1 Appendix 2 should be referred to when making decisions regarding approvals. Each *scheme* that is going for Cabinet approval will have its individual net cashflow position listed so that its impact can be seen.
- 4.2 The Cashflow will highlight any variance from predicted spend and variances over 5% shall be explained in the body of the report.
- 5.0 Grant Funding and Internal Subsidy (Appendix 3)**
- 6.1 Any funding awarded or bid for will be reported here and monitored appropriately. It will be listed, along with targets at Appendix 3.
- 6.0 End of Project Financial Summaries & Lessons Learnt**
- 6.1 Scheme reviews and their financial summaries will be appended and a briefly adumbrated in this section along with any key findings. A verbal update may also be presented to the meeting..
- 7.0 Monitoring Against Current Cabinet Approval (Appendix 4)**
- 7.1 This is a monthly standing item.
- 7.2 Appendix 4 will illustrates the current position.
- 8.0 Risk Register (Appendix 5)**
- 8.1 Any significant Programme Risks in the register shall be highlighted in the report along with an explanation as to the cause and a note of any actions taken or suggested to mitigate same.

Appendices

1. Balanced Scorecard.
2. Development Programme Cashflow.
3. Grant Funding and Internal Subsidy Schedule.
4. Monitoring Against Current Cabinet Approval.
5. Risk Register

**Potential Sites for Council Housebuilding Programme
Suitable for Development
Dec-12**

Key		= Less than 20% void garages
		= Between 20% and 30% void garages
		= More than 30% void garages

Garage site	Total Garages	Vacant Garages	% Empty	Location of Entrance to garage site	Development Potential	Ward	ETG comments	Ease of Devt. (1=Easy, 5=Hard)	Max. No. of of Props.
Primary List									
Buckhurst Hill									
Bourne House (Garages 12 to 36)	25	15	60%	Rear/ side (south) of Bourne House	Development potential. Adjacent to Green Belt. Any development would be subject to overlooking from Bourne House. Are garages being used by the 24no. flats of Bourne House? Removal of these garages would remove all on site parking for Bourne House; Planners would be concerned. Similar site north of Bourne House has been developed into 4no. Flats by Estuary H.A. This development could be replicated. Some off-street parking could be provided within clothes drying area to off-set loss. Possible block of four flats.			3	4
Hornbeam Close (north: garages 1 to 24) (south: garages 25 to 38)	38	9	24%	Rear of and adjacent to flats at Hornbeam Close. Two sites; north 24 garages, south 14 garages.	Development potential, on one or both sites. Both sites North site: possible pair of houses? Maintain RoW through site? South site: possible block of four flats? Maintain rear access to adj. houses. adjacent to Green Belt. Any development would be subject to overlooking from adjacent five storey block of flats. North site may have established RoW running through site. South site would need to retain rear access points from properties fronting Hornbeam Road and RoW serving these areas. Both sites have good access road width. North site; possible three small houses. South site: possible block of four flats.			2	7
Hornbeam House (Garages 1 to 22)	22	14	64%	Rear/ side (north) of Hornbeam House.	Development potential. Adjacent to Green Belt. Any development would be subject to overlooking from Hornbeam House. Rear access from properties fronting Hornbeam Road would have to be retained and existing RoW. Access road wide. Possible block of six flats.			3	6
Pentflow Way (Garages 1 to 10)	10	4	40%	Adjacent to 23 Pentflow Way	Development potential. Garages and surrounding hard-standing provides parking for adjacent 16no. Existing flats. Electricity sub-station also exists. Development is possible, however, sub-station would need to be re-sited, this would be expensive. Off-street parking would need to be considered, together with allocation/ use of amenity space. Some overlooking issues. Existing			2	4

Loughton Way (garages 1 to 24)	24	8	Via access road to rear of 142 to 196 Loughton Way	clothes drying area could be incorporated. Possible block of four flats. Development potential. Additional 3/4 car parking spaces would be lost. General area is not particularly suitable for residential development. However, access could be taken from Blackmore Road and new development could turn its back on access road (apart from off-street parking provision). Overlooking issues from existing flats. Possible two houses.				4	2
Coopersale									
Parklands - Site A 75 - 100	26	8	Coopersale Common: various locations. 12 distinct garage area. (garages 1 to 100 and 110 to 125) Adjacent to 44 Parklands	Development potential: for a number of different sites. Very poor parking. Some have large courtyards at front. Footpaths accessing some of sites. Couple of blocks are formed within built form. Most existing dwellings have rear or side access arrangements; these must be retained. If all areas developed; six houses and eleven bungalows may be possible.				3	3
Parklands - Site B 60 - 68	9	2	Adjacent to 71 Parklands	Ditto				2	2
Parklands - Site C 119 - 122	4	1	Between 52 Parklands and 53 Gamon Mead	Ditto				3	2
Epping									
Centre Avenue (garages 1 to 20)	20	9	Adjacent to 18 Centre Avenue	Development potential. Site is awkward shape; some re-adjustment of boundaries may be prudent. Numerous rear access points from surrounding properties onto forecourt exist. Considerable gradient across site. Development would need to be single storey due to overlooking issues. Possible two bungalows.				4	2
Centre Drive - Site B (garages 1 to 7)	7	1	Adjacent to 24 Western Avenue	Development potential, only if the rear garden of 24 Western Avenue is incorporated within the site area. 24 Western Avenue is currently in Council ownership. Development would need to be single storey due to overlooking issues. Tree root issues. Overhead BT cables. Good highway access. Possible two bungalows.				2	2
Springfield B Block (garages 2 to 16)	16	6	Between 34 and 36 Springfield	Development potential, albeit slight. Vehicular and pedestrian access from surrounding properties onto forecourt. RoVW from southern end of site, through site, also exists. Any development would, presumably, have to retain these access rights. Gradients through and across site. Site narrow. Overlooking issues. Tree root issues. Possible single bungalow only.				4	1
Springfield C Block (garages 1 to 39)	39	8	Between 15 and 17 Springfield	Development potential. Only in the area of garages 1 to 18; remaining garages could continue. Two rear access points					

											3	3
		21%										
Stewards Green Road (Garages 1 to 20)	20	10	50%		Adjacent 52 Stewards Green Road						1	5
High Ongar												
Millfield (garages 1 to 12)	12	5	42%		Between 48 and 49 Millfield						3	2
Loughton												
Bushfields (garages 51 to 70)	20	8	40%		Rear of 82 to 92 Alderton Hall Lane						3	2
Chester Road (garages 654 to 675)	22	10	45%		Rear of 121 and 125 Chester Road						3	2
Chequers Road - Site A (Garages 146 to 171)	26	17	65%		Between 2 and 12a Chequers Road						3	2
Chequers Road - Site B (garages 231 to 256)	28	18	64%		Between 75 and 81 Chequers Road						1	9

Etheridge Road (Garages 676 to 712)	36	15	42%	Between 72 and 74 Etheridge Road	Development potential. Development would need to be single storey due to overlooking issues. Access road narrow: no ability to widen at junction with Etheridge Road. No access potential elsewhere. Development will be single storey due to overlooking issues. Access road narrow: no ability to widen at junction with Etheridge Road. No access potential elsewhere. Development will be limited by access restriction (2.4m max). Refuse servicing may be problematic. Possible three bungalows.	3	3	3
Hillyfields (garages 13 to 24)	12	8	67%	Between flat blocks 60/98 and 100/112 100/ 112	Development potential. Development would need to be single storey due to overlooking issues. Possible two bungalows.	3	2	2
Kirby Close	4	1	25%	Adj. to 20 Kirby Close Could incorporate adjacent bank, access rd and access via Valley Hill	Development potential. Home Group has previously assessed that 4 x 1 bed flats and 4 x 2 bed flats could be provided.	4	8	8
Ladyfields (garages 332 to 353)	22	8	36%	Opposite 39 to 45 Ladyfields	Development potential. Good highway access; frontage. No major overlooking issues. Noise from railway. Retain trees to front and rear elevations. Possible two large houses. Extend development into adjacent green space?	1	2	2
Langley Meadow - Site A (Amenity area)	1	1	100%	Adjacent to 21-24 Langley Meadow	Development potential. Some of the land has erroneously been included within the lease of 21 Langley Meadows. 3 Langley Meadows has a right of way over land. 26 Langley Meadows may have a lease - the leaseplan are contradictory.	1	4	4
Langley Meadow - Site B (Amenity area)	1	1	100%	Adjacent to 25-28 Langley Meadow	Development potential - not yet explored in detail.	1	4	4
Lower Alderton Hall Lane (garages 440 to 445)	6	2	33%	Opposite 1 to 6 Lower Alderton Hall Lane	Development potential, albeit, slight. Any development would have a major impact on existing parking facilities to the existing eleven surrounding houses. New and existing parking would have to be carefully considered. Retain trees to embankment. Possible two/three flats.	2	3	3
Marlescroft Way - Site B (garages 581 to 591)	11	6	55%	Off Marlescroft Way via forecourt	Development potential. Good highway access. Garage structures form lower perpendicular form of flats above, therefore, development would consist of conversion. Possible two flats.	3	2	2
Pyrites Lane - Site A (Garages 1 to 12)	12	6	50%	Rear of flat block 109 to 127	Development potential. Development would need to be single storey due to overlooking issues. Very mature oak tree. Possible two bungalows.	3	2	2
Pyrites Lane - Site B (garages 82 to 109)	28	6	21%	Rear of 100 to 108 Pyrites Lane	Development potential. Development would need to be single storey due to overlooking issues. Access road narrow: need to widen at junction with Pyrites Lane. Refuse servicing may be problematic. Numbers 108 and 110 Pyrites are freehold. Possible three bungalows.	3	3	3
Thatchers Close (Unused land)	1	1	100%	Adjacent to 7 Thatchers Close	Development potential. Home Group has previously assessed that 2 flats could be provided	2	2	2
Whitehills Road (Garages 354 to 380)	27	12	44%	Rear of 4 Whitehills	Development potential. Development would very likely need to be single storey due to overlooking issues. Access road narrow: may need to widen at junction with Whitehills Road, however, this may prove difficult due to freehold owner and electricity sub-station on each side of access road. Refuse servicing may be problematic. High level communication cables over site. Trees to site periphery. Possible three bungalows.	3	3	3

Matching Green						
Colvers (garages 8 to 18)	18	5	Adjacent to 25 Clovers 28%	Development potential, albeit, slight. The site is entirely within the Green Belt. Any development would have to be deemed sustainable. Numerous rear access points from surrounding properties onto forecourt/ access road exist. Electricity sub-station with access onto access road exists. Access road narrow, may need to widen at junction with Clovers. No. 26 Clovers is owned by the Council. Refuse servicing may be problematic. Development would need to be single storey due to overlooking issues. Possible two bungalows.	3	2
Nazeing						
Palmers Grove (garages 1 to 25)	25	7	Rear of 30 to 44 Palmers Grove 28%	Development potential. Access road narrow, may need to widen junction with Palmers Grove; both 44 Palmers Grove and 57 Hoe Lane are in Council ownership. No. 49 Hoe Lane has taken vehicular access from the access road and a large number of other peripheral properties have taken pedestrian access. Electricity sub-station exists with possible RoW issues. Separate RoW to the rear of Hoe Lane properties exists and may have to be retained. Mature trees exist around site periphery. Ownership of land to north-west of site unknown; could be Council owned. Signs of land-grab. Development would very likely need to be single storey due to overlooking issues. Refuse servicing may be problematic. Possible three four bungalows.	3	4
Pound Close (garages 1 to 12)	12	5	Between 14 and 15 Pound Close 42%	Development potential. Reasonable access to site, however, existing footpath needs to be retained in order access number 14. In addition, an existing right of way exists through the site that runs from between numbers 35 and 37 St. Leonards Road; this needs to be retained. A large area of land exists south of the garages, this would need to be included to make any development meaningful. Possible three small houses.	2	3
North Weald						
Bluemans End (garages 1 to 16, further 8 no. garages demolished)	16	5	Between 16 and 17 Bluemans End 31%	Development potential. Access road narrow, may need to widen. Site appears to be bordered on two sides by watercourses; gate is provided for access (presumably for Environment Agency). RoW may have to be retained. Mature trees bordering two sides of site. Site surrounded by residential gardens, overlooking could be problem, although trees could screen. Possible block of four flats.	2	4
Queens Road (garages 1 to 55)	55	22	Between 17 and 19 Queens Road 40%	Development potential. Access road narrow, need to widen, especially at junction with Queens Road. Both 17 and 19 in Council ownership. 17 gives more opportunity for widening, however, small electricity sub-station would need relocating. Mature trees adjacent to access	3	12




					need to be retained. Block of 8/12 flats could be formed; possibly more if area of land south of garages incorporated into the design.				
Ongar									
Queensway (garages 1 to 38)	38	22	58%	Between 97 and 99 Queensway	Development potential. Development would need to be single storey due to overlooking issues. Access road narrow; ability to widen removed due to development. An existing right of way exists through the site that runs from between 39 and 41 St. Peter's Avenue may need to be retained. Numerous adjoining properties have taken access from the forecourt. Refuse servicing may be problematic. Development will be limited by access restriction (2.4m max.). Possible three bungalows.				3
St. Peter's Avenue (garages 1 to 30)	30	9	30%	Between 42 and 44 St. Peter's Avenue	Development potential. Development would need to be single storey due to overlooking issues. Access road narrow; need to widen at junction with St. Peter's Avenue, however, may not be possible due to limited gap between existing buildings (alternative: demolish detached dwelling in Moreton Road for new access). Possible eight bungalows.				3
Roydon									
Parkfields - Site A (garages 4 to 19)	16	8	50%	Between 2 Parkfields and 52 Hansells Mead	Development potential. Ownership of adjacent areas of land unknown. Development would need to address overlooking issues. Access road through to site very narrow. Some mature hedges and trees to address. Both properties either side of access road are freehold; therefore access road cannot be widened. Refuse servicing may be problematic. Difficult to estimate size of development until ownership of adjacent areas determined; possibly small block of flats?				2
Theydon Bois									
Graylands (garages 1 to 6)	6	5	83%	Between 24 and 25 Graylands	Development potential. Thames Water pumping station on site located in awkward position; re-locate? Access road narrow between 24 and 25. Overlooking issues. development may have to be single storey; if pumping station re-sited possible two bungalows (one if not).				3
Green Glade (garages 12 to 38)	27	6	22%	Between 59 and 61 Green Glade	Development potential. Access road narrow; may need to widen at junction with Green Glade by encroaching onto existing green verge. Overlooking issues; development may have to be single storey. Numerous vehicular access points from surrounding properties onto forecourt. Possible three bungalows.				3
Waltham Abbey									

Beechfield Walk (garages 1 to 23)	23	9	Between 92 and 94 Beechfield Walk	39%	Development potential. Access road narrow, may need to widen at junction. Overlooking issues. Trees to periphery. Site on edge of Green Belt. Access from rear garden of 92 onto site. Due to limited highway frontage a small block of flats may be best suited. Both properties either side of access road are freehold. Possible six flats.	right of way issues	1	6							
				Bromefield Court (garages 302 to 309)					8	6	Adjacent to 14 Bromefield Court	75%	Development potential. Existing garages enclosed within walled courtyard with other open parking area (7no.). Garage courtyard accessed off turning head at end of cul-de-sac, therefore, turning head must remain. Trees adjacent to site. Development would need to be set back from existing building line in order to accommodate parking. Good highway access. Possible two small houses (or GP surgery).	3	2
Denny Avenue (garages 8 to 32)	25	14	Between 34 and 35 Denny Avenue	56%	Development potential. Overall site contains 32no. garages, however, eight of these are private (these are located within a single block on the west of the site). Good highway access; access road wide enough for development. Overlooking issues. Public footpath along flank of no. 34 needs to be retained, together with access to private garages. Possible three houses.	2	3								
				Gant Court (garages 99 to 126)	28			6	4no. separate blocks of garages. One of these forms the ground floor of a block of flats - all off Gant Court	21%	Development potential. However, the natural break in the built form where the garages exist, could be argued as forming the character of the area. If the Planners could be convinced otherwise, three of these areas could be infilled, either with houses or (in an attempt to keep the break in the built form) bungalows. One of these areas has a section of unallocated parking. Each of these three areas sits adjacent to the existing highway. One of these areas could contain two houses or bungalows. The garages forming the ground floor of a block of flats could be converted into flats, however, parking provision would be problematic. Perhaps a mixture between the two could be achieved, ie. two large flats and a central parking area between.	3	2		
Harveyfields (garages 1 to 40)	40	16	Adj to 14 Harveyfields. 5no separate sites of garages	40%	Development potential. 5% separate sites of 91 garages all in close proximity. Home Group has previously assessed that 6 X 1 bed flats and 6 X 2 bed flats could be provided on three sites of 40 garages, to enable garage users to relocate to other garages.	2	12								
				Mallion Court (garages 220 to 256)	37			11	6no. separate blocks (areas) of garages. One of these forms the ground floor of a block of flats - all off Mallion Court.	30%	Development potential. However, the natural break in the built form where the garages exist, could be argued as forming the character of the area. If the Planners could be convinced otherwise, five of these areas could be infilled, either with houses or (in an attempt to keep the break in the built form) bungalows. A couple of these areas have sections of unallocated parking. Each of these five areas sits adjacent to the existing highway. One of these areas could contain two/ three houses or bungalows. The garages forming the ground floor of a block of flats could be converted into flats, however, parking provision would be problematic. Perhaps a mixture between the two could be achieved, ie. two large flats and a central parking area between, or four flats and parking created within the landscape nearby.	2	4		

Mason Way (Garages 200, 202 and 204)	3	1	33%	Adjacent to 204 Mason Way	Development potential, albeit, slight. It is assumed that the garages were constructed to provide parking to the adjacent bungalows. Planning conditions would be likely to reflect this. Adjacent land in order to develop also falls within adjacent property boundaries (204 Mason and Jessopp Court). Development would be single storey only. Good high way access. Possible single bungalow.			3	1
Pick Hill (garages 1 to 21)	21	17	81%	Opposite Pickhill Farm. Two access points from Pick Hill. Site between rear gardens of 18 Conybury Close and 13 Oxleys Road	Development potential. North half of site falls within Green Belt. Pick Hill and verge (Green Belt area) owned by Corporation of London, however, now dedicated to Highways Authority. Tree Preservation Orders exist for trees within verge area. Two access points through to garages is subject to wayleave agreement. Access points through to garages will have to remain in position. relocation would infringe TPO. Watercourse appears to exist through site. British Telecom cables above site. Overlooking would be problematic if development is two storey. Refuse collection policy along Pick Hill is unknown. Possible three bungalows.			4	3
(Former Red Cross Hall site) - Roundhills - (Garages 279 - 285)	7	4	57%	Land to rear and side of shops - Demolished and fenced off, however x7 garages in situ Opposite 198 Roundhills	Development potential for 7 new homes. Possibly 4 x 3 bed houses and 3 x 1 bed flats. Funding successfully agreed from London-Stansted-Harlow Programme of Development (POD) Partnership Board to assist with cost of development - particularly additional costs of flood mitigation measures (since the site is in a Zone 2 Flood area). The site comprises land previously leased to the Red Cross for the provision of a hall; x7 Council owned garages and associated land. The locality also includes a service road to the small estate-based Roundhill shops. Planning officers have confirmed that, at this stage and subject to public consultation, they have no planning objections in principle to the residential development of the site, subject to the required flood mitigation measures meeting the requirements of the Environment Agency.			3	7
Roundhills - Site 4 (Garages 225 to 232)	8	2	25%	Opposite 198 Roundhills	Development potential. Surrounding properties (Fairways) have rear access gates that would need to be retained. Some unallocated parking provision exists within the site. Considerably mature trees exist around the site. Good highway access. Unallocated parking could be provided on the adjacent (eastern) part of the site; these garages, which are currently in a poor state of repair, could be demolished. Possible three/four houses.			1	4
Roundhills - Site 5 (Garages 241 to 249 and 252 to 255)	13	5	38%	Rear of 89 to 95 Roundhills	Development potential. Properties surrounding the site have rear access gates that would need to be retained. Some unallocated parking provision exists within the site. Existing access road could be employed for vehicular access to development. Possible two houses.			2	2
Roundhills - Site 6 (Garages 256 to 259 and 272 to 275)	8	2	25%	Between 15 and 17 Greenleas	Development potential. Electricity sub-station within site. RoWs from adjacent areas enter the site and should be retained. Some unallocated parking provision exists. Existing access road could be employed for vehicular access to development - but turning may be problematic. Refuse servicing needs investigation. Possible 2 houses.			2	2
Roundhills - Site 7 (Garages 176 to 180, 187)	33	11		Between 79 and 81 Roundhills	Development potential. Properties fronting Roundhills (nos. 53 to 79) would need to retain their rear access gates.				

to 208 and 219 to 224)																						6	
	Shingle Court (garages 318 to 325)	8	2	Adjacent to 16 Shingle Ct		33%		Development potential. Existing garages enclosed within walled courtyard with other open parking area (7no.). Garage courtyard accessed off turning head at end of cul-de-sac, therefore, turning head must remain. Trees adjacent to site. Development would need to be set back from existing building line in order to accommodate parking. Good highway access. Possible two small houses (or GP surgery).														2	2
	Stoneyshotts (Cross Terrace) (garages 1-3)	3	0	Between Cross Terrace and Honey Lane		0%		Garages suffer from major structural problems - expensive to repair, however are all let at the moment.															1
	St. Thomas's Close (garages 1 to 12)	12	6	Between 15 and 17 St. Thomas's Close		50%		Development potential. Ownership of large area of land north of the garages in unknown. Six private garages are also sited within the site (under license?). Site is located on a substantial gradient. Rear access from 22 to 32 Princessfield Road through site. Land Grab from 22 Princessfield Road? Access road narrow, need to widen at junction with St. Thomas's Close? Number 15 freehold, number 17 currently in Council ownership. Refuse servicing would need investigation. Overlooking could be problematic. Possible five/ six houses.															6
	Woolliard Street (garages 1 to 39)	39	13	Adjacent to 15 Woolliard Street		33%		Development potential. Site has recently been adapted in order to provide vehicular rear access to 20 to 26 Greenfield Street and 15 to 25 Woolliard Street: this limits any potential development due to the need to retain a vehicular route. Good highway access. Development could front Woolliard Street with rear parking provision. Possible five/ six houses.															2
	Wrangley Court (garages 388 to 394)	7	2	Adjacent to 7 Wrangley Court		29%		Development potential. Existing garages enclosed within partly walled courtyard. Garage courtyard accessed off turning head at end of cul-de-sac, therefore, turning head must remain. Trees adjacent to site. Development would need to be set back from existing building line in order to accommodate parking. Good highway access. Possible two small houses (or GP surgery).															2
	TOTALS	1,095	441			40%		Maximum Potential No. of Properties															212

**Potential Sites for Council Housebuilding Programme
Suitable for Development
Dec-12**

Key		= Less than 20% void garages
		= Between 20% and 30% void garages
		= More than 30% void garages

Garage site	Total Garages	Vacant Garages	% Empty	Location of Entrance to garage site	Development Potential	Ward	Ease of Devt. (1=Easy; 5=Hard)	Max. No. of Proprs.
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Reserve List

Buckhurst Hill

Thaxted Road (garages 1 to 12)	12	1	8%	Adjacent to 4A Thaxted Road	Development potential. Possible overlooking issues. Possible drainage issues due to low lying site. Access road narrow; compounded by vehicles from adjacent properties (2, 4 and 4A Thaxted) street parking. Has 6 Thaxted land grabbed verge to access road? Vehicular access into 9 Thaxted from garage forecourt. Possible two houses.		3	2
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Epping

Centre Drive - Site A (garages 1 to 7)	7	1	14%	Adjacent to 24 Western Avenue	Development potential, only if the rear garden of 24 Western Avenue is incorporated within the site area. 24 Western Avenue is currently in Council ownership. Development would need to be single storey due to overlooking issues. Tree root issues. Overhead BT cables. Good highway access. Possible two bungalows.		2	2
Coronation Hill - Site A (garages 1 to 17 and 37/38)	19	0	0%	Between 51 and 53 Coronation Hill	Development potential. Numerous rear access points from surrounding properties onto forecourt exist. Development would need to be single storey due to overlooking issues.		4	2

Coronation Hill - Site B (garages 21 to 28)	8	1		Rear of 48 Coronation Hill	13%	Gradient across site. Possible two bungalows. Development potential. Development potential depends upon whether the rear garden of no. 34 Coronation Hill (currently in Council ownership is incorporated). Gradient across site. Rear access from no. 34 Coronation Hill onto forecourt. Watercourse may run in culvert under site? Development would need to be single storey due to adjacent bungalows and overlooking. Highway through to site very narrow. Site directly adjacent to Green Belt. Possible single bungalow if only the site used, possible two bungalows if garden of no. 34 Coronation Hill incorporated.		4	2
Loughton									
Marlescroft Way - Site A (garages 573 to 580)	8	1		Off Marlescroft Way via forecourt	13%	Development potential. Good highway access. Need to retain light quality to adjacent properties. Garages attached to stair tower and plant/ store room. Therefore suggest single bungalow only.		3	1
Roydon									
Hansells Mead (garages 1 to 3)	3	0		Adjacent to 2 Hansells Mead	0%	No development potential. However, could be developed if part of adjacent garden from number 2 incorporated. Number 2 is private freehold. Site has good highway access. Possible tree problems. Corner plot. Possible single house.		2	1
Parkfields - Site D (garages 32 to 34)	3	0		Between 15 and 17 Parkfields	0%	Development potential, albeit, slight. Site very small. Good access to highway. Corner plot. Adjacent properties are freehold. Overlooking issues to rear; habitable rooms would need to face highway. Garden to front and sides only. Possible single house or bungalow.		2	1
Parkfields - Site B (garages 20, 21 and 28 to 31)	6	0		Adjacent to 99 Parkfields	0%	Development potential. Site very small. Good access to highway. Overlooking issues. Possible single bungalow.		2	1
Parkfields - Site C (garages 22 to 25)	4	0		Between 88 and 90 Parkfields	0%	No development potential. However, could be developed if land to rear/ side (elec. sub-station) included; sub-station use and land ownership need investigation. Good access to highway. Possible single house.		2	1
Toot Hill									
Barmead (garages 1 to 7)	7	1		Adjacent to Green Man public house		Development potential, albeit, slight. The site is entirely within the Green Belt. Any development would have to be deemed sustainable. Numerous rear access points from surrounding properties onto forecourt/ access road exist; these are for vehicles (3no. Garages), pedestrians and			

					14%						4	2
<p>pasture beyond. These access points appear to rely solely on RoW through this site for egress. Boundary positions would need to be confirmed. Access road narrow; no possibility to widen, no. 1 Barmead freehold. Refuse servicing may be problematic. Development would need to be single storey due to overlooking issues. Possible two bungalows.</p>												
Waltham Abbey												
Sudicamps Court (garages 310 to 317)	8	1		Adjacent to 14 Sudicamps Court	13%						3	2
<p>Development potential. Existing garages enclosed within walled courtyard with other open parking area (7 no.). Garage courtyard accessed off turning head at end of cul-de-sac, therefore, turning head must remain. Trees adjacent to site. Development would need to be set back from existing building line in order to accommodate parking. Good highway access. Possible two small houses (or GP surgery).</p>												
TOTALS	85	6	7%	Maximum Potential No. of Properties								17

No Potential of Sites for Council Housebuilding Programme

Unsuitable for Development

01 December 2012

Garage Location	Total on Site	No. Vacant	% Vacant	Location of Site / Entrance	Ward	Reason
Abridge						
Alderwood Drive (garage 56)	1	0	0%			Unsuitable: plot too small
Epping						
Brich View	8	3	38%	Behind Flats		Unsuitable: overlooking from adjacent four storey flats
Meadow Road (garages 1 to 6)	7	1	14%	Adjacent to 5 and 6 Meadow Road		Unsuitable: plots too small
Frampton Road (garage 14)	1	0	0%	Adjacent to 14 Frampton Road		Unsuitable: plot too small
Loughton						
Longcroft Rise (Garages 532 to 550 and 562 to 570)	28	11	39%	Opposite flat blocks in Longcroft Rise		Unsuitable: overlooking from adjacent four storey flats
Barrington Road (garage 259)	1	1	100%	Adjacent to 79 Barrington Road		Unsuitable: plot too small and attached to electricity sub-station
Nazeing						
St Leonards Road (garage 9)	1	1	100%	Adjacent to 2 Hyde Mead		Unsuitable: plot too small
Waltham Abbey						
Hillhouse (garages 257 to 262)	6	2	33%	Rear of shops		Unsuitable: development would interfere with vehicular deliveries to shops
Woodford Bridge						
Hill Top Court (garages 1 to 4)	4	2	50%	Attached, side/rear of 1 to 12 Hill Top Court		Unsuitable: development would block light of existing dwellings and suffer from overlooking issues

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Report to the Cabinet

Report reference: C-013-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Leisure and Wellbeing
Asset Management & Economic Development

Subject: Epping Hall – Sports and Leisure Feasibility Study

Responsible Officer: Derek Macnab (01992 564051).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet formally note the Epping Hall Sports and Leisure Feasibility Study;**
- (2) That whilst a preferred option has been identified within the Study, none of the options be excluded at this stage, by virtue of the fact that no other proposals have yet to been considered as a result of the Expressions of Interest exercise;**
- (3) That the Study form part of the evidence base in the preparation of a new Leisure Strategy for the District and the procurement strategy for the Council's next Leisure Management Contract; and**
- (4) That the formal views of Epping Town Council be sought on the feasibility study to include their level of commitment to the re-provision of a new Sports Centre on land within their ownership.**

Executive Summary:

This report outlines the outcome of a Sports and Leisure Feasibility Study undertaken in association with the Design and Development Brief, agreed for the St John's Road site in Epping. It sets out a series of options, an evaluation of the strengths and weaknesses of each option, along with indicative costings. It also identifies a preferred option for consideration.

Reasons for Proposed Decision:

To report on the results of Epping Hall Sports and Leisure Feasibility Study.

Other Options for Action:

To consider the findings of the Feasibility Study and to reject/agree any of the specific options.

Report:

Design and Development Brief for the St John's Road Area

1. On 10 March 2008, the Cabinet approved the preparation of a design and development brief to guide the future redevelopment and re-use of sites and buildings in the St John's Road area, Epping, which are predominantly in public ownership. Essex County Council owns two thirds of the land, with the District Council and Epping Town Council owning approximately a sixth each. (Detailed on Page 4 of Feasibility Study, Appendix 1).
2. The intention of the brief was to:
 - (a) ensure an integrated planned approach;
 - (b) clarify the land use and planning policy requirements affecting the area as a whole and its context in the wider area;
 - (c) clarify the development constraints to inform investment decisions about development sites, land disposals, acquisitions and lease arrangements;
 - (d) stimulate interest amongst land owners, developers and prospective occupiers so as to bring sites forward for development whilst at the same time explaining development constraints and expectations, they will have to resolve; and
 - (e) provide guidance to Council Officers and Members to assist in the determination of planning applications.

Developing the Brief

3. The District Council together with the County Council engaged specialist urban design consultants Allies and Morrison Urban Practitioners to produce the brief. From the outset there were stakeholder meetings which contributed to the various options that formed part of the consultation process. The consultation period was extended and intensive, using various media, exhibitions and manned sessions.
4. The completed Development and Design Brief was subsequently endorsed by Cabinet on 12 September and formally agreed by Council on the 27 September 2012.
5. As part of the public consultation, very strong local support was expressed for the idea that sport and leisure facilities might be provided within the St John's Road site as a possible replacement for Epping Sports Centre, which is currently located in Hemnall Street. The current Centre is an ageing facility, with poor access for people with disabilities and limited parking.
6. In addition to the public response, Epping Town Council indicated a wish to explore the possibility of provision of a leisure facility incorporating the Epping Hall. The Leader of the District Council agreed to this request and Urban Practitioners were commissioned to undertake a Feasibility Study.

The Sports and Leisure Feasibility Study

7. In line with the public consultation, the Design and Development Brief, includes the potential for sports and leisure development. This allows for the Council to evaluate options which could include a sports facility, but also allow the market to respond with other proposals. It is worth reiterating that the Design and Development Brief does not tie the

Council into delivering a sports and leisure facility on the St John's Road site. A copy of the full Feasibility Study document is at Appendix 1.

8. The purpose of the Epping Hall Feasibility Study, was to answer the following questions:

- What extent of land would be required for a replacement sports facility on a near like for like basis, with the Hemnall Street facility?
- What scale of sports facility could be accommodated if the site were to be limited to the land in Epping Town Council ownership?
- Are there options which allow some or all of the existing Epping Hall building to be remodelled and incorporated, into the new facility in either of these options?
- What are the build costs of the options?
- What are the strengths and weaknesses of the options?

9. The work that was undertaken to answer these questions, suggests that it would be possible to provide a Sports and Leisure facility on a like for like basis, within the land currently owned by Epping Town Council (on which the Epping Hall stands), either making use of the existing building, or starting with a completely fresh structure. Options have also been explored which retain the existing forecourt and green space, at the front of the current building.

10. The specific Options that have been identified and evaluated are:

- **Option 1**
Replacement facilities on a like for like basis with a new building extending back from the existing Epping Hall building line to retain the green space and accessible parking.
- **Option 2**
Replacement facilities on a like for like basis, retaining and re-using the existing Epping Hall building.
- **Option 3**
Replacement facilities on a like for like basis, within the curtilage of the Epping Town Council ownership.
- **Option 4**
Replacement facilities on a like for like basis within the curtilage of the Epping Town Council ownership and retaining the existing building.

11. For each of the Options an assessment of each proposal's Strengths and Weaknesses was undertaken. This evaluation leads to the conclusion that all the options are technically feasible, but with strengths and weaknesses which would need to be balanced, in any final decision to proceed with re-provision, on the site (Pages 13 and 15 of the Feasibility Study).

12. However, having reached this general conclusion, the consultants on the basis of the options explored, have proposed a preferred option. This works within the curtilage of the Epping Hall site, but removes the existing building. This provides the opportunity for a new facility which can be constructed whilst minimising the likely need for significant excavation.

In view of the current patterns of use at the existing sports centre, the profile of proposed uses for the preferred option new centre have also been slightly revised, with the key variations being a reduction from four to two squash courts whose popularity has decreased and an equivalent increase in fitness gym space, for which there is significant demand.

13. Other factors such as environmental impact, traffic management and the effect on car-parking in the town centre, will also need to be taken on board.

14. Initial indicative costings are provided for all four options and the preferred option which range between £3.48M to £3.76M, but exclude the cost of the land/building, although this could be offset by any capital receipt, generated by the sale of the Hemnall Street Sports Centre site.

Proposed Way Forward

15. The Council's four Leisure Centres are currently managed under an agreement with SLM Sports and Leisure Management Ltd. The contract is due to be re-tendered, with the new contract due to commence in January 2016. As part of this procurement process, a new Leisure and Culture Strategy is being prepared which will review the Council's existing provision and address the issue of future need, on a District-wide basis, to ensure that any new facilities are provided in the correct location to maximise participation, promote access and deliver value for money.

16. This strategic work will be overseen by a Portfolio Holder Advisory Committee, which is due to be established and led by the Leisure and Wellbeing Portfolio Holder. The St John's Hall Feasibility Study will provide an important part of the evidence base for the Leisure and Culture Strategy and assist in Option appraisal for the Leisure Management Contract. It is therefore recommended that the Council formally note its content. However, it should not be forgotten that the Council is not the land-owner of the Epping Hall site and is only a minority land-owner in the totality of the site.

17. Currently an exercise is underway to establish expressions of interest for taking forward the Design and Development brief. Again, the results of this will influence future leisure provision options. On this basis, whilst a preferred option has been identified, it would be sensible to not exclude any option at this stage to retain flexibility.

18. Finally, as highlighted to the Council in September 2012, when the Design and Development Brief was agreed, the Local Plan will take precedence over the Design and Development Brief, as well as influencing any future Leisure Strategy.

Resource Implications:

The feasibility study gave an indicative construction cost for each of the Options provided by Quantity Surveyors experienced in the Leisure Construction field:

- Option One – Set back from the road, all new build, no major new excavation, additional land take required £3,670,000
- Option Two – Set back from the road, re-use the existing hall, no major new excavation, additional land take required £3,483,000
- Option Three – Set forward in the site and close to the road, all new build, significant new excavation required, no extra land take required £3,745,000

- Option Four – Set forward in the site and close to the road, re-use existing hall, significant new excavation likely, no additional land take £3,568,000
- Preferred Option – New building, no significant new excavations likely, no additional land take £3,760,000

On Page 19 of the Feasibility Study, the consultants explain the reasons behind while it may have been expected that by adopting Options 2 and 4, which entail the retention of the existing building, the build cost will be significantly less, in practice, there is little material difference.

The figures exclude any land acquisition costs. The land acquisition costs for Options One and Two are likely to be higher due to the larger land take.

At this stage, no revenue cost projections have been developed for the running of any new facility, although it is likely that these would be lower than the existing building, which has a number of longstanding maintenance issues. It is however, still likely that a subsidy in the form of a management fee, would be required.

Legal and Governance Implications:

The Council has the power under the Community Wellbeing Act 2000 and the Local Government Act 1974 to provide Sports and Leisure facilities for the Community.

Safer, Cleaner and Greener Implications:

Any new building would be considerably more efficient in terms of energy use and cost, with a lower carbon footprint than the existing Hemnall Street Centre.

Consultation Undertaken:

Public Consultation as part of the development of the Design and Development Brief and with Epping Town Council (formal response to be requested, see Recommendation 4).

Background Papers:

Design and Development Brief.
 St John's Road Epping Hall Sports and Leisure Feasibility Study (attached).
 Report to Cabinet 12 September 2012.
 Report to Council 27 September 2012.

Impact Assessments:

Risk Management

In terms of risk, the conversion/refurbishment of existing buildings does involve a higher risk than a new build approach. The re-provision can only proceed with the consent of the other land owners, which may be withheld.

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?
The current facilities at Epping Sports Centre are poorly accessible for people with disabilities and movement difficulties, being spread over several levels. The existing Epping Hall has a lift which would also be provided in any new facility.

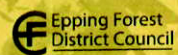
How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?
Will be accommodated within any design brief for any new facility.

An aerial photograph of a residential area, showing a dense grid of buildings and streets. The entire image is overlaid with a semi-transparent yellow color. Two white circular punch holes are visible on the left side of the page.

EPPING HALL SPORTS AND LEISURE FEASIBILITY STUDY

October 2012

Allies and Morrison
Urban Practitioners





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2. OPTIONS FOR SPORTS PROVISION	10
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Allies and Morrison Urban Practitioners
85 Southwark Street
London SE1 0HX

010 7921 0109

swalker@am-up.com



Ownership plan of the area identifying the Epping Hall site and the adjoining Epping Junior School land

1. INTRODUCTION

Introduction

This paper has been prepared for Epping Forest District Council by Allies and Morrison Urban Practitioners supported by costing advice from Northcroft to explore the potential for the delivery of a sports and leisure facility on the Epping Hall site on St John's Road, Epping. It sets out a series of options for the project including a preferred option, along with an evaluation of the options and an initial estimate of the likely project costs associated with each option. It has been prepared to inform decisions about future leisure provision in Epping.

Purpose

Public consultation undertaken in March and April of 2012 demonstrated that there is very strong local support for the idea that sports and leisure facilities might be provided within the St John's Road site as a replacement for the Hemnall Street facility which is in an old building and requires significant investment. Several options explored through the consultation showed potential for a sports facility within the proposals, albeit with the caveat that this was unlikely to be a viable project without significant investment from the Council.

It is considered that a facility on this site would relate better to the town centre than is currently the case with the Hemnall Street building. Particularly, users of the sports centre would be better able to use the town centre car parks, including any new areas proposed on the St John's Road area and the location of the centre closer to the existing shops would benefit town centre vitality.

In response to the public consultation, the recently adopted brief for the St John's Road area includes the potential for sports and leisure development. This allows for the Council to evaluate options which

could include a sports facility, but also to allow the market to respond to the opportunity. Importantly, the brief does not tie the Council into delivering a sports and leisure facility on this site if it proves to be un-affordable.

The initial brief for this paper was to answer the following questions:

- What extent of land would be required for a replacement sports facility on a near like-for-like basis for the Hemnall Street facility?
- What facility could be accommodated if the site were to be limited to the land in Epping Town Council ownership?
- Are there options which allow some or all of the existing building to be remodelled and incorporated into the new facility in either of these options?
- What are the build costs of the options?
- What are the strengths and weaknesses of the options?

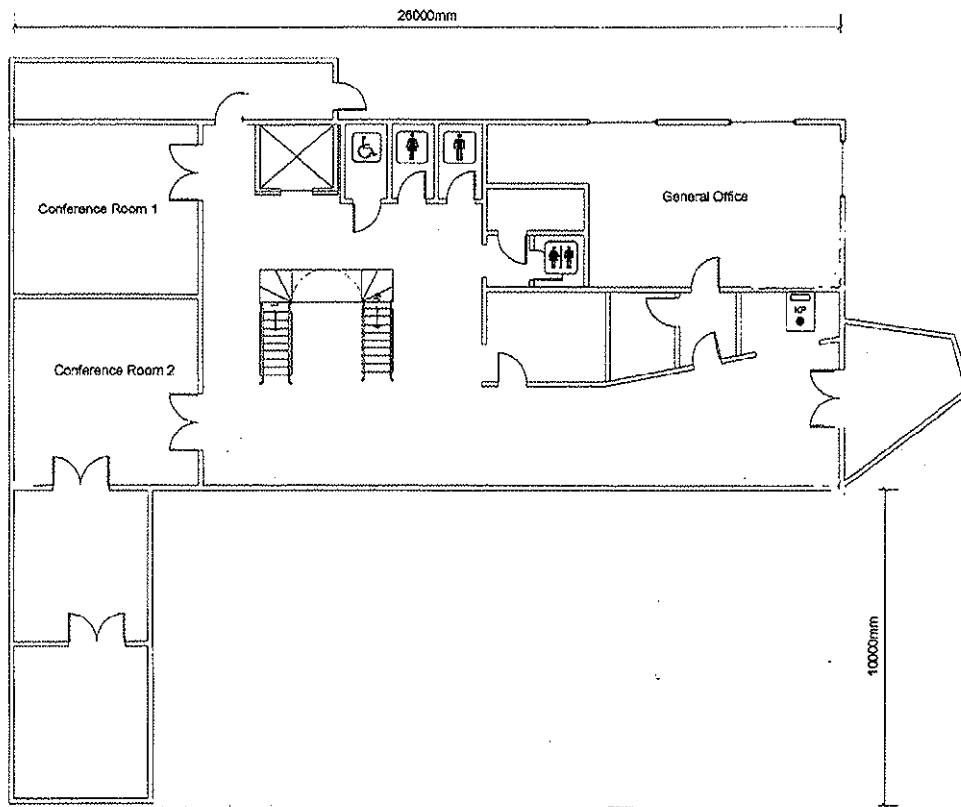
Early work on the options has demonstrated that it would be possible to achieve a like-for-like re-provision of the space at Hemnall Street, albeit with varying implications for the impact of the building on the surrounding context – some of the options would require a more bulky and prominent building than others. Having demonstrated that all of the options could match the existing programme of uses a preferred option has been developed which slightly revises the approach to the leisure use. This takes account of the reduced popularity of squash but the increased trend towards gym and studio space. The result is a building of approximately equivalent area, but with a revised pattern of uses which is designed to be more appropriate to current requirements and hence more likely to be well used.

Epping Hall

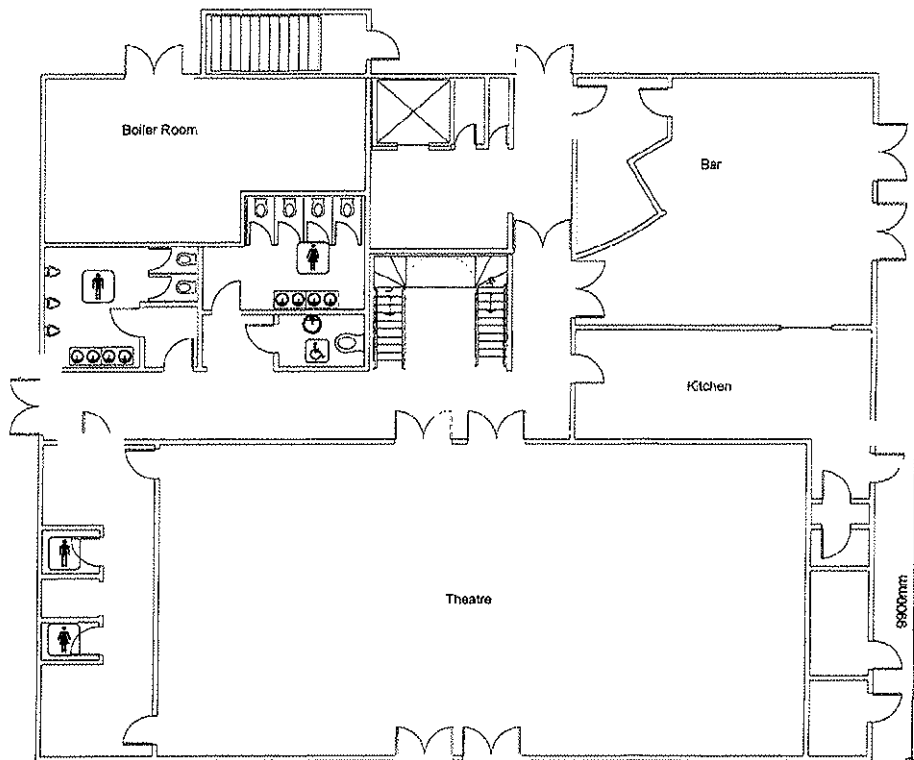
The existing Epping Hall building comprises a main hall, conference room, offices, kitchen, bar and ancillary spaces. It is well set back from the street and cut into the slope of the site, leaving it with little street presence and unusual access across a bridge and poor servicing arrangements. Over the course of the main St John's Area Design and Development Brief project the building has been identified as a potential site for redevelopment, subject to the agreement of Epping Town Council and subject to the land being purchased by EFDC. It is expected that the purchase cost of the land would at least need to exceed the outstanding mortgage on the building to ensure that ETC is not left out of pocket. Their expectations beyond this are not known.



The existing Epping Hall building viewed from the parking area adjacent to St John's Road



Epping Hall upper level
 (entrance level)
 not to scale

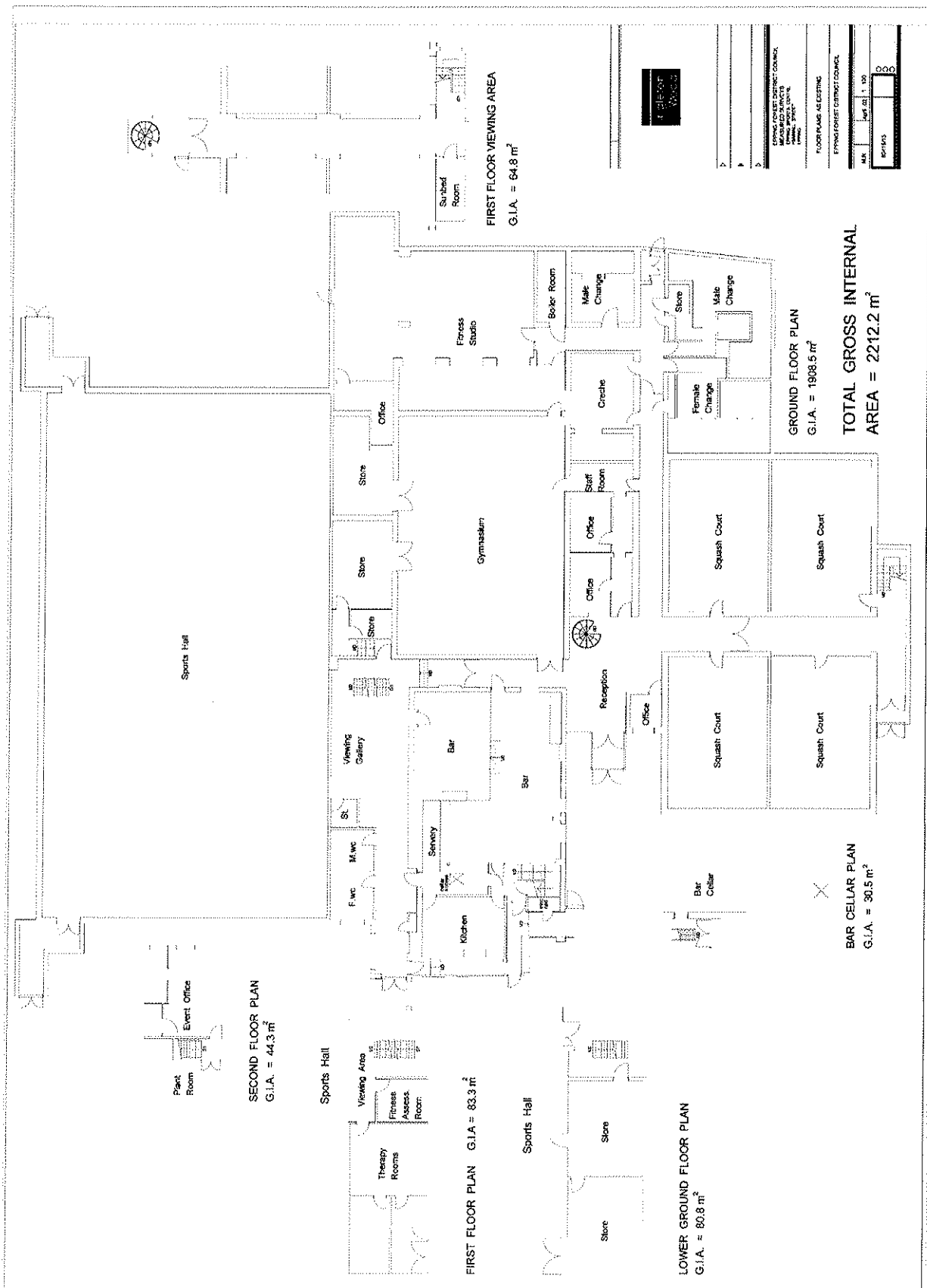


Epping Hall lower level
 (hall level)
 not to scale

Existing Hemnall Street Facility

The existing sports and leisure building located in Hemnall Street provides a four court hall, gymnasium, fitness studio and four squash courts supported by a range of ancillary spaces. The core of the building is a large Victorian house which has been extended in a series of phases to provide a total of 2,212sqm gross internal area. The result is a building in which it is difficult to achieve an optimal layout and energy efficiency. The age of the building also means that accessibility is an issue and that maintenance is likely to be increasingly expensive.

The location of the building away from the town centre and the lack of parking on the site means that the facility has a significant impact on parking in surrounding streets. In the event that the facility is moved and the land sold, the site is considered very suitable for residential development.



Hemnall Street leisure centre - existing floorplan (not to scale)

2. OPTIONS FOR SPORTS PROVISION

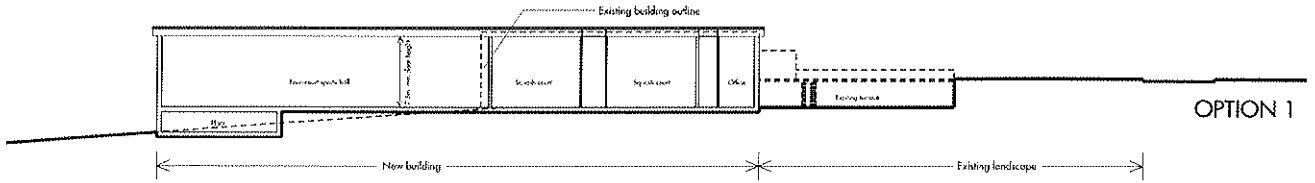
The work which has been undertaken suggests that it could be possible to provide a sports centre on a like-for-like basis within the existing ETC site, either making use of the existing building, or starting with a completely fresh structure. Options have also been explored which retain the existing forecourt and green space at the front of the building.

The options for sports provision have been explored as follows:

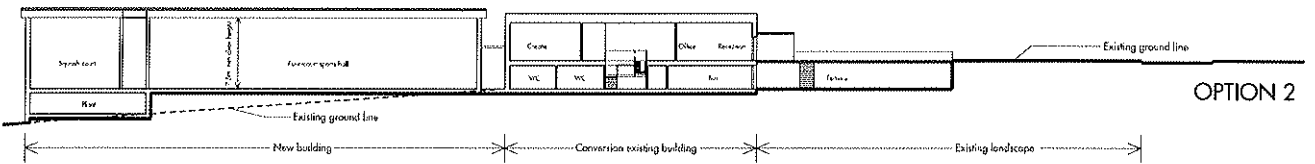
- Option 1 – replacement facilities on a like-for-like basis with a new building extending back from the existing Epping Hall building line to retain the green space and accessible parking;
- Option 2 – replacement facilities on a like-for-like basis retaining and reusing the existing Epping Hall building;
- Option 3 – replacement facilities on a like-for-like basis within the curtilage of the ETC ownership; and
- Option 4 – replacement facilities on a like-for-like basis within the curtilage of the ETC ownership and retaining the existing building.

On the basis of the options explored above, a preferred option has been prepared. This works within the curtilage of the Epping Hall site, but removes the existing building. This provides the opportunity for a new facility which can be constructed whilst minimising the likely need for significant excavation. In view of the current patterns of use at the existing sports centre, the profile of uses for the new centre has also been slightly revised, with the key variations being a reduction from four to two squash courts and an equivalent increase in gym space.

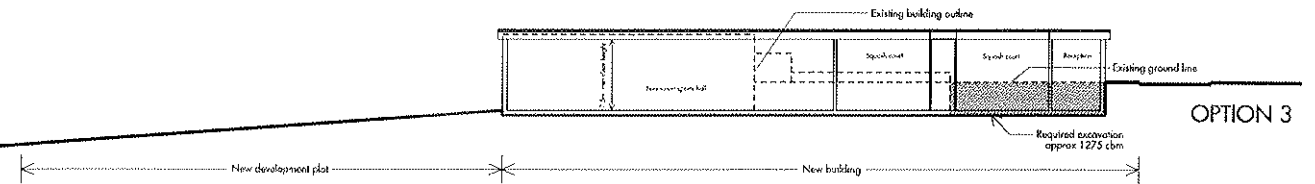
Plans and accompanying notes for the options appear on the following pages.



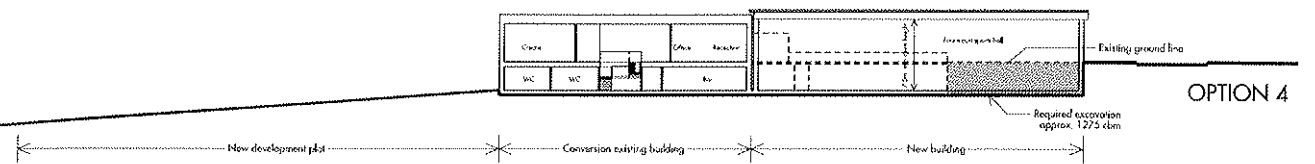
OPTION 1



OPTION 2



OPTION 3



OPTION 4

OPTION 1



OPTION 2



Options 1 and 2

These options both work to the existing building line which is set back from the street. The aim of this approach is to achieve the minimum urban impact over and above the existing building.

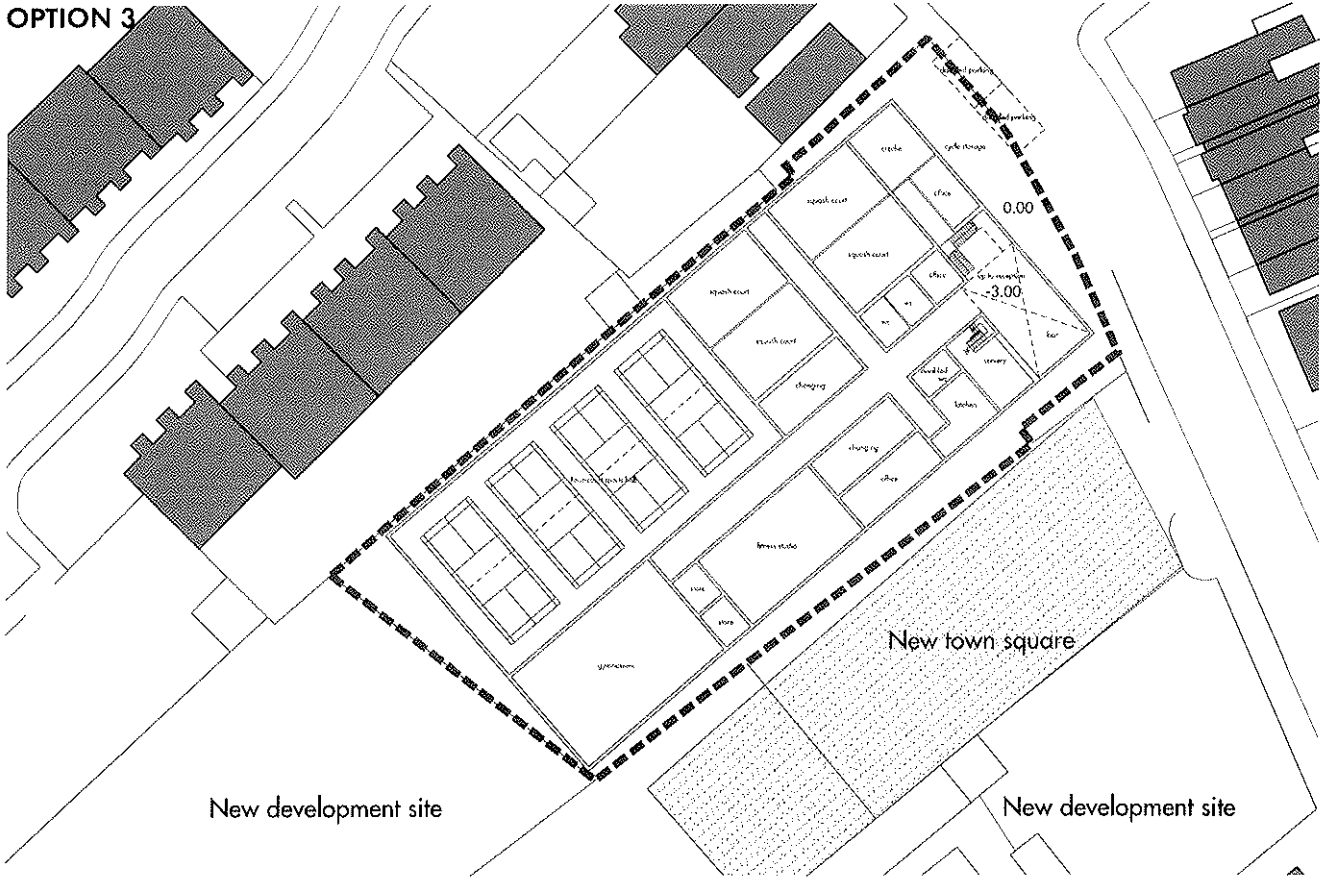
Strengths:

- Minimal impact on the character of the street – most of the change in the urban form is well set back from the road;
- The internal layout of the building is less compromised by the configuration of the site – there is greater flexibility to deliver an ideal building, particularly where starting from scratch;
- No further major excavation is likely to be required; and
- The layout of the building footprint in this way could work within the main development area as shown in consultation option 2 from the St John's Road Design and Development Brief Consultation. This allowed for a reconfigured entrance from within the site, releasing the street frontage for other development.

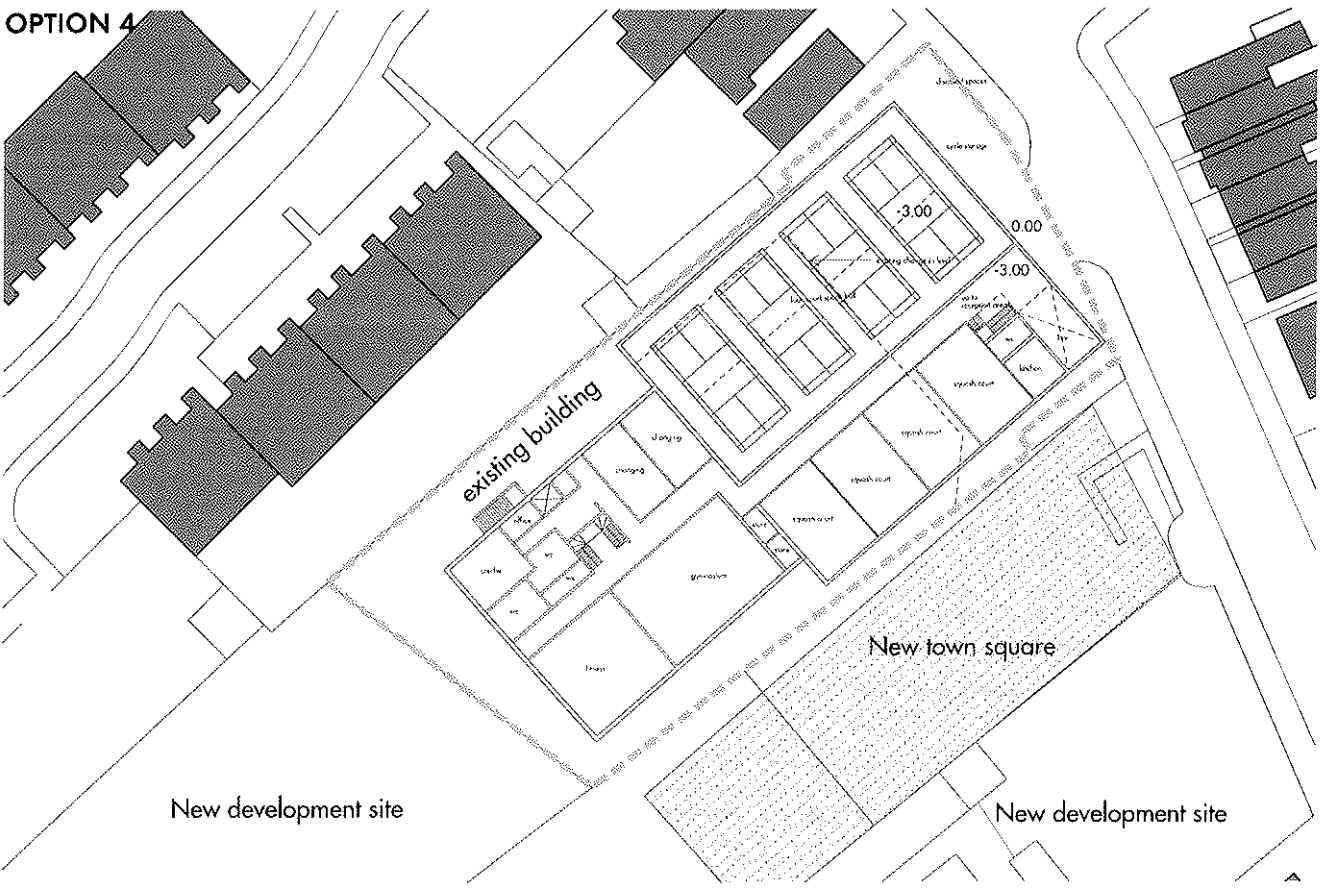
Weaknesses:

- The building is well set back from the road and as a result lacks a strong public presence;
- The existing building is of modest architectural character and may not project the positive new image which a new sport and leisure building may warrant as a flagship council project;
- Any development which extends beyond the ETC site will require the purchase of further land from EEC, increasing the project cost; and
- Option 2 which retains and re-uses the existing building is not as efficient in land terms and would require a greater extent of new building to the rear of the plot – this could have a more significant impact on adjoining neighbours.

OPTION 3



OPTION 4



Options 3 and 4

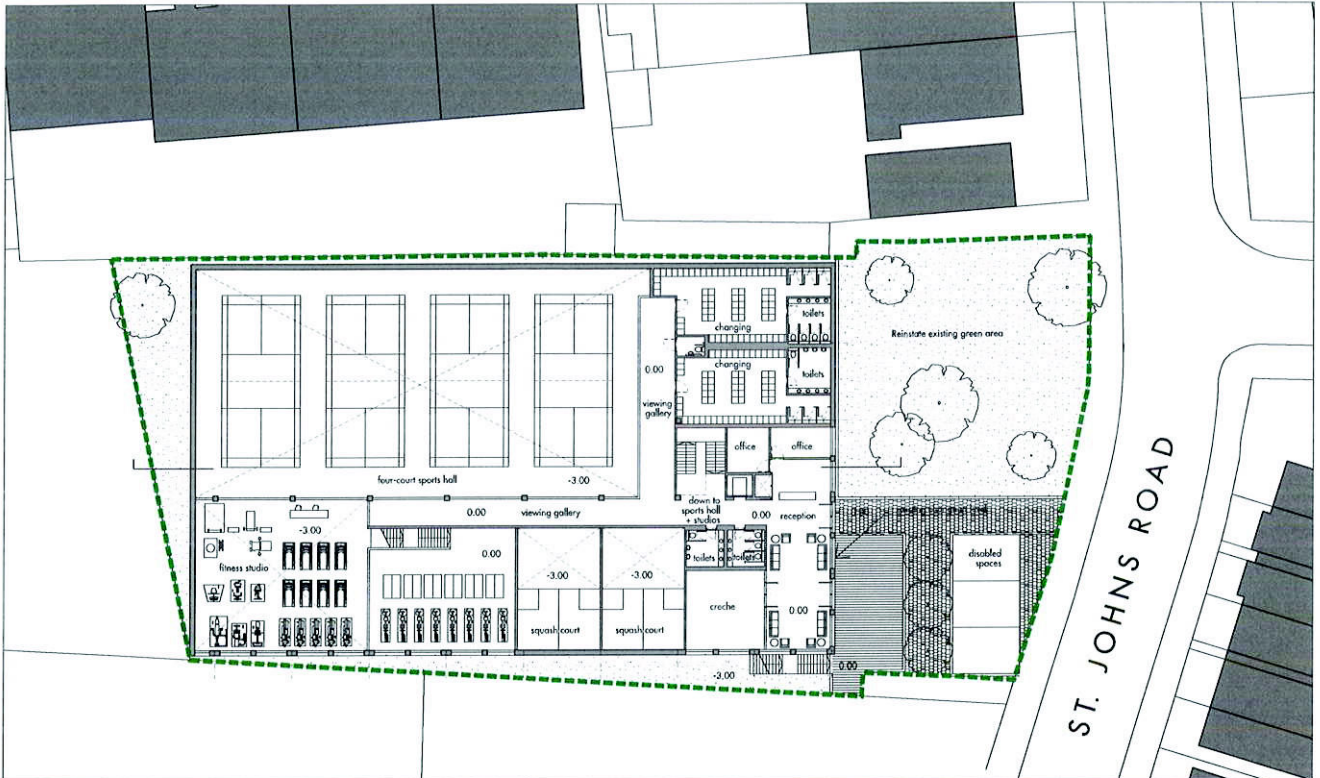
Both of these options work within the limits of the existing ETC ownership

Strengths:

- Limited land take, leaving more space for other development and reducing the land cost associated with the project;
- Potential to use the excavated area of land for new buildings to keep the overall bulk of the building as low as possible with further excavation to keep the bulk of the building down at the street frontage; and
- Location of the building with a strong frontage to St John's Road will give it a more public profile, appropriate to a building of this nature.

Weaknesses:

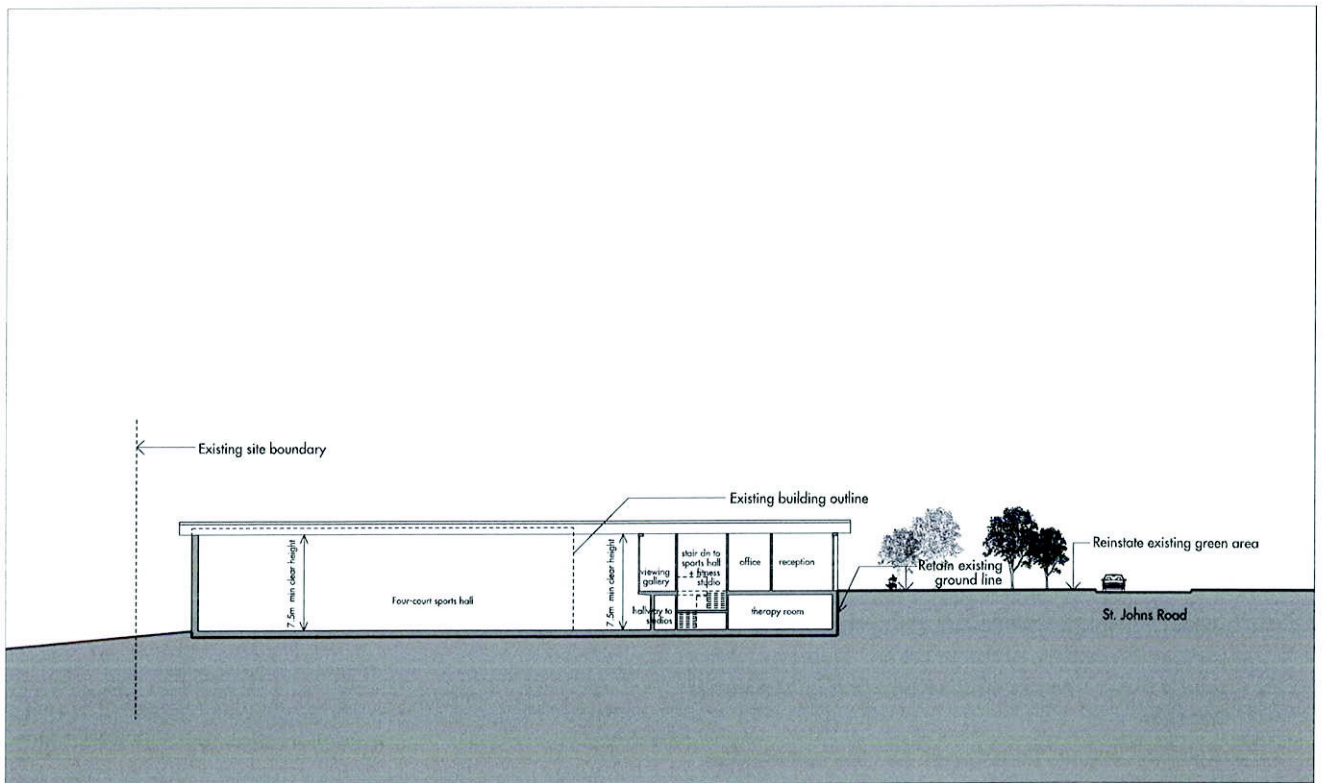
- The building would be constrained within the site, potentially compromising the internal layout. This is particularly so for the option which retains the existing building – the large sports hall needs to be slotted in between the existing building and the road and as a result the internal layout is not ideal;
- A considerable amount of excavation is likely to be required to achieve the layout shown which remains within the curtilage of the existing site;
- The excavation issue could be overcome by exploring options which are designed with a step in the section of the building. However, this would result in a more bulky building on the street frontage; and
- All of the site would be used, leaving no forecourt area or accessible parking for disabled drivers.



Upper ground floor plan: Option ETC land only and new facilities
 Scale 1:250
 Total site area: 2356sqm
 Total area (GEA): 1531 sqm on lower ground floor + 530sqm on upper ground floor
 Proposed building area (GEA): 2061sqm
 Components: Four-court sports hall, fitness studio, class studios, therapy rooms and 2 squash courts

FEASIBILITY STUDY EPPING HALL
 AMUP

October 2012



Site section
 Option ETC land only and new facilities
 Scale 1:250

FEASIBILITY STUDY EPPING HALL
 AMUP

3. PREFERRED OPTION

As a result of considering these strengths and weaknesses a preferred option has been developed as a variation on option 1. This considers the potential for a new building, but pulled forward to the extent of the existing excavation line with the following key attributes:

- It would reduce the land take whilst limiting the need for further excavation work;
- There is potential to achieve a near-ideal form of internal layout for the building – it is not compromised by the need to work with the existing building and hence the bulk of the sports hall can be accommodated where it will have least impact on the street scene;
- A small public space can be retained at the front of the building, maintaining the landscape quality of the street as it gradually opens out to the more domestic context to the north west. However, the access to the building will be much improved, avoiding the need for the bridge link;
- The stepped terrain is used to good effect in terms of reducing the apparent bulk of the building from the street; but
- The building is closer to the street and can be designed to have a more visible profile than the existing building to suit its public role.

4. ASSESSMENT OF COSTS

A review of the likely costs of the options has been prepared by Quantity Surveyors Northcroft. This has been prepared on the basis of the plans and areas shown and the likely build cost for a building of a typical specification for this use. It is intended to provide a method for comparing the various options with each other on a like-for-like basis to aid decision-making at an early stage. However, the costs for any project should clearly be reviewed as more information becomes available.

The cost provided below relates to the cost of constructing the new sports building, including the costs associated with demolition or adaptation of the existing building. It does not make any allowance for the purchase of land which would be required by options one and two and which would represent a significant additional cost to the project.

Option one	£3,670,000
Set back from the road, all new build, no major new excavation, additional land take required	

Option two	£3,483,000
Set back from the road, re-use the existing hall, no major new excavation, additional land take required.	

Option three	£3,745,000
Set forward in the site and close to the road, all new build, significant new excavation required, no extra land take required.	

Option four	£3,568,000
Set forward in the site and close to the road, re-use existing hall, significant new excavation likely, no additional land take.	

Preferred option	£3,760,000
New building, no significant new excavation likely, no additional land take.	

On the basis of this evaluation work it is noted that there is a relatively small difference between the schemes on a cost basis – less than a ten percent spread. With options one and two excluded due to the impact of the additional land cost, this effectively means that decisions can be made which focus on urban design, project delivery and sports and leisure service provision.

Notes on the re-use of the existing building

It might be expected that by adopting the previous Options 2 and 4, which entail the refurbishment of the existing building, that the build cost would be less as the shell of the existing building would be utilised. Whilst there was some difference between options, the refurbishment options did not realise significant savings due to the extent of the work that would be required to refurbish and convert the existing building:

- The existing layout would be altered requiring demolition of some existing walls and construction of new walls to create the new layout;
- Whilst a large proportion of the external walls would be retained, some works such as cleaning, repairs and possibly even adaption and creation of new windows may be required. Similarly we would envisage that modifications and repairs to the roof may be required;
- The flank wall would require structural alterations to create a link to the new sports hall (furthest away from St John's Road);
- It is likely that the building services would be replaced in their entirety and designed as part of a package to meet the needs of the whole new building rather than being part of a cumulative addition which would be more expensive to run and maintain in the long term. When installing new services, there is likely to be an element of making good the existing walls and floors which would not be the case with a new building; and
- It is more difficult to install building services in an existing building as this often requires use of existing ducts and risers necessitating additional builders work.

It is possible that a more economic refurbishment option could be developed. However, this may further limit the potential to deliver a scheme which best provides the new sports and leisure use envisaged.

This report has been prepared to evaluate the urban design and spatial potential for the sport and leisure facility. It should be noted that there may be unknown constraints such as underground services, contamination etc which cannot be identified at this stage of work and which should be the subject of further investigation.



Report to the Cabinet

Report reference: C-022-2013/14

Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Leisure and Wellbeing

Subject: Limes Farm Centre

Responsible Officer: Derek Macnab (01992 564051)

Democratic Services: Gary Woodhall (01992 564473)

Recommendations/Decisions Required:

(1) That the Cabinet formally note the outturn figure for the redevelopment of the Limes Farm Centre of £1,101,000 against the Capital Provision of £1,102,000 (£842,000 from Epping Forest District Council and £260,000 capital grant from Essex County Council Extended Schools Funding)

Executive Summary:

On 31 March 2009, Epping Forest District Council resumed the management responsibility for the Limes Farm Hall, Chigwell. A multi-agency group was formed to identify how the potential of the facility could be maximised for the benefit of local residents. As a result the hall has been refurbished and extended and now offers a wide range of community activities and advisory services. This report provides details about the redevelopment process and advises Members of the Final Account.

Reasons for Proposed Decision:

It is a Policy requirement of the Council that with respect to major Capital Projects, the final account is formally reported to Members.

Other Options for Action:

In accordance with the above policy, there are no alternative options.

Report:

1. The original Limes Farm Hall was a community facility located in the centre of Limes Farm Estate, Chigwell. The facility has historically catered for a range of local groups and organisations and local residents in general. The District Council owns the building and land that it is situated on.

2. As per a number of community facilities transferred to local councils at the time of "parishing", the facility was managed and maintained by Chigwell Parish Council, under a management agreement. However, in April 2008, Chigwell Parish Council notified the Council of its intention to cease management of Limes Farm Hall as from June 2008. This was understood to arise from difficulties experienced in making the facility cost effective and general management problems encountered. The date for the transfer was, however, extended by negotiation to 31 March 2009.

3. At its meeting in November 2008, the Cabinet agreed to meet the costs of management and essential repairs to Limes Farm Hall over the period 1 April 2009 to 31

March 2010, via DDF provision totalling £47,520.00. Cabinet agreed this sum, to ensure that community use of the Hall was retained whilst its longer-term future was determined.

4. To meet with the wishes of Cabinet, a multi-agency stakeholder group was formed in January 2009, with representatives from Essex County Council; West Essex PCT, Limes Farm Community Association, Essex Police, Chigwell Parish Council, Limes Farm Junior and Infant Schools, East Potential, London & Quadrant Housing and the Council's Housing, Community Development and Safer Communities Services. The purpose of this group was to assess the potential long-term future of the hall or alternative facility, in providing a range of improved local services. The general consensus from the group was that people living on Limes Farm would benefit significantly from provision of a multi-agency purpose built facility, enabling the improvement in service delivery from a range of statutory and non statutory partners.

5. Stakeholders were asked to seek external funding towards an improved multi-use facility. An opportunity was identified through Essex County Council's Extended Schools programme for capital development. A submission was made on behalf of the Council and the wider stakeholder partnership. The full amount of £270,000 (£260,000 capital and £10,000 revenue) was successfully secured towards the project in March 2009.

6. Following an interim report to Cabinet on 29 June 2009, on the success of the external funding bid, Members requested the commissioning of an Options Appraisal and Feasibility Study for potential development of Limes Farm Hall, to include an investigation of both capital and revenue costs.

The Feasibility Study

7. In accordance with the Cabinet's wishes, the Essex Procurement Hub was utilised to identify suitably qualified consultants to undertake the options appraisal and feasibility study.

8. In the event, Norfolk Property Services were engaged. The company not only undertook site and building condition surveys, but consulted with a wide range of local stakeholders, who had an interest in any new provision.

9. Norfolk Property Services were tasked with looking at four broad options, namely

- (i) refurbishment of the existing facility;
- (ii) refurbishment and extension of the existing facility;
- (iii) demolition of the existing building and reprovion of new build to accommodate a youth space on the same footprint; and
- (iv) demolition of existing facility and reprovion of a larger new build to accommodate a multi-agency community facility.

10. On the 16 November 2009, the results of the Feasibility Study were formally reported to the Cabinet, who considered that the Option of a whole scale refurbishment and extension of the existing facility achieved the best balance between enhanced provision and affordability. At a capital cost of £842,125 (in addition to the £260,000 capital provided by Essex County Council) not only could a significant new facility be provided for young people, replacing the aging porta-cabin, but with the co-location of the Health Clinic, Housing Office and Children's Centre, the community could benefit from more immediate access to a range of services provided by the Council and Partner Agencies. This was to include drop-in sessions by the Police and the Council's Benefits Service.

The Redevelopment

11. Having secured the capital provision, Norfolk Property Services undertook a

competitive procurement exercise which resulted in Beardwells Ltd, being appointed as the main contractor. Work started in April 2011 and was anticipated to be completed by 30 October 2011. Unfortunately, delays were experienced in having to remove additional asbestos, not evident in initial building condition surveys and also to re-design some of the steel work fabrication in the roof. With the refurbishment and extension of older buildings, there is a risk that these types of eventualities may occur once the original fabric is exposed. Notwithstanding the delay, the newly rebranded "Limes Centre" was opened in January 2012. The opening ceremony was attended by some 400 residents, and since this initial event the Centre has proven to be extremely popular.

12. A wide range of new activities are now provided from the Limes Centre for local people of all ages and abilities. These include the daily provision of a Children's Centre for families with children under 5 years old, where parents are offered a range of parenting skills training and support with budgeting and healthy eating and single parents have the opportunity to access peer support. This service has been further enhanced by the introduction of a Health and Baby Clinic which also operates on a daily basis and provides families with support in regard to breastfeeding and baby & child care. The centre also offers a regular programme of classes and activities which includes British Associated Judo clubs for juniors and seniors, drama club for children, support group for migrant families, youth and older people's activities, karate clubs for juniors and adults, women's health and fitness sessions and a new community café is due to be launched in September, which it is hoped will become a Social Enterprise initiative. The facilities are additionally utilised for children's and family parties regularly at weekends and the main hall receives bookings for weddings during the summer months.

13. In addition to the ongoing programme of community activities offered, residents have also been making good use of the Housing Management and other advisory services on offer. The Children's Centre is well utilised, with the Council recently reallocating some of the office accommodation to provide a better and more efficient working environment for their staff. In order to support the work of the Children's Centre, a rationalisation of storage is planned which will involve the knock through of an internal wall, the estimated cost of which has been allowed for within the outturn figure.

14. One disappointing aspect of the project has been the time taken to achieve the relocation of the Health Centre into the new building. This has been delayed primarily because of the changes within health service management generally, with the demise of the Primary Care Trust and the establishment of the new provider South Essex Partnership Trust (SEPT). However, the lease and outstanding maintenance responsibility issues have now been finalised and at the time of drafting this report, the Health Centre, was due to relocate to the Limes Centre on the 29 August 2013.

15. Whilst the general quality of the new build has been to the specified standards, there have been a number of design issues and outstanding snagging items that have taken a protracted period of negotiation to resolve. However, the Architect and Builder have accepted responsibility for their respective issues and work is being finalised currently. An update on this will be given at Cabinet. Whilst it has been frustrating seeking resolution of all outstanding matters, this has not adversely affected the use and enjoyment of the Centre by the residents. However, one issue that has become apparent is that the acoustics, particularly in the main hall are poor, with a lot of reflected noise, particularly when use for children's parties and functions. A specialist acoustic survey has been commissioned and it may be that additional resource will be required, depending on the solutions proposed. This will be subject to a future separate report.

16. Overall, the Limes Centre has come in on budget, despite the delayed construction period and is proving to be a well valued community resource for the residents of Limes Farm and surrounding area.

Resource Implications:

A sum of £270,000 was secured from Essex County Council Extended Schools Funding, with £260,000 capital being allocated towards the building costs of the improved community facilities and £10,000 of revenue towards the design and options study.

A contribution from the Council's Capital Programme of £842,000 has been made.

Partners involved in the development have committed to contributing the revenue costs of their premises within the new building. The Council's revenue costs are being met within existing budget provision.

The Caretaker TUPE transferred from Chigwell Parish Council.

Legal and Governance

The Council has power under the Community Wellbeing Act 2000 to provide these types of community facilities.

All necessary Planning Approvals were achieved and the environment around the Centre has been improved.

Safer, Cleaner and Greener Implications:

The quality of life and community cohesion have been improved for residents on Limes Farm. The new facility is anticipated to have an impact on anti-social behaviour on the estate by the provision of a range of diversionary activities. In addition, the new facilities enable much improved access to service provision on behalf of the Council and partners including on site benefits advice, primary health care, purpose built youth facility and learning and skills for people of all ages, therefore increasing opportunities to change lives significantly and particularly for young people currently not in Employment, Education and Training.

Consultation Undertaken:

An extensive range of consultation has been undertaken with local residents and stakeholders, including specific face-to-face consultation with young people, families, the elderly and the range of stakeholders and partners involved.

Background Papers:

Future of Limes Farm Hall Cabinet Report November 2008.
Limes Farm Cabinet Report November 2009.

Impact Assessments:

Risk Management

The Risk Assessment undertaken in 2009 confirmed that there was a significant risk that if a decision was taken to close Limes Farm Hall and not re-provide a community facility, incidences of anti-social behaviour may increase and community response will be negative. In addition, the decision to withdraw this community facility would adversely affect the Council's reputation as a key service provider and particularly in respect of the Council's last Benefits Inspection where it was identified that the Council needs to provide greater access to benefits advice and services.

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?
The redevelopment has had a positive Equality Impact, in that the provision of a new community facility on Limes Farm enables the Council to widen access to its core services and therefore improve equality of service provision for the elderly and many socio-economically disadvantaged residents. In addition, young people at risk of social exclusion would specifically be supported in terms of their integration within the community and wider society and people with disabilities have much improved access to the building through design adjustments to meet with DDA.

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Report to the Cabinet

Report reference: C-023-2012/13

Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Housing

Subject: Repairs Management Contract – Contract Renewal

Responsible Officer: Paul Pledger (01992 564248)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

- (1) That the Cabinet notes the outcome of the first three years of the “Insourcing” arrangements with Mears Ltd as the Repairs Management Contractor;**
- (2) That the contract with Mears Ltd as the Repairs Management Contractor be renewed for a further 3-years, with the rates adjusted in line with the Consumer Price Index in accordance with the terms of the agreement;**
- (3) That the Consumer Price Index also be applied to the “Incentive” payment of £2,000 per quarter as set out in the contract, subject to ALL contract KPI’s being met in each quarter; and**
- (4) That the Housing Scrutiny Panel considers and recommends to the Housing Portfolio Holder any future “Key Deliverables” and Service Enhancements that may be added to the agreement in Years 3-6.**

Executive Summary:

In May 2011, the Council entered into a three-year contract with Mears Ltd as the Repairs Management Contractor as part of the Repairs Refresh Programme. Since then, the Council’s Housing Repairs Service has seen a stepped change in performance and service delivery. This report sets out the changes that have been made and the improvements that have been realised.

When extending the existing agreement, the Council is able to add further new “Key Deliverables” to the contract, and this report recommends that the Housing Scrutiny Panel considers and recommends to the Housing Portfolio Holder what these may consist of and the benefits they will bring to the Council and its tenants. Members should note a report to the Cabinet in September will be recommending one additional “Key Deliverable” relating to the Council’s out of hours service.

Reasons for Proposed Decision:

The agreement with Mears Ltd as the Repairs Management Contractor was initially for a three-year term, with an option to extend for up to two more terms of 3-years. In April 2014, the Council needs to enter into a further contract for three years in accordance with the initial OJEU Notice.

Other Options for Action:

Not to enter into a new contract with Mears, and to revert back to a DLO managed in-house. However, this would mean procuring a new IT package to replace the one currently used by the Housing Repairs Service licensed by Mears.

Not to enter into a new contract with Mears, and to re-tender to appoint an alternative Repairs Management Contractor. This would mean placing a new notice in the OJEU and undertaking a further procurement exercise.

Report:

1. In April 2011, following an OJEU procurement exercise, the Cabinet agreed to enter into a three-year contract with Mears Ltd as the Repairs Management Contractor (RMC) to implement changes in the Housing Repairs Service that would see improvements in service and performance. Subject to the performance of the RMC, that contract could be extended by two further three-year terms. The first three-year term expires in April 2014; therefore it is important to consider the options to extend early enough so that should the Council wish to re-tender the contract, sufficient time is allowed to undertake such an exercise.

2. Since May 2011 when the contract was let, Mears have implemented all 5 of the contract "Key Deliverables", namely, the introduction of an efficient IT System that is integrated with the Council's OHMS Repairs Module, Mobile Working, an appointment system for all repairs, a supply chain solution (for the purchase of materials), and the introduction of a pricing system that accurately costs each job.

3. Within 8 months of the contract commencing, the Mears MCM IT system was implemented and in full operation, which saw an appointment-based process with mobile working for operatives introduced. Combined with Health & Safety audits, risk assessments, changes in working processes and behaviour, the performance in repairs targets improved almost overnight, resulting in the Council achieving all of its repairs KPI's last year for the first time ever. To put this into perspective, the Council is now able to undertake ALL repairs, irrespective of priority, within an average of just 6.21 days, with emergencies being completed within an average time of 4 hours. This is a vast improvement on around 84% of all routine repairs being undertaken in 8 weeks and emergencies undertaken within 24 hours, which was the case when the former Building Maintenance Works Unit was incorporated into the Housing Directorate under the last Corporate Restructure in 2008.

4. The concept of "Insourcing" was first considered and approved by the Cabinet in May 2008, when it was agreed to reduce the number of craft workers, but retain a core to undertake a proportion of the day to day ad hoc repairs to the Council's housing stock, and/or repairs to void properties, with the balance of the work not undertaken directly by the Council being externalised via new or existing framework agreements. Since that time, the Council has seen a reduction of over 10 fte staff in the Repairs Service. Despite this reduction (and saving in establishment costs), the average productivity has risen from around 1.3 jobs per person per day to around 5 jobs per person per day. This increase in productivity stems, in part, from the appointment-based approach to repairs, where tenants are providing access when appointed. This in turn has seen a reduction in the use of sub-contractors, rather than an increase as was expected, resulting in savings of around £600,000 per annum to the Housing Repairs Fund.

5. In May of this year, the final "Key Deliverable" to introduce a supply chain solution (for the procurement of supplies) was completed, some 12 months ahead of the target. With "Insourcing" being pioneered by the Council, the Cabinet is recommended to note the exceptional changes and performance of the Housing Repairs Service, and in particular the

Repairs Management Contractor.

6. With that in mind, it is time to consider whether or not to enter into a contract with Mears Ltd for a further three-year term, when the existing contract expires at the end of March 2014, as set out in the contract. Whilst the fees and costs were recorded in the original tender exercise, the contract prescribes the mechanism for future annual increases to these rates, which are calculated using the Consumer Price Index (CPI). This price uplift would now become applicable to the "Services" element of the contract, which currently stands at around £110,000 per annum. The latest CPI indicators would see a rise by around 2.7% for 2014/15.

7. As part of the contract terms, Mears are also entitled to receive an incentive payment amounting to £2,000 per quarter, subject to ALL contract KPI's being achieved in the quarter. These were not subjected to an annual increase in the original contract. However, in the spirit of Partnering, it is recommended that these too be increased in line with the Consumer Price Index in a similar way as the "Services" are uplifted. This would result in an increase of around £54 per quarter.

8. The Contract named the Repairs Manager put forward by Mears, with the expectation that this person would remain in position whilst still working for Mears. Mike Gammack was that named person, and has been very much at the heart of the success of the changes in the Housing Repairs Service, and it would be of great benefit to the Council if Mike Gammack was to remain in the role as Repairs Manager for a further period of time. Therefore, Officers have sought some reassurance from Mears on the future of Mike Gammack as the Repairs Manager. The response can be summarised as follows:

"For the comfort of Council Members and Officers, I can confirm that Mike's work at Epping Forest District Council will remain his priority and he will continue to be based alongside the Housing Repairs Team and, to all intents and purposes, continue to report to the Assistant Director of Housing (Property) on a daily basis."

9. Continuous improvement is the theme of the Repairs Management Contract, which is managed through the introduction of new "Key Deliverables" or Service Enhancements. Since the former Repairs Advisory Group (RAG), chaired by the Housing Portfolio Holder, was given delegated authority to consider future new Key Deliverables and Service Enhancements, it is recommended that since the RAG no longer meets, and its business now transferred to the Housing Scrutiny Panel, in future, all new Key Deliverables and service enhancements will be considered first by the Housing Scrutiny Panel, with recommendations made to the Housing Portfolio Holder.

10. The Cabinet is asked to note a new "Key Deliverable" relating to the future of the Council's Out of Hours Service is proposed for consideration at its meeting in September.

Resource Implications:

Around £110,000 per annum in "Services" and a further £8,000 per annum in "Incentive" payments, all to be funded from the existing Housing Repairs Fund.

Legal and Governance Implications:

The Repairs Management Contract was let in accordance with OJEU procurement rules, and was let with the option to extend to a maximum of 9-years in 3-yearly terms.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

None.

Background Papers:

Cabinet reports in May 2008 and April 2011 on the restructure of the Housing Repairs Service and the appointment of the Repairs Management Contractor respectively.

Impact Assessments:

The need for separate Equalities Impact Assessments has been considered but deemed unnecessary, since a Housing Repairs Service and Asset Management Customer Impact Assessment has been carried out for all responsive repairs and planned maintenance works, which includes replacement kitchens. This includes monitoring customer satisfaction. Priority for works is based on the condition of the components in the home rather than the individual characteristics of the occupants.

The main risks to the Council and or mitigation factors have been taken into account are:

- Should the Council not enter into a new contract with Mears, or enter into a contract with any other Contractor, the level of performance and service may deteriorate.

Report to the Cabinet

Report reference: C-024-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Asset Management and Economic Development
Subject: Proposed Refurbishment of Bakers Lane Toilets Epping
Responsible Officer: Mike Tipping (01992 564280).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That a tender by Amwell Construction Ltd., in the sum of £87,277.47 be accepted for the refurbishment of the Bakers Lane Epping Public Toilets including provision for a Changing Places Facility; and
- (2) That Contract Standing Orders in relation to the procedure for inviting, receiving and opening tenders be waived in respect of this contract for the reasons set out in the report.

Executive Summary:

This report describes the results of a tendering procedure carried out by Agents acting on behalf of the Council, and seeks retrospective approval to waive Contract Standing Orders in relation to the normal process for inviting tenders.

Reasons for Proposed Decision:

To enable the refurbishment project to proceed without delay and also to avoid jeopardising the grant funding received from Essex County Council for the Changing Places element of the refurbishment project.

Other Options for Action:

To set aside the tenders received and conduct a fresh tendering process in accordance with Contract Standing Orders. This would lead to further delays before the refurbishment project could proceed and also incur delays in terminating the contract for the existing Superloo in Buckhurst Hill which cannot be done until the Superloo currently at Bakers Lane can be transferred to Buckhurst Hill.

Report:

1. The Cabinet at its meeting on 3 February 2013 approved capital expenditure in the sum of £85,000 for the refurbishment of the public toilets in Bakers Lane Epping. This sum included £50,000 grant from Essex County Council for the provision of a Changes Places facility. Changing places facilities are for severely disabled people and their carers to use and incorporate devices such as lifts and hoists. The nearest changing places facility from Epping is 22 miles away.

2. Cabinet also approved supplementary DDF expenditure in the sum of £21,000 to relocate the Superloo in Bakers Lane to Buckhurst Hill.
3. In March 2013 the Portfolio Holder for Asset Management and Economic Development made a portfolio holder decision that in accordance with Standing Order C9 a negotiated contract be entered into with Beardwell Construction Ltd for the refurbishment of public toilets in Bakers Lane Epping, the value of the contract not to exceed £85,000.
4. This decision was made as there was insufficient time to allow for the normal tendering process whilst ensuring that the District Council secured the grant funding from Essex County Council. There was also a consensus between the County Council, the District and the Town Council that the project would proceed in the shortest possible time.
5. Stace LLP agents acting on behalf of the Council entered into negotiations with Beardwell Construction Ltd but could not achieve a tender price within the budget set by the Council or a figure that was close to it.
6. Stace sought alternative tenders from two other companies known to them as having undertaken similar projects or having the technical ability to undertake this refurbishment.
7. The outcome of the process is that Amwell Construction Ltd., has submitted the lowest price in the sum of £87,277.47. Stace also point out that this price makes no allowance for contingencies.
8. This figure exceeds the previously approved budget of £85,000 by just £2,277.47 In addition Stace LLP has recommended a small contingency sum of £2,000 should also be allowed within the project cost, making the total additional budget required of £4,280.
9. To avoid seeking supplementary capital budget it is proposed to fund this additional requirement from the capital contingency budget within the Planned and Preventative Maintenance Programme for 2013/14.
10. It is evident that the process has not been carried out in strict accordance with Contract Standing Orders in relation to the invitation, receipt and opening of tenders. Having said that it is clear that:
 - (a) a competitive process has been undertaken;
 - (b) the company now recommended is on Constructionline (one of the required alternatives within contract standing orders); and
 - (c) a negotiated contract has been achieved within the spirit of the previous Portfolio Holder decision albeit with a different company.
11. The options open to the Council are, firstly to accept the process that has been undertaken and award the contract to Amwell Construction Ltd and approve the additional capital expenditure, or, secondly to set aside the tenders obtained by Stace LLP and start the process again in accordance with contract standing orders.
12. To start the process again will lead to further delays not only in starting the refurbishment project but also in terminating the existing contract for the Superloo at Buckhurst Hill which is to be replaced with the Superloo currently at Bakers Lane once the refurbishment of the toilet block has been completed. The saving on termination of the Buckhurst Hill contract will be £18,000 per annum.

13. There is no guarantee that the outcome of a fresh tendering exercise would achieve a tender price within the £85,000 budget approved by the Council.

14. On balance therefore it is recommended that to avoid further delay the recommendation by Stace LLP to award a contract to Amwell Construction Ltd in the sum of £87,277.47 be approved and that contract standing orders be waived in relation to this contract.

Resource Implications:

£85,000 approved Capital Budget for 2013/14. Additional capital budget of £4,280 required in 2013/14 to funded from capital contingency within the Planned and Preventative Maintenance Programme.

Legal and Governance Implications:

A competitive process has been undertaken but not in strict accordance with contract standing orders. However it is considered that best value has been obtained through the process that has been undertaken.

Safer, Cleaner and Greener Implications:

There are no specific implications.

Consultation Undertaken:

None.

Background Papers:

Tender report by Stace LLP.

Impact Assessments:

Risk Management

Refurbishment works to preserve the value and condition of a Council property asset.

Equality and Diversity

There will be a positive impact through the creation of a changing places facility especially designed for severely disabled people and their carers.

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

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Report to the Cabinet

Report reference: C-025-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Planning

Subject: Methodology for Determining Objectively Assessed Housing Need

Responsible Officer: Sarah King (01992 564347)

Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

- (1) To note the national planning policy, and best practice in determining Objectively Assessed Housing Need (OAHN);**
- (2) To note the implications of (1) for the preparation of the new Local Plan for Epping Forest District; and**
- (3) To agree the broad methodology for determining OAHN as set out in this report.**

Executive Summary:

In the vacuum left by the revocation of Regional Spatial Strategies (e.g. the East of England Plan), local authorities must now set their own Local Plan targets for the future development of housing. National policy requires that each area determine its 'Objectively Assessed Housing Need' (OAHN) using official population and household projections, housing information such as a Strategic Housing Market Assessment (SHMA), and economic data.

As housing markets do not respect administrative boundaries, the SHMA covering the housing market area which includes Epping Forest District also includes other local authorities. If the OAHN cannot be accommodated within a district's own boundaries, then the authority should work with other adjacent authorities within the housing market area, through the Duty to Cooperate (National Planning Policy Framework para. 178), to see if they can accommodate some of the unmet need.

National policy, guidance and best practice and recent Examinations in Public all point to the need for a robust determination of OAHN, based on clear evidence. This report deals only with the methodology for determining the OAHN. The next phase of work, which relates this to a target for market and affordable housing in the authority's area, will be addressed in a future Cabinet report.

Reasons for Proposed Decision:

To ensure that ongoing preparation of the new Local Plan is robust, conforms to national planning policy and guidance, and takes account of best practice.

Other Options for Action:

Not to consider Objectively Assessed Housing Need, as required by national planning policy (and

thus not to base a new housing target on this assessment). However, this would seriously risk the new Local Plan being found 'unsound', i.e. not being accepted at Examination in Public stage by the Planning Inspectorate. This in turn is very likely to mean that the Council would have much less control over where development takes place, as planning applications for housing would be more likely to be granted on appeal. There is therefore no realistic alternative option to establishing the Objectively Assessed Housing Need for the District and basing housing development targets upon this assessment.

Report:

Introduction

1. Until recently, housing figures for inclusion in each local authority's Local Plans were determined by Regional Assemblies, and set out within the relevant Regional Spatial Strategy (RSS). For Epping Forest District this was the East of England Plan (EEP). These figures took into account demographic modelling. However, Government has now revoked all Regional Spatial Strategies, and housing figures are no longer set at a regional or central Government level.
2. The responsibility of considering housing need and setting a figure through a Local Plan now rests with each individual local authority as set out in the National Planning Policy Framework (NPPF). This presents a significant challenge to local Councils, who often do not have much experience in such work, particularly demographic modelling.
3. Any new housing figure must of course be based on robust evidence, involving population forecasting, housing need and affordability and other issues, such as a Council's strategic ambitions for economic growth or regeneration.

National Planning Policy

4. The National Planning Policy Framework (NPPF) makes it clear that the planning system should supply an adequate amount of housing, stating that it must '*provide the supply of housing required to **meet the needs of present and future generations***' (para. 7). The document is predicated on the 'presumption in favour of sustainable development', one of the objectives of which is to widen the choice of homes in the country (para. 9). This presumption means that crucially, local plans should meet their objectively assessed needs (housing and other) unless '*any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in the [NPPF] taken as a whole*'.
5. The NPPF introduces the concept of Objectively Assessed Housing Need (OAHN) at para. 47: '*To boost significantly the supply of housing, local planning authorities should...use their evidence base to **ensure that their Local Plan meets the full, objectively assessed needs for market and affordable housing** in the housing market area, as far as is consistent with the policies set out in this Framework*'.
6. Paragraph 47 refers to a Strategic Housing Market Area. A housing market, a regional or local area with its own supply and demand characteristics, does not usually respect district boundaries. Epping Forest District is part of the London Commuter Belt East housing market area, which also incorporates Brentwood, Broxbourne, East Hertfordshire, Harlow, and Uttlesford. The NPPF directs that local authorities should prepare a Strategic Housing Market Assessment (SHMA) in order to assess the likely housing need which '*meets household and population projections, taking account of migration and demographic change*' (paragraph 159). This paragraph also makes plain that local authorities must plan for the effects of migration, and not only consider 'natural' population change arising from their existing population.
7. Although "objectively assessed housing need" is not defined within the NPPF, paragraph

50 states that local authorities should '*plan for a mix of housing based on current and future demographic trends, market trends and the needs of different groups in the community.....*'. This sends a clear message that population growth and change must be analysed in detail, using up to date demographic information, and looking at the types of households and different needs that they might have, e.g. older people and young families.

8. The NPPF also gives four tests which a Local Plan must meet to be found "sound" at Examination in Public. The first of these is that it must be '*Positively prepared – the plan should be prepared based on a strategy which seeks to **meet objectively assessed development and infrastructure requirements**, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development*' (paragraph 182). This section highlights one of the purposes of the Duty to Cooperate, namely that each local authority should identify its OAHN, and if it cannot be completely accommodated (due to physical capacity or significant harm to the other purposes of the NPPF), should work with adjacent local authorities to see if they can take on some of this unmet need. This is of course a two way process, some authorities may want to "export" need, and some may be prepared to "import" it. Given existing planning policy constraints such as Green Belt, it is likely that many authorities in Essex will wish in the first instance to export some of their need rather than take some from other districts. However, it is clear that the exceptional need to trigger a review of the Green Belt (NPPF, paragraph 83) applies where this need cannot be met on existing sites, and many of Epping Forest District's neighbours have similar constraints. Such a review forms part of the production of the Epping Forest District Local Plan. An accompanying item on this agenda relates to the Green Belt review.

9. Local authorities must also consider Gypsy Roma Traveller (GRT) need for pitches and sites as a facet of housing need. Advice on addressing GRT accommodation need is given in 'Planning Policy for Traveller Sites' (CLG, 2012) which was published alongside the NPPF. Paragraph 4 of this document explains that Government wants local authorities to '*.....make their own assessment of need for the purposes of planning*' and '*work collaboratively, developing fair and effective strategies to meet need through the identification of land for sites*'. This part of housing need will be assessed by the updated Essex-wide Gypsy and Traveller Accommodation Assessment, which is currently being prepared.

10. The key message therefore is that it is the responsibility of every local planning authority to plan for its own objectively assessed housing needs, including the needs of all types of households and special groups, and how these may be accommodated in future.

Guidance and Best Practice in Determining Objectively Assessed Housing Need

11. Several documents have been published in recent months on how to determine OAHN. Two of these have been produced jointly by the Planning Advisory Service (PAS) and the Local Government Association (LGA).

12. 'Successful plan-making: Advice for practitioners' (2013) discusses all aspects of preparing a local plan, including OAHN. It advises that local authorities must understand their OAHN in isolation first. The document makes it clear that consideration of local capacity and constraints must come after the initial determination of OAHN. It explains that '*If you have identified the need, but the plan isn't meeting it, you will have to **demonstrate how the harm caused by not meeting the need is outweighed by the harm caused by meeting it***'. Examples of factors that could outweigh not meeting the need are given as limiting development in National Parks and Areas of Outstanding Natural Beauty, i.e. nationally determined designations. This advice also reinforces the NPPF's requirements for OAHN to be determined using demographic information including migration trends, and a cross-border Strategic Housing Market Assessment (such as that outlined in para. 6 which includes this Council).

13. The document also refers to the Duty to Cooperate, and how this will come into play when any local authority is unable to meet the needs generated in its own area, or is being asked to help meet another authority's identified need. The guidance noted in paragraph 16 of this report makes a salient point in this respect, namely that it is entirely inappropriate to ask your neighbours to accommodate housing on land with the same capacity constraints or environmental designations that you have dismissed.

14. A further study called 'Choice of Assumptions in Forecasting Housing Requirements: Methodological Notes' (Cambridge Centre for Housing & Planning Research, 2013) notes that migration assumptions should not be altered from those in the official projections unless there is detailed evidence to support this. It states that '*.....authorities should normally plan on the basis of the official projections.*' The NPPF makes it clear that migration should be taken into account, and '**assumptions that imply departure from recent trends (on which the official projections are based) would need to be carefully justified**'. It argues that if local authorities feel that the harm of providing all the OAHN in the area would have an adverse impact on the area, they should consider the counter adverse impact of not providing the housing - i.e. the potential harm to the area should be balanced against the potential harm to those who may have to live in overcrowded or shared accommodation as a result.

15. The Cambridge Centre report highlights the issue of unmet need as being of importance to the Duty to Cooperate. If an area cannot meet its OAHN, then this could have significant impacts on surrounding areas; i.e. the places from which people leave to come to the area (for Epping Forest District this is mostly outer London boroughs), and the places which people go to on leaving the area (for Epping Forest District, mostly into more rural Essex). It also advises that planning Inspectors will '*.....probe closely into any arguments that an authority is capacity constrained*', and that '*.....it would not be reasonable simply to extract any "extra" flow from the projection without understanding where those that an authority is not proposing to accommodate will live*'.

Principles for Establishing the Objectively Assessed Housing Need

16. A second PAS/LGA document called 'Ten key principles for owning your housing number – finding your objectively assessed needs' (2013), sets out the key stages in understanding OAHN for a local authority area. These are (broadly):

- (a) using up to date demographic evidence to understand how the population has changed in the past, and what the components of change are (births, deaths, internal migration, international migration);
- (b) understanding what up to date population and household projections are saying will happen over the period of the plan (for EFDC this will be up to 2033);
- (c) deciding whether the evidence justifies the development of different scenarios, which must be based on evidence;
- (d) benchmarking the scenarios against economic growth ambitions;
- (e) testing the implications in terms of change in population and households;
- (f) understanding what the affordable need and market demand are showing; and
- (g) setting out the likely range of housing requirements and testing the appropriate mix of housing in terms of tenure, type and size required as a result.

17. The work which Edge Analytics has done on the Essex-wide population study, and the

additional work which they are doing specifically for Epping Forest District, will help to provide evidence for points (a), (b), (c), (d) and (e) above. This work uses the official population and household figures as a basis, but also considers change at ward level between 2001 and 2011. The sub-regional Strategic Housing Market Assessment which is currently being updated will help to provide evidence for points (f) and (g).

18. The PAS/LGA document makes it clear that the most recent Governmental projections for population and households should be the starting point in understanding OAHN. This Council has used these as a starting point, as the work prepared by Edge Analytics is based on the Office of National Statistics' (ONS) most recent population projections and the Department for Communities and Local Government's (DCLG) most recent household projections. The document advises that there is no single right answer to what a local authority's OAHN might be, and that the exact figure is a matter of judgement, but advises that the range of scenarios considered must be robust and based on credible evidence. It states that for example '*a 'zero-migration' scenario is not achievable because you cannot stop migration occurring, so using this as a scenario will have limited value if it is included as part of the requirement range*'. The Edge Analytics work includes a 'zero-migration' (or net-nil migration) scenario but this is for information purposes only, as past data shows that Epping Forest District does not experience zero-net migration.

19. The PAS/LGA document also advises that a SHMA should be prepared, and must:

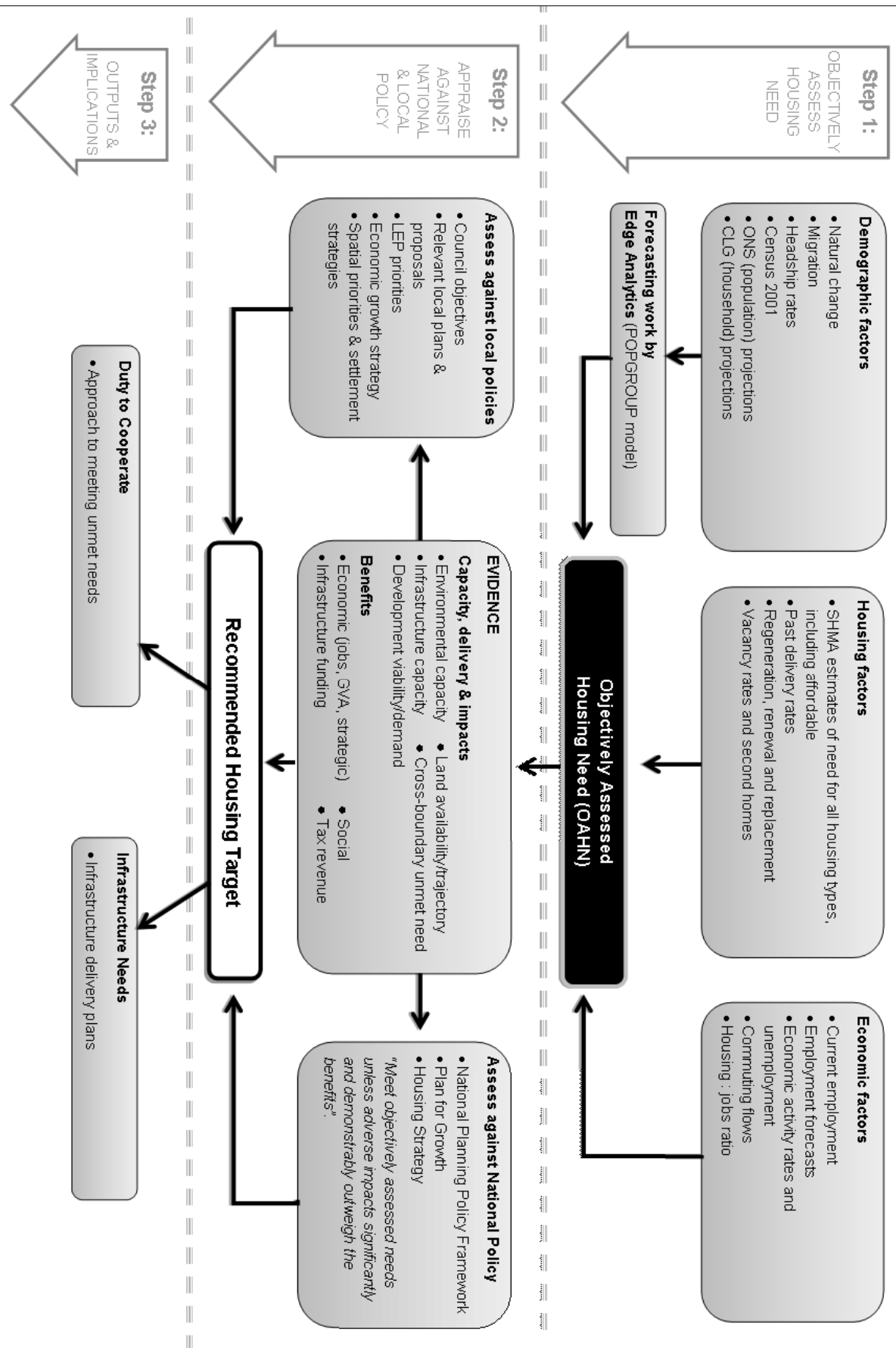
- (a) be up to date;
- (b) be prepared across the whole of the relevant housing market area;
- (c) involve all interested parties across the Council;
- (d) include an explicit assessment of affordable housing need; and
- (e) provide an assessment of market demand.

20. The London Commuter Belt East SHMA, which this Council is part of, will fulfil these functions. Part of the reason that a cross-border SHMA is necessary is that, logically, if housing need cannot be met within a district's own area, it should be met within the local housing market area. Having a cross-border SHMA with the Council's neighbours therefore helps to open debate about addressing unmet need within the housing market area. A further update of the SHMA is likely to be needed prior to submission of the final new Local Plan; this would be undertaken within the context of the forthcoming new government guidance on SHMA.

21. These studies and reports all provide useful pointers as to factors to take into account, and pitfalls to avoid, when determining OAHN. The conclusion is that while an element of judgement is involved in interpreting evidence, there must be a firm foundation of objective evidence, based on national datasets, from which to proceed, coupled with a clear view with respect to the projections and aspirations regarding future economic activity in the District.

22. Nathaniel Lichfield & Partners published a helpful diagram showing the key information and the process often used to determine Objectively Assessed Housing Need in their study 'Objectively Speaking' of 2013. This is shown below (adapted slightly for ease of use):

Figure 1: adapted from 'Objectively Speaking', NLP, 2013



How other local authorities have approached Objectively Assessed Housing Need

23. Forward Planning officers have investigated what other local authorities in Essex are doing to determine their Objectively Assessed Housing Need. Of the 13 other authorities in Essex:

- 1 (Maldon) has published an OAHN figure, which is based on the official (ONS) population projection, and its SHMA is still being prepared;
- 1 (Brentwood) has determined an OAHN figure, but the study explaining what it is based on has not been published yet;
- 6 are currently working on their OAHN, and are progressing towards a new Local Plan/Core Strategy, but have not yet published a methodology or a figure;
- 4 have existing adopted documents which do not assess OAHN, but they are all planning an early review which will include discussion of OAHN; and
- 1 (Braintree) has a very recently adopted Core Strategy (2011, just pre-NPPF) and is preparing a Site Allocations document in accordance with that, without an assessment of OAHN. Presumably this will lead to an early review taking into account OAHN.

The detailed results are shown in a table at Appendix 1.

24. It can therefore be seen that identifying OAHN, and the housing figure which is informed by it, is an issue affecting all authorities in Essex (and elsewhere) and will be a constituent of all up to date plans.

Lessons Learned at Examinations in Public

25. The real test for any new derived housing figure, and the Objectively Assessed Housing Need figure on which it is based, is the Examination of a Local Plan. During the Examination, an independent Inspector from the Planning Inspectorate (PINS) will consider whether or not the local plan being examined has properly assessed housing need, and subject to other environmental, capacity and duty-to-cooperate factors, and whether it contains provision for the appropriate amount of housing.

26. Nathaniel Lichfield & Partners (NLP, a planning consultancy) has published a survey of local plans submitted for examination during the first year of the NPPF, i.e. 27 March 2012 to April 2013. The study excluded any local plans for areas within London, as the London Plan (the RSS for London) is still in place. A total of 55 local plans were submitted (some of which are still at Examination). NLP checked whether each local plan had proposed a housing figure higher or lower than the figure in the former RSS, and whether the figure was higher or lower than the Government's 2008 household projections, as a proxy measure of OAHN. (Since this report was published, new household projections have been published).

27. Of the 55 local plans submitted to Examination, only 18 were found 'sound', i.e. acceptable to the Inspector, and could be adopted for the relevant local authority to use. 8 of these contained a housing figure equal to or higher than the old RSS target. 10 originally contained a lower figure, but of these, 8 had to raise their figure in order to be found sound. So only 2 of the local plans found sound had housing figures lower than their previous RSS figures - Bournemouth and Taunton Deane. However, for both of these authorities, household projections were lower than the former RSS targets. Both authorities were proposing housing targets higher than their household projection figures so they were able to argue that they were meeting their need. These data show that the majority of local plans have had to at least equal their former RSS housing figure to be found sound. Overall, 44% of local plans found sound in the first year of the NPPF had their housing figures increased at Examination.

28. NLP also found that a significant number of local plans submitted within the first year of the NPPF have had their Examinations suspended, to allow for further housing evidence to be gathered and to make changes to the original housing figure proposed. This has been to focus on what is closer to an Objectively Assessed Housing Need than the RSS figures.

29. In other cases Inspectors have found local plans sound on the basis that they will be subject to an early review of housing figures; this was the case for 5 local authorities, and NLP noted that *'.....there is every expectation that refreshed plans will be prepared in the context of new evidence showing significantly greater levels of need for housing'*.

30. The study included case studies on a few specific local plans, one of which was Hertsmere Borough Council's, an authority with some of the same challenges as Epping Forest District, namely a large proportion of land designated as Green Belt, a location just outside Greater London and pressure for housing development. Hertsmere originally proposed a lower housing figure than the RSS (which at that point was still in force). The Inspector was concerned that the figure proposed would not meet either the RSS target or the 2008 household projection figure, and no alternative evidence on housing need was put forward by the local authority. The Inspector increased the target to the RSS figure, and agreed to find the local plan sound only if Hertsmere agreed to do an early review. The implication is that if the RSS had not been in place at that time, Hertsmere's local plan would not have been found sound due to the *'.....absence of evidence on objectively assessed need, and failure to either review the Green Belt or address unmet needs through the Duty to Cooperate.....'*

31. NLP concluded that there is a need for *'high quality, objective evidence on the need for housing and the factors (such as social and economic needs, infrastructure plans, environmental capacity, and deliverability)'*. NLP also found that where arguments against specific levels of development had been made on the grounds of environmental and infrastructure capacity, these were not accepted without good evidence of 'adverse impacts', as per paragraph 14 of the NPPF.

Implications/Conclusions for Epping Forest District

32. Epping Forest District Council must determine the Objectively Assessed Housing Need of its own area, using robust demographic, housing and economic evidence (first tier of Figure 1). Demographic evidence will largely come from the Edge Analytics work shortly to be completed. Housing evidence will come from the recently refreshed Strategic Housing Market Assessment (SHMA), and other local information. Economic evidence will come from the Council's existing evidence base, and new economic work which is currently being prepared in light of recent data being released, and the Council's approach to its economic development priorities.

33. Although there is no official calculation to reach an OAHN figure, the first stage will be to consider the range of population forecasts in the forthcoming Edge Analytics study, and the housing numbers that these equate to. Councillors will need to consider which of these forecasts is most suitable for the district on the basis of past trends, and is robust enough to stand up at Examination in Public. The forecast will then need to be considered against the SHMA, in order to consider housing need in general against affordability. For example, a lower forecast may suggest a certain number of homes are needed, but this will need to be considered against the need for affordable housing – and if a lower number of homes are built then this may not give the amount of affordable housing that Councillors may wish to see provided. The SHMA sets out the level of affordable housing that might be needed for different housing targets – if fewer homes are built then proportionately more affordable housing will be needed on appropriate developments, as there will be a lower number of large scale developments providing it. Conversely, a higher housing target should result in a lower percentage of affordable housing on individual schemes, because enough will be provided overall.

34. Economic factors also have to be taken into account. Given that in general the district's

population is rather older than average and that there is a lot of out-commuting, the labour force is proportionately smaller than most. This means that if Members wanted to increase employment levels in the District (see second tier of Figure 1, 'Assess against local policies'), the Council would need to plan for slightly higher development levels, both to increase development of employment land, and to increase population and thus increase the labour force. A proportion of new jobs could of course be taken on by existing residents, but past trends show that a large number of people who live here commute to London, for many reasons such as greater job opportunities in their profession. This is unlikely to change unless the Council decides to develop the local economy significantly, with large scale economic development incorporating different industries and activities.

35. Comparison of these three factors; population/household forecasting, the SHMA and economic evidence, will lead to the identification of an OAHN figure for Epping Forest District. This must then be considered against other evidence on environmental, social and economic issues, capacity, and national and local policy, leading to the identification of a housing target (second tier of Figure 1). This will include information from the Council's existing evidence base, such as the Strategic Land Availability Assessment (SLAA, which considers capacity), the Settlement Edge Landscape Sensitivity Study, and the ongoing Sustainability Appraisal and Habitats Regulations Assessment work. The infrastructure requirements necessary to deliver the housing figure selected can then be finalised and incorporated into the Infrastructure Delivery Plan, and discussions under the Duty to Cooperate over any housing need which cannot be met can take place with adjacent local authorities (this could go in both directions as adjacent local authorities may have excess unmet need, or may be able to accommodate some of Epping Forest District's need).

Next Steps

36. There will be a Member workshop to discuss Objectively Assessed Housing Need for Epping Forest District in October. This will include presentation of the further work which the Council commissioned Edge Analytics to do on population forecasting specifically for this District.

37. The Strategic Housing Market Assessment (SHMA) for the London Commuter Belt East (which includes Epping Forest District) has just been updated. This will be presented to the Local Plan Cabinet Committee on Monday 14 October 2013. The SHMA is another key piece of evidence about housing need and affordability which Members will need to consider when identifying a new housing target.

38. The new Gypsy and Traveller Accommodation Assessment (Essex-wide) will also be presented to Local Plan Cabinet Committee on Monday 14 October 2013.

39. The further work from Edge Analytics will form part of the wider Local Plan evidence base and will be formally presented to Cabinet on 21 October 2013. The Member workshop and SHMA results will feed into another report to be presented to the Cabinet that evening, the purpose of which will be to seek agreement on an Objectively Assessed Housing Need figure for the District

Resource Implications:

Work on identifying Objectively Assessed Housing Needs will form part of working towards the new Local Plan, and features within the existing Local Plan budget.

Legal and Governance Implications:

The National Planning Policy Framework requires each local authority '*objectively to identify and then meet the housing, business and other development needs of [their] area*'. Not to do so risks having the new Local Plan found 'unsound', i.e. not being accepted at Examination in Public stage

by the Planning Inspectorate.

Safer, Cleaner and Greener Implications:

The production of a new Local Plan, including consideration of population change and quantum of housing development, will be subject to Sustainability Appraisal and Habitats Regulation Assessment throughout the process. This will ensure that environmental, social and economic impacts and issues are weighed carefully.

Consultation Undertaken:

Internal consultation has taken place with senior officers, the Interim Assistant Director, the Chief Executive and the Portfolio Holder.

Background Papers:

National Planning Policy Framework, Department for Communities and Local Government, 2012 - <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

Planning policy for traveller sites, Department for Communities and Local Government, 2012 - <https://www.gov.uk/government/publications/planning-policy-for-traveller-sites>

Choice of Assumptions in Forecasting Housing Requirements: Methodological Notes, Cambridge Centre for Housing & Planning Research, 2013 - http://www.howmanyhomes.org/resources/Choice_of_Assumptions.pdf

Ten key principles for owning your housing number – finding your objectively assessed needs, Local Government Association/Planning Advisory Service, 2013 - <http://www.pas.gov.uk/pas/aio/3766545>

Successful plan-making: advice for practitioners, Local Government Association/Planning Advisory Service, 2013 - <http://www.pas.gov.uk/pas/aio/3770551>

Objectively Speaking, 12 months of applying the NPPF to housing targets in Local Plans: A review of examinations, Nathaniel Lichfield & Partners, 2013 - <http://nlpplanning.com/objectively-speaking>

Impact Assessments:

Risk Management

The National Planning Policy Framework requires each local authority '*objectively to identify and then meet the housing, business and other development needs of [their] area*'. Not to do so risks having the new Local Plan found 'unsound', i.e. not being accepted by the Planning Inspectorate. This would very likely mean that the Council would have much less control over where development took place, as planning applications for housing would be far more likely to be granted on appeal by the Planning Inspectorate. The Local Plan features in the current Corporate Risk Register (no. 1, rating A1) and in Planning and Economic Development Directorate's 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?

The preparation a sound Local Plan should actually impact positively on equality issues. This is because the Local Plan will seek to meet the needs of the area over the next 20 year period, including the provision of affordable housing, and the regeneration of deprived areas. The Local Plan thus has the potential to improve the quality of life of people living, working and doing business in the district. Planning for the correct type of housing in the correct mix, as per forecasts of our future population and the calculation of our objectively assessed housing need, will help to ensure that people can afford to live in the district, and have the right kind of housing available to them.

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?

The potential positive impacts listed above are not limited to any one particular group; the Local Plan has the potential to improve the quality of life of all people living, working and doing business in the District.

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Appendix 1: How other local authorities have approached Objectively Assessed Housing Need

Local Authority	Progress on determining OAHN
Basildon DC	Published a Preferred Options document for new Local Plan in 2012 but now reviewing strategy in order to include an assessment of OAHN. No detailed information currently available.
Braintree DC	Core Strategy adopted in 2011. Site Allocations document is being prepared to be in conformity with Core Strategy and does not seek to identify an OAHN figure.
Brentwood BC	Currently consulting on Preferred Options for new Local Plan. Planning for provision for 3,500 dwellings between 2015 and 2030. OAHN figure is given as 5,430 dwellings but the Peter Brett study which identifies this figure has not been published as yet.
Castle Point BC	Issues and Options consultation for new Local Plan undertaken. Not yet prepared Preferred Options stage. No information on OAHN published yet.
Chelmsford CC	Reviewing existing 2008 Core Strategy to be in conformity with NPPF. However not reviewing housing figures or identifying an OAHN figure. Work on this will commence in Autumn 2015 following adoption of the Core Strategy review.
Colchester BC	Draft submission Local Plan review consultation taking place until September 2013. No OAHN figure is included. Full review of Local Plan with OAHN figure and new allocations will take place following adoption in 2015.
Harlow DC	Issues and Options consultation for new Local Plan initially took place in January 2011. Review of Issues and Options consultation in September 2013. No information on OAHN figure yet published.
Maldon DC	OAHN has been determined as 4,410 dwellings over a 15 year period. The figure is based on the Sub-National Population Projection figure of 294 dwellings per annum. SHMA not yet finished but assessment of the conclusions will take place when it is complete.
Rochford DC	Early review of the existing Core Strategy to be undertaken - the dates are to be confirmed. The Core Strategy was adopted in December 2011. There is no information published on OAHN.
Southend-on-Sea UA	Core Strategy review - consultation to take place in early 2014. No information on OAHN published.
Tendring DC	Proposing 4,000 new homes over a ten year period – 2011 to 2021. Have not published any detailed information but an OAHN figure has not been identified. Tendring have considered population projections and SHMA, but they have also looked at capacity through the SHLAA and constraints. More information on how the figure has been identified will be published prior to submission in Spring 2014.
Thurrock UA	A review of the existing Core Strategy is being progressed but Thurrock does not intend to review housing figures or allocations, as the Council feels it can demonstrate an adequate housing supply. However a further review for OAHN is planned in the next few years
Uttlesford DC	The Preferred Options consultation for a new Local Plan took place in June 2012 with housing figures based on the former RSS. Pre-Submission consultation has been delayed while more evidence is prepared. No information has yet been published on OAHN.

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Report to the Cabinet

Report reference: C-026-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Asset Management and Economic Development
Subject: Assets of Community Value
Responsible Officers: Colleen O'Boyle (01992 564475).
Chris Overend (01992 564247).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) To approve the procedure and policy attached to this report to ensure that the Council complies with the Community Right to Bid (Assets of Community Value) requirements.

Executive Summary:

This report sets out the duty placed on local authorities under the Localism Act 2011 ("the Act") and The Assets of Community Value (England) Regulations 2012 ("the Regulations") to administer the Community Right to Bid (Assets of Community Value).

The Community Right to Bid places a new duty on local authorities in England and Wales to maintain two lists; a list of assets of community value successfully nominated by the local community and a list of assets that were nominated, but were unsuccessful in meeting the eligibility criteria of assets of community value.

If land or buildings on the list of assets of community value come up for sale, the local community will be given six months to prepare a bid to try to buy the land or asset.

This report sets out the procedure to be put into place to ensure that the Council complies with the new duty.

Reasons for Proposed Decision:

To comply with a legal obligation introduced by the Localism Act 2011 and to agree a procedure to ensure the requirements are met.

Other Options for Action:

An alternative or modified procedure could be adopted, but there must be a procedure to deal with such bids as may be made.

Report:

1. The "Community Right to Bid" places a new duty on local authorities in England and Wales to "maintain a list of land in its areas that is land of community value" as nominated by

the local community. If land or buildings on this list come up for sale, the local community will be given six months to prepare a bid to try to buy the land or asset.

2. The Council must also maintain a list of assets identified in unsuccessful nominations.
3. The provisions of the community right to bid:
 - (a) 1.3.1 **Do not restrict** who the owner of a listed asset can sell their property to, nor at what price;
 - (b) 1.3.2 **Do not confer a right of first refusal** to community interest groups, nor enable a community group to trigger disposal of a site; and
 - (c) 1.3.3 **Do not place any restriction on what an owner can do with their property**, once listed, if it remains in their ownership. Planning policy determines permitted uses for sites, but the Council could decide that listing as an asset of community value is a material consideration if an application for change of use is submitted.

Defining an “asset of community value”

4. The Act defines assets in terms of the purpose to which they are being, or have been used. The asset must be within the Council’s area, but there is a duty on local authorities to cooperate on sites that cross local authority boundaries. All ownership is covered, be it public or private, and whether there is a single owner or multiple owners.

5. A building or piece of land is an asset of community value if it is at least partly within the Council’s area, its main use has recently been to “further the social wellbeing or social interest of the local community” and could do so in the future, and is defined regardless of the nature and number of owners.

6. The table listed in Appendix 2 of this report provides a simple overview of what constitutes an “asset of community value”.

7. There are exclusions within the Act, e.g. Residential properties, unless they are integral to an asset of community value, such as living accommodation within a public or caretaker’s flat within a community centre, Statutory undertakers (as defined in S263 of the Town and Country Planning Act 1990) for instance utilities, transport providers, the Civil Aviation Authority and the Post Office.

8. Assets of community value could include land or buildings where the main purpose is as follows:

- (a) The provision of public services directly to the public for the purposes of education, health and wellbeing or community safety, including:
 - Nurseries and schools;
 - Children’s centres;
 - Health centres, surgeries and hospitals; and
 - Day care centres, residential care homes;
- (b) Sport, recreation and culture including:
 - Parks and open green spaces;
 - Sports and leisure centres;
 - Libraries;

- Theatres; and
 - Museums or heritage sites;
- (c) Community services including:
- Community centres;
 - Youth centres; and
 - Public toilets; and
- (d) Local democracy including town and civic halls.

9. Also included is an economic use which provides an important local social benefit which would no longer be easily available if those services should cease. In these cases it is the social value of the business that counts, not just the nature of the business. This could include for example, village shops and pubs.

Nominations

10. Only the local community can nominate an asset for inclusion in the list. Nominations must come from:

- A body designated as a neighbourhood forum (under Section 61F of the Town and Country Planning Act 1990);
- A parish or town council;
- An unincorporated body:
 - Whose members include at least 21 individuals; and
 - Which does not distribute any surplus it makes to its members;
- A charity;
- A company limited by guarantee which does not distribute any surplus it makes to its members; or
- A community interest company.

11. A public or local authority may not be a voluntary or community body, but this restriction does not apply to a parish or town councils.

12. Bodies other than a parish or town council must have a local connection with land in the Council's area.

13. Unincorporated bodies must also have at least 21 local members who are registered at an address in the local authority's area, or a neighbouring authority's area as a local government elector.

14. A nomination must include:

- (a) a description of the nominated land including its proposed boundaries;
- (b) a statement of all the information which the nominator has with regard to:
 - (i) the names of the current occupants of the land; and
 - (ii) the names and current or last known addresses of all those holding a freehold or leasehold estate in the land;
- (c) the nominator's reasons for thinking that the responsible authority should conclude that the land is community value; and
- (d) evidence that the nominator is eligible to make a community nomination.

Maintaining the List

15. Every nomination must be considered and all nominations which fit the definition of an asset of community value must be included on the list.

16. The Council must give written notice of inclusion on the list to:

- the person who nominated the asset;
- the owner (the freeholder or a qualifying leaseholder); and
- any lawful occupier.

17. The list must be available for “free inspection” and the authority must “provide a free copy of the list on request”. The Council must also define the format and content of the lists and how to best make these publicly available, setting out a simple procedure covering entries on the lists, modification of entries and removal. An outline process map is attached at Appendix 1.

Land Charges

18. If land is included in the Council’s list of assets of community value then:

- (a) inclusion in the list is a local land charge; and
- (b) the Council is the originating authority for the purposes of the Local Land Charges Act 1975.

19. This also requires that the Council must remove the restriction as soon as practicable after removing the land from the list of assets of community value.

Sales and Moratorium Periods

20. If a local authority receives notice from an owner that they intend to dispose of an asset which is on the list of assets of community value (disposal means either the sale of the property or the granting of a lease of at least 25 years duration), they must publicise this fact by:

- (a) amending the published list with the relevant information – that a notice has been received, and the dates of the interim and full moratorium periods and the protection period;
- (b) notifying in writing, the body that made the initial nomination; and
- (c) publicising the matter locally.

21. The local community has a 6 week *interim* moratorium period (from the date the initial notice is received from the landowner) to express interest in writing to the local authority that “they wish to be treated as a potential bidder for the land”. There is no required format for this expression of interest. Submitting an expression of interest does not commit the group to making a bid. Whereas only certain groups can nominate an asset, **any** community group can express an interest at this point and can trigger a moratorium period.

22. If no expression of interest is received, the landowner is free to dispose of their land. If an expression of interest is received, the authority must notify the landowner and provide them with information about the expression of interest and who submitted it.

23. If an expression of interest is received by the local authority, the landowner may not dispose of their land for six months. This is the six month *full* moratorium period which gives the local community time to prepare a bid if they wish to do so. They are not obliged to prepare or to submit a bid.

24. If a landowner receives a bid they are not obliged to accept it. The landowner and any eligible community interest group may come to a mutual agreement and complete the sale before the 6 month period is complete if they so wish.

25. There is an 18 month protected period (from the date that the initial notice is received from the landowner) during which the landowner is protected from further attempts to block the sale of the property.

Exemptions from the Moratorium Process

26. Some types of disposal are exempt from the moratorium process *even* if the asset is listed. The Act and Regulations list the following exemptions:

- disposal through the gift of an asset;
- disposal of an asset containing a business which uses the asset and which is a “going concern” (e.g. a shop or public house still in operation);
- disposal within a family or partnership or between trustees of a trust or between companies in a group;
- disposals in the execution of a will or arising from various legal proceedings including separation agreements between spouses or civil partners;
- disposal of an asset that is part of a larger estate, part of which is not listed, but where the whole estate is owned by the same person and is a single lot of land;
- disposals made under any statutory provision relating to incapacity including physical or mental impairment;
- disposals from one NHS body to another;
- disposals for ongoing educational provision;
- disposals between connected companies; or
- disposals as a result of bankruptcy or insolvency

Compensation

27. The Act allows private property owners who believe that they have incurred losses as a result of complying with the procedures, to apply for compensation from the local authority. The definition is:

“That the person making the claim has, at a time when the person was owner of the land, and the land was listed, incurred loss or expense in relation to the land which would be likely not to have been incurred if the land had not been listed”.

28. The Regulations provide that the following types of claim may be made:

(a) a claim arising from any period of delay in entering into a binding agreement to sell the land which is wholly caused:

(i) by relevant disposals of the land being prohibited by Section 95(1) of the Act during any part of the relevant 6 weeks that is on or after the date on which the responsible authority receives notification under Section 95(2) of the Act in relation to the land; or

- (ii) in a case where the prohibition continues during the 6 months beginning with that date, by relevant disposals of the land being prohibited during any part of the relevant 6 months that is on or after that date; and
- (b) A claim for reasonable legal expenses incurred in a successful appeal to the First Tier Tribunal against the responsible authority's decision:
 - (i) to list the land;
 - (ii) to refuse to pay compensation; or
 - (iii) with regard to the amount of compensation offered or paid.

29. Claims for compensation must be made in writing to the Council before the end of 13 weeks after the loss or expense was incurred or finished being incurred. The owner must state the amount of compensation sought for each part of the claim; and supporting evidence must be provided.

30. The Regulations state the public bodies and departments mainly supported by public funds and subject to public audit under the Audit Commission Act 1998 and the National Audit Act 1983 are not entitled to compensation.

31. Where the Council has carried out a compensation review, the person who requested the review may then appeal to the First Tier Tribunal against the decision.

Corporate Procedure

32. The outline procedure is shown in Appendix A below. The timelines given are set out in the Regulations. Corporate responsibility for the Community Right to Bid will sit with the Chief Executive and community bodies will be invited to submit nominations to the Policy and Research Officer. Nominations will be determined by the Director of Corporate Support Services in consultation with the Portfolio Holder for Asset Management and Economic Development.

33. The Leader and Portfolio Holders for Community Wellbeing and Finance and Technology shall form any appeal panel.

34. The Policy and Research Officer will be responsible for maintaining the list of assets nominated successfully as assets of community value and a separate list of nominated assets which were unsuccessful.

35. The Policy and Research Officer shall amend the lists in the light of any appeals.

36. The Policy and Research Officer shall cause the list of assets of community value to be published on the website and make copies available free of charge, on request.

Resource Implications:

Unknown at this stage although there will be officer time involved and there is the potential for compensation claims.

Legal and Governance Implications:

The report is designed to meet the legal requirements of the Localism Act 2011.

Safer, Cleaner and Greener Implications:

None

Consultation Undertaken:

Draft policy and procedure discussed by Management Board. Documentation prepared by a small working party of the PLP.

Background Papers:

None.

Impact Assessments:

Risk Management

To fail to adopt a procedure would risk the Council responding ad hoc to requests which may lead to uncertainty, missed timescales, inconsistent decisions and compensation claims.

Equality and Diversity

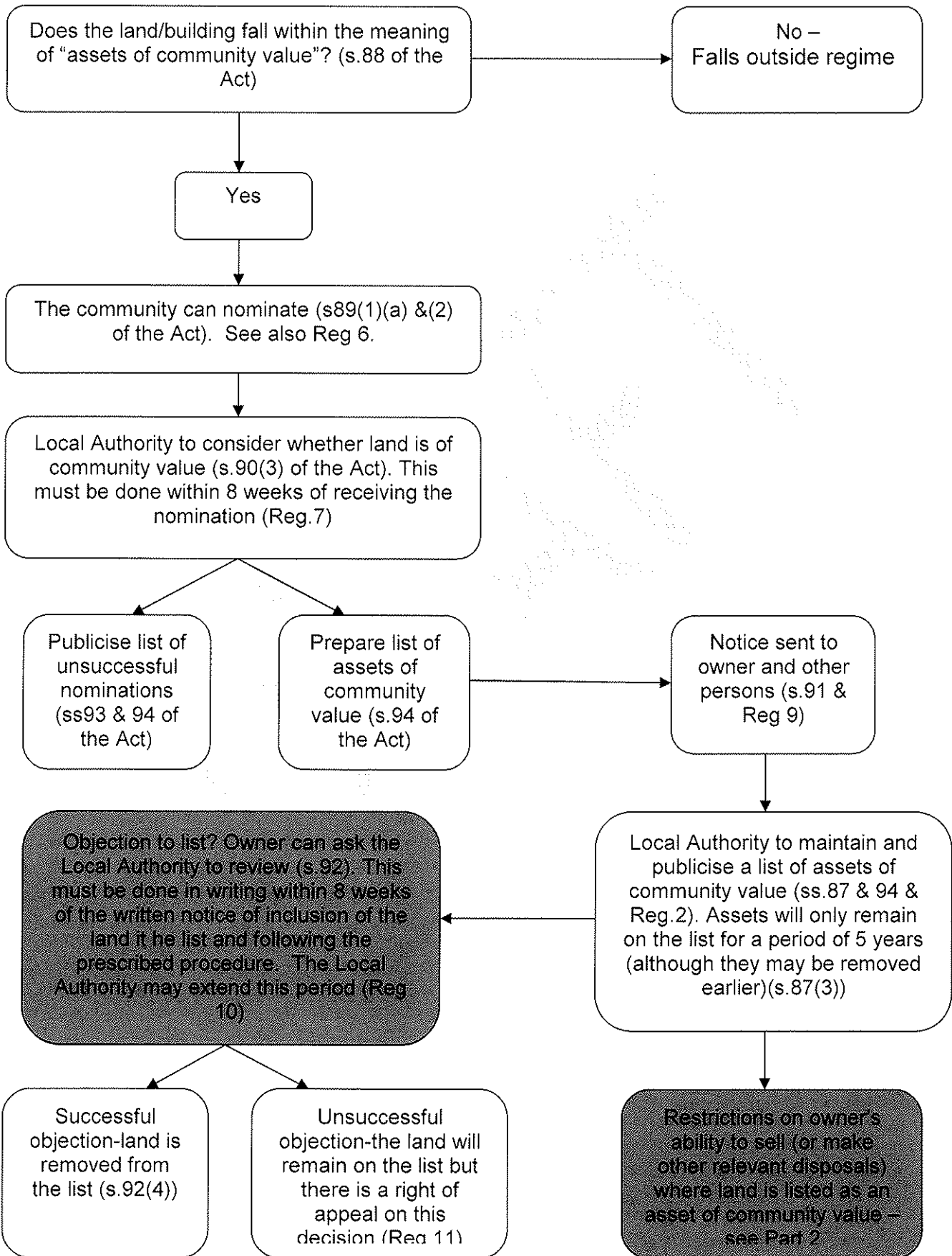
Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

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

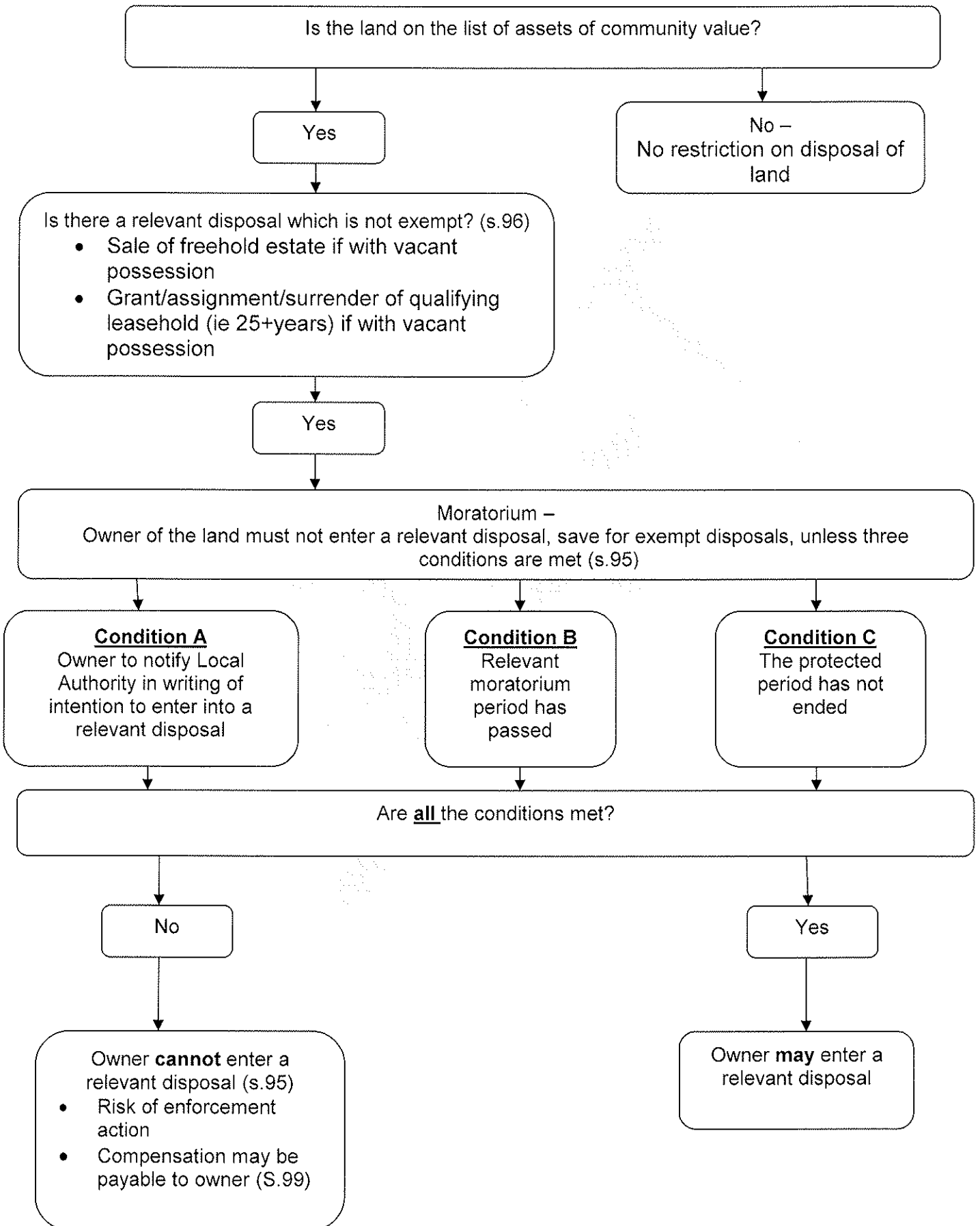
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Appendix 1

Part 1 – securing the listing of community assets



Part 2 – Selling assets of community value



APPENDIX 2

Is a building or other land an "asset of community value"?					
Nature of Use	Long Past	Recent Past	Present	Future	Covered by the Act
The main use of the land or building furthers the social wellbeing or social interests of the local community at the present time AND it is realistic to think that this can continue into the near future (even if the type of social use of benefit might change)			Yes	Yes	Yes
The main use of the land or building furthered the social wellbeing or social interests of the local community in the recent past AND it is realistic to think that this could happen again in the next five years (even if the type of social use or benefit might change)		Yes		Yes	Yes
The main use of the land or building furthered the social wellbeing or social interests of the local community some years ago but is not presently in use for a social purpose	Yes				No
The land or building has not recently been, and is not currently, in use for a primarily social purpose					No
The land or building has been empty or derelict for many years and remains so today					No

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Report to the Cabinet

Report reference: C-027-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Safer, Greener and Transport
Subject: Capital Budget Allocation for the Replacement of Pay and Display Machines
Responsible Officer: Qasim Durrani (01992 564055)
Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations:

- (1) To agree to replace off street Pay and Display charging machines in Council owned car parks that have reached the end of their design life and are beyond economic repair; and**
- (2) That, subject to adoption of recommendation (1) above, to recommend inclusion in the Capital Programme of a capital allocation of £40,000 for 2014/15 and £50,000 for 2015/16.**

Executive Summary:

There are 41 pay and display machines in the 22 car parks owned by the Council. Whilst machines are normally replaced when a car park enhancement and improvement scheme is undertaken, or if a machine is damaged or vandalised, there is currently no budget allocation for the replacement of machines which have reached the end of their operational life. A number of machines have now reached this stage and are proving difficult and expensive to repair and maintain.

The Council entered into an agreement with North Essex Parking Partnership (NEPP) in October 2012 for cash collection and maintenance of pay and display machines in all Council owned car parks. For this NEPP receives a set management fee. NEPP is finding it increasingly difficult to keep the pay and display machines operational. There are frequent faults and machines are out of operation for longer.

It is not easy to find spare parts for the older and dated machines. If old machines are not replaced then NEPP could ask for an increase in fee to recover the costs resulting from additional officer time and purchase of parts.

Newer modern machines will allow better management control and monitoring. For example diagnostic checks and amount of cash collected can be checked remotely via the internet.

Reasons for Proposed Decision:

To replace end of life and unsustainable pay and display machines.

Other Options for Action:

To continue to operate the old and dated machines by allocating additional revenue budgets to cover the increased cost of maintenance and upkeep. This can not be recommended as effective asset management requires replacement of those assets that are beyond economic repair.

Report:

1. There are a total of 22 car parks owned by the Council and users pay varying charges for their use. The Council is responsible for maintenance and upkeep of these car parks. There are 41 pay and display machines across all the car parks. Although users have the ability to make cash less payments, for example by using mobile phones, pay and display remains the preferred method of payment for most users.

2. It has been the practice to replace pay and display machines at the time when improvement and enhancement schemes are implemented. This principle has worked well and in recent years new machines have been installed for example in the Burton Road and Vere Road Car Parks at Loughton Broadway.

3. Previously the Council had a contract with Vinci Parks Limited, which ended in 2012, and included provision for maintenance and upkeep of all pay and display machines in Council car parks. At the end of the agreement in October 2012 the Council entered into an agreement with North Essex Parking Partnership (NEPP) for enforcement, cash collection and maintenance of pay and display machines. This enabled the Council to benefit from the larger economies of scale offered by NEPP operations.

4. NEPP are responsible for all maintenance costs associated with the pay and display machines. Following concerns over escalating maintenance costs NEPP commissioned a survey of all machines across this District. It became evident that a large number of machines are dated, suffer from mechanical problems/breakdowns, sourcing spare parts is difficult and technical support by manufacturer is costly. Other members of NEPP have more modern varieties of machines that are more reliable and cost effective to maintain.

5. The Council pays NEPP for carrying out enforcement activities, collecting cash or paperless payments and maintaining pay and display machines in its car parks. The costs for maintenance of machines are based on reasonable and routine maintenance activities. For example the servicing of mechanical parts, diagnostics of software and general maintenance. Like any contractor, NEPP can accommodate some additional work, however if the nature of additional work becomes excessive then it is not unreasonable to ask for adequate supplementary payment. It is for this reason and in light of the excessive maintenance costs it is suggested that the Council should replace old and dated machines with new ones **(Recommendation (1))**

6. Not all of the 41 pay and display machines would require replacement. Some have been installed recently, due to improvement and enhancement works or as a result of damage caused due to accident or act of vandalism. All machines will be checked to confirm their state of repair and only those which cannot be economically repaired or have surpassed the manufacturers recommended life expectancy will be replaced. **(Recommendation (2))**

Resource Implications:

Procurement options will be explored in due course. It is likely that NEPP could attract preferential rates from suppliers, due to their larger purchasing power. However the Council has access to some large framework contracts through the Essex Procurement Hub. Once

budget is approved the most suitable procurement route will be adopted. It is currently estimated that a sum of £90,000 will cover the cost of purchase and installation of circa 30 pay and display machines.

Procurement and installation of new machines will be supervised by existing staffing resources within the Environment and Street Scene Directorate.

Legal and Governance Implications:

The Council charges for the use of car parks and this is a source of income. The Council has a responsibility to its customers to maintain the quality of its car parks and to ensure the reliability of pay and display machines.

Safer, Cleaner and Greener Implications:

Ensuring optimum utilisation of available car parking spaces in the Council owned car parks. Provision of modern up to date pay and display machines that allow remote access will send warnings and prompt early inspections and cash collection. New machines are more resistant to breakages and attempts of theft of cash.

New machines will be solar powered and result in smaller carbon foot print especially when they replace some of the existing machines powered by mains electric supply.

Consultation Undertaken:

North Essex Parking Partnership.

Background Papers:

None.

Impact Assessments:

Risk Management

If funding is not allocated then NEPP can rightly ask for increase in yearly management fee to recover the additional cost of maintenance and upkeep of the old and dated machines.

Some of the older machines are susceptible to theft. Installation of modern machines will reduce that risk.

Cash from existing machines is collected at a regular frequency. Similarly maintenance is carried out at a set interval or when a problem is reported by users or Civil Enforcement Officers. Car park users are unable to use the machine during down periods; this causes inconvenience to users and loss of revenue to the Council. New machines will have the ability to be accessed remotely, to run diagnostics, and send message to officers when cash levels are high.

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?
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-028-2013/14
Date of meeting: 99 Month Year



**Epping Forest
District Council**

Portfolio: Leisure and Wellbeing

Subject: Section 106 contribution from Redevelopment of St John's C of E VC School, Epping

Responsible Officer: James Warwick (01992 564350).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That Cabinet gives approval for the Section 106 contribution (£225,000) from the redevelopment of St John's School in Epping to be used to improve and redevelop sports and leisure facilities at Stonards Recreation Ground, Epping.**
- (2) That Cabinet receive further reports on the detail of the final improvement projects to be implemented along with the outcome of any further funding applications.**

Executive Summary:

As part of the overall planning process, a Section 106 contribution of £225,000 from the redevelopment of St John's C of E VC School was secured for implementing off-site playing field projects, to compensate for the loss of part of the school's playing fields.

Epping Forest District Council has consulted with Epping Town Council, the Essex FA, Sport England and St John's C of E VC School and it is recommended that the best use of the Section 106 money would be to improve and redevelop sports and leisure facilities at Stonards Recreation Ground, Epping. A procurement exercise was undertaken and Surfacing Standards Ltd were appointed to undertake a feasibility study exploring the potential options for improving sports and leisure facilities at the Recreation Ground.

This report highlights the proposals made in the feasibility study report and identifies the next steps in terms of maximising community benefit.

Reasons for Proposed Decision:

The contribution has arisen as a result of the development of the new Secondary School in Epping to compensate for the loss of playing fields. Therefore, the conditions of the agreement stipulate that the contribution should be used locally to improve and redevelop sports and leisure facilities for the wider community.

Other Options for Action:

To use the contribution elsewhere in the District to improve sports and leisure facilities. This would need to be justified and demonstrated that there was a real priority need elsewhere in the District, as well as obtaining specific approval from Sport England.

Report:

1. The section 106 contribution from the redevelopment of St John's C of E VC School totals £225,000. This contribution was secured for implementing off-site playing field improvement projects to compensate for the loss of part of the school's playing fields. Epping Forest District Council are required to prioritise the use of the section 106 contribution based on local needs when determining how to use the funds.
2. Sport England have advised the section 106 contribution should be used to develop new or improve existing facilities within Epping.
3. The District Council was initially approached by St John's C of E VC School with regard to utilising some of the section 106 contribution on the school site for the purchase and installation of floodlights. However Sport England did not approve and have advised the school that they should seek alternative funding options. The school have now secured an alternative source of funding for the floodlights, which will need planning approval.
4. Subsequently, Epping Forest District Council's Sports and Health Development Manager, has attended site meetings with Epping Town Council and Essex FA at Stonards Hill Recreation Ground to explore options for using the section 106 contribution to improve and develop sports and leisure facilities at this site. Surfacing Standards Ltd were appointed following a procurement exercise to carry out a feasibility study at Stonards Recreation Ground. The full feasibility Study is attached at Appendix 1.
5. The potential proposed improvements identified are:
 - (i) re-surfacing of the Tennis Courts into a 2G Artificial surface that would enable the facility to be used for tennis and football, therefore reducing wear and tear on the grass pitches;
 - (ii) outdoor gym equipment;
 - (iii) increase and improve the existing skate park facilities; and
 - (iv) upgrades to the changing rooms and toilets.
6. The total estimated cost of these upgrades, detailed at P18 of the feasibility study, is £428,940 (including £33,340 project fees) clearly in excess of the £225,000 available through the S106 Agreement. However, Sport England have indicated that they would be receptive to a grant-aid application to help meet the shortfall. The project could also be the subject of applications to other grant making bodies and, depending on the success of applications, may allow upgrades to other facilities on the site, such as the Petanque Terrain.
7. It is recommended that the Council makes a formal decision to allocate the S106, £225,000 towards the project at Stonards Hill Recreation Ground, to, enable some improvements to be made and to guarantee core funding, in support of other grant applications, to ultimately deliver all the improvements.
8. Epping Town Council, as the freeholder of the site, will be responsible for the project management of the improvements, but advice and guidance on this and the development of grant applications will be provided by the District Council.

Resource Implications:

The contribution available to improve sports and leisure facilities is £225,000. There is the opportunity to develop external funding applications and use this contribution as match funding for larger scale projects. It is recommended that officer time be used to develop a match funding bid to Sport England to enable the recommendations to be fully implemented and add value to the project. Epping Town Council will be responsible for all future revenue costs.

Legal and Governance Implications:

Sport England have provided advice on how the section 106 contribution can be used. Planning advice and permission will be sought where required.

Safer, Cleaner and Greener Implications:

The use of the section 106 contribution in Epping will result in a wide range of benefits to the immediate local community. It is anticipated that the improvements and developments will increase sports participation and help to improve people's health and well-being, as well as offering opportunities for young people to take part in positive activity.

Consultation Undertaken:

Consultation has taken place with Epping Town Council, St John's C of E VC School, Essex FA and Sport England. Epping Forest Youth Council – Skatepark Consultation. The Town Council are in agreement with the proposals (TBC in writing).

Background Papers:

Stonards Recreation Ground Feasibility Study by Surfacing Standards Ltd.

Impact Assessments:

Risk Management

The key risk is not using the section 106 contribution to provide or improve sports and leisure facilities within Epping, as this would be a breach of the conditions of the section 106 contribution.

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?

This recommendation has a positive Equality Impact, in that the provision of a new community sports and leisure provision in Epping. These will be achieved through providing greater opportunities for people to take part in sport and physical activity through this new provision. In addition, young people at risk of social exclusion would specifically be supported in terms of their integration within the community and wider society and people with disabilities would have much improved access to the building through design adjustments to meet with DDA.

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.

Stonards Recreation Ground Epping Essex

Technical Feasibility Study (interim)

Development options for onsite facilities to the benefit of the local community

Client	Epping Forest District Council			
Project	Stonards Recreation Ground			
SSL project code	SSL1599			
Document title	Technical Feasibility Study			
Document control	Revision	By	Checked	Date
	First Issue	TB		23 05 2013
	Revision A	TB		02 06 2013

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1. Introduction and Objectives

- 1.1 Surfacing Standard Ltd (SSL) has been appointed to prepare a technical feasibility study for the potential development of onsite facilities to the benefit of the local community at Stonards Recreation Ground, Epping.
- 1.2 Epping Forest District Council have £225,000 through a section 106 agreement and are looking to redevelop recreational sports and leisure facilities at Stonards Recreation Ground in Epping. The potential developments that have been identified, but not limited to, are:
1. Re-surfacing the tennis courts into a 2G Artificial Surface that would enable the facility to be used for tennis, football and netball (approximate size 60m x 40m) - this would allow for formalised football training and small sided games to take place which would reduce the wear and tear of the grass pitches and generate income for the Town Council
 2. Outdoor gym equipment
 3. Improve and increase existing skate park facilities
 4. Improvements to the changing rooms and toilets
 5. Running Track
 6. Drainage
 7. An appraisal of potential layout of for pitch use
- 1.3 This report and associated information provided within our commission aims to be beneficial in the decision making process with respect to project development and financing. Ultimately, this technical feasibility study to establish final proposals, including product information where required; such that tenders may be invited from qualified contractors procured under the Sport England 'Design and Construction of Artificial Sports Surfaces' Framework Arrangement, Reference (SE369) (OJEU 2011/61-098634) for the development of final proposals, provision of product information and construction of the pitches, or similar qualified Framework.
- 1.4 This report has been prepared with the benefit of recent site inspections, client liaison and correspondence and preliminary design work.
- 1.5 This report does not represent the final design and should not be used for planning purposes. It is our initial interpretation of the project brief offered by our client and their associated partners.
- 1.6 The objectives of this work are as follows:

Feasibility study

- Assessment of project aspirations and requirements
- Formation of the project brief
- Advice on spatial requirements
- Agreement of operational and security requirements as well as maintenance considerations
- Appraisal of end-user needs, intensity of use and durability
- Review of playing surface options
- Identification of NGB compliance, DDA provision and health and safety considerations
- Development assessment including all physical features and characteristics
- Site sensitivity appraisal
- Advice on appropriate surveys and inspections to enable detailed design
- Assessment of the scheme impact to the surrounding environment

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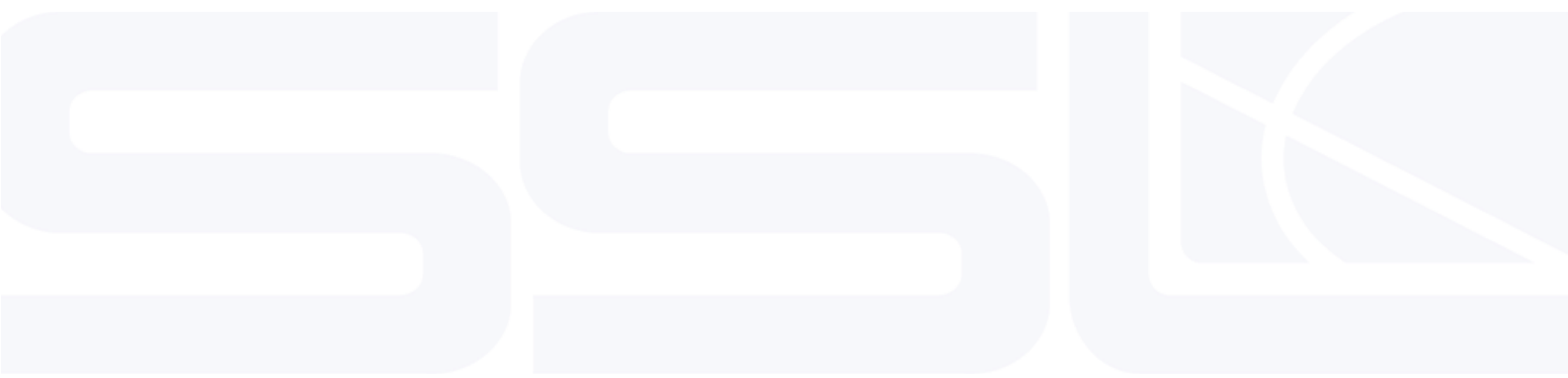
- Review of necessary approvals and permissions to facilitate the development

Conceptual design

- Initial design options
- Indicative estimate of building cost and project fees

Scheme schedule

- Assessment of critical project targets and processes
- Reporting on preferred timing and sequence



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2. Technical Feasibility

2.1 The Existing Site

Stonards Recreation Ground is located to the North Eastern edge of Epping and accessed may be gained from a variety of vehicular and pedestrian entrances including Stonards Hill and Fairfield Road.

The existing site boundary is illustrated in attachment PlanEX743137 (Land Registry Current Title Plan) and drawing SSL1599_Stonards Recreation Ground_Subject Area.

Current onsite facilities comprise a mix of amenity provision including:

- Five grass football pitches
- A children's play area
- Two artificial tennis courts
- A recreational basketball area
- A skate park
- The Jack Silley pavilion

As shown on drawing SSL1599_Stonards Recreation Ground_Existing Onsite Facilities.

2.2 Appraisal of Football Pitches

The existing playing pitch provision caters for two age groups as follows:

Age grouping	Type	Pitch size	Quantity
Youth U17/U18 & Over 18 (senior ages)	11v11	101 x 71m	1
	11v11	92 x 68m	2
Mini-Soccer U9/U10	7v7	55 x 36m	2

At the time of our general site inspection carried out in March 2013, the pitches appeared in a satisfactory condition with consistent sward coverage maintained as fine sports turf. Amelioration works were evident to facilitate the effective drainage and we understand recent drainage improvements have brought beneficial results to the usability of the pitch throughout the football season.

In terms of pitch layout, the current arrangement appears to provide best use of the available land and we presume that supply satisfies demand.



Example of existing football pitch



Example of amelioration work

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The Football Association (FA) has recently published a new guidance document for pitch and goal post dimensions following wide consultations in order to produce national pitch sizes for mini soccer, 9v9, youth football and adult football.

Whilst site constraints immediately surrounding each pitch appear to constrain any expansion to the senior pitches (with the exception of the largest pitch positioned to the East of the Recreation Ground), it is worth noting the new standard sizes:

Age grouping	Type	Recommended size without runoff (safety area around pitch)
Mini-Soccer U7/U8	5v5	37 x 27m
Mini-Soccer U9/U10	7v7	55 x 37m
Youth U11/U12	9v9	73 x 46m
Youth U13/U14	11v11	82 x 50m
Youth U15/U16	11v11	91 x 55m
Youth U17/U18 & Over 18 (senior ages)	11v11	100 x 64m
Please note the FA recommend 3m run offs to all sides of every pitch		

Further details can be found within the Technical Standards section of the FA website www.thefa.com.

Whilst this study makes no recommendation for changes to the current playing provision, it will be prudent to validate the future pitch requirements of user clubs; especially with regards to new pitch formats for mini soccer and youth football after which any alteration to pitch sizes and quantity may be considered further.

The introduction of a new artificial Multi Use Games Area including two small-sided football pitches will also aid the quality of and reduce seasonal damage to the grass pitches with formalised training, coaching as well as recreation games being accommodated on the new synthetic turf playing surface.

In terms of ongoing maintenance of the grassed playing pitches the FA recommends that improvements are essential to ensure as many players as possible have the opportunity to play on a defined standard for playing surfaces, whilst recognising that natural turf pitches have a limited number of playing hours per week.

As such, the FA's Performance Quality Standard (PQS) provides a recommended minimum quality standard for the maintenance and construction of pitches. Specifically, it provides a basic standard recommended for grass pitches, which may be located at a variety of locations including a Club site, within a park or recreational ground.

Principally, the PQS recommends that a natural grass pitch must:

- Have adequate grass cover
- Low level of weed coverage
- Be flat
- Have the ability to drain water

If met, the PQS ensures a flat drained surface suitable for 'recreational' and competitive football activities up to Step 1 of the Non-League pyramid.

The FA's PQS for natural grass construction upgrade is as follows:

Element	Limits	Method of Use
Sward Height mm	20-60 PS 20-75 SM	BS 7370 : P3 A3
Hardness in g	35-200	STRI method of test using a 0.5kg Clegg Impact

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		Hammer from a drop height of 0.55 m
Water infiltration rate mm/hr	5	BS 7370 : P3 A8
Evenness - 2 meter straight edge	< 20mm	BS 7370 : P3 A4
Slope – Direction of Play	< 1.25%	BS 7370 : P3 A5
Across Play	< 2.5%	
Ground Cover %	> 70 for SH 25-30 > 80 for SH 30-35	BS 7370 : P3 A6

Again, further reading concerning current Performance Quality Standards for grass football pitches can be found within the Technical Standards section of the FA website www.thefa.com.

2.3 Multi Use Games Area (MUGA)

The existing two tennis courts are retained in a reasonable condition and contain an porous macadam playing surface with chain-link perimeter ball stop fencing (2.7m high) and artificial lighting provided by four 8m high mid-hinge masts each mounted with two floodlight luminaires (eight floodlights in total).



Existing tennis courts



Perimeter ball-stop fencing



Existing tennis courts



Artificial lighting

The desired sporting activities to be accommodated by the new MUGA include football and tennis; however netball cannot be supported if the playing surface comprises sand filled synthetic turf.

England Netball explains this is because the action of playing netball or the lack of maintenance can cause the fill material to rise to the surface (for example the silica sand used to stabilised the pile of a 2G synthetic turf and retained within the surface giving suitable performance). England Netball conclude that irrespective of the performance characteristics of synthetic turfs and textile surfaces, the presence of un stabilised particulate material on the top of a surface is not considered to be acceptable.

There may be other sports locally demanded that could be accommodated by the new MUGA.

In terms of the proposed facility size, we have been guided by the immanent FA Tech Guide (soon to be published by The Football Association) which recommends that to maximise football development outcomes, a minimum pitch size of 37m x 27m is adopted when developing new small-sided football facilities.

Once requisite pitch run offs are incorporated, the eventual Total Play Area (the area within the sports facility where the player can move freely, for example the space within a fenced enclosure consisting of both the pitch and run-offs) becomes 63 x 43m.

An adjoining equipment store is beneficial for housing football goals and tennis nets and other associated playing equipment when not in use, which is sized 3m x 43m.

The overall development area is therefore proposed to be 66 x 43m and will require the expansion of the current tennis courts footprint.

The playing provision will offer two small sided football pitches and four tennis courts, albeit these sporting applications require differing performance standards which may necessitate an acknowledgement of this awkward alliance and potentially a compromise regarding the final playing surface; during detailed design stages.

With mature trees immediately adjacent to the Eastern edge of the courts, it appears that land adjoining to the West and South may be occupied by the MUGA footprint. Consequential works are likely to include the re-routing of a hard standing path (serving the skate park) the relocation of the recreational basketball area.

In terms of facility orientation, the preferred orientation for the main playing direction for the new pitches / courts (which should follow an approximate north (between 285° and 20°) to south direction due to the effect of the setting sun) will not be realised, but this should not dissuade the development.

The MUGA should be constructed in accordance with modern quality standards appropriate to external artificial sports facilities and key features to consider are as follows:

Drainage

The designed drainage strategy should ensure that surface water is discharged from the surface area at a rate which will sustain performance and safeguard against fluvial flooding and discharge through any soak away which shall be designed in accordance with BRE Digest 365 wherever practical.

Base and Foundations

The purpose of the granular sub-base for any artificial sports pitch is to provide a resilient substrate onto which the playing surface system can be installed. The principal qualities that a good base should contain are adequate stability that it does not move outside the tolerances for surface regularity over a period of ten years and is capable of supporting and transmitting to the underlying substrate the loads of all vehicles, plant, machines and playing surface construction to be used during the construction and the maintenance and refurbishment of the facility throughout its functioning life.

Playing Surface

The 2G synthetic turf playing surface and any associated shock-pad layer should provide performance and durability over the life expectancy in accordance with the intended sporting activities.



Example of 2G synthetic turf playing surface

Perimeter Ball Stop Fencing

Perimeter fencing is required around all sides and ends of the pitch to provide an adequate ball-stop and to offer a degree of security to the facility. Typically, new perimeter ball-stop fencing will consist 4.5m high of resistance mesh panels with 6mm diameter vertical wires and twin 8mm diameter horizontal wires forming a 200 x 50mm mesh to centres including 1.20m high rebound mesh (66 x 50mm mesh to centres).



Example of resistance mesh panel fencing
Floodlights



Example of 868 mesh

Floodlights will be required around the MUGA perimeter to facilitate use during and throughout the winter months, thereby enabling the facility to be used to its full potential by local community groups.

Lighting performance should be design in accordance with Lawn Tennis Association standard levels of illumination (which will also satisfy football requirements), which are outlined below:

Standard	Maintained Average Illumination on PPA	Maintained Average Illumination on TPA	Uniformity within PPA Emin/Eav	Uniformity within TPA Emin/Eav
Recommended	500 Lux	400 Lux	0.7	0.6
Minimum	400 Lux	300 Lux	0.7	0.6

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Example of efficient floodlights



Example of floodlight mast mounted with two luminaires c/w 2kW lamps / fitting

Sports Equipment

New goals are required and self weighted freestanding goals are appropriate for the variety of football and tennis activities and proposed playing pitch arrangement. All goals and nets should be in supplied accordance current quality standards and should be housed within the adjoining equipment store when not in use to fulfil safety requirements.

Associated items

To complete the pitch provision, a variety of associated fixtures and fittings will be necessary including:

- Site Furniture (including foot mats, litter bins, player signage and boot scrapers)
- Signage and Sundries
- Entrance pathways
- Maintenance Equipment (the provision of new maintenance equipment is favoured to ensure adequate routine maintenance can be completed by the pitch owner / manager)

Performance compliance

Subject to the final selection of sporting activities and playing surface type, the appropriate performance standard for the MUGA will be:

BS EN 15330-1. Surfaces for sports areas. Synthetic turf and needle-punched surfaces primarily designed for outdoor use. Part 1. Specification for synthetic turf surfaces for football, hockey, rugby union training, tennis and multi-sports use.

This European Standard specifies performance and durability characteristics for synthetic turf sports surfaces used primarily outdoors.

Five categories of surface are covered, each based on the principal sporting use of the surface, as follows: surfaces designed primarily for hockey; surfaces designed primarily for association football; surfaces designed primarily for rugby union for training purposes;

The requirements are intended to apply to surfaces used for community, educational and recreational sport.

For professional and elite levels of competition, many sports governing bodies have published their own specifications; the requirements of the sports governing bodies might differ from those detailed in this European Standard and facility developers are advised to ensure that they select surfaces offering the correct level of performance for the level of competition played on the pitch or court.

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This European Standard is based on type approval testing of products in the laboratory. Selected requirements may also be used on site to assess the suitability of installed surfaces.

2.4 Outdoor Gym and Running Area

There are several suppliers and providers of outdoor gym equipment and for the purpose of this study; we have incorporated a model offered by The Great Outdoor Gym Company.

Their medium park gym includes an eleven equipment station comprising:

- 1 x Welcome sign
- 1 x Cross trainer
- 1 x The bench
- 1 x Chest press/ Seated row
- 1 x Leg press/ Oblique
- 1 x Dips/Leg raise
- 1 x Handbike
- 1 x Fitness bike
- 1 x Recumbent bike

The overall safety area for this gym measures 10.4 x 8.7m (91m²) whilst the surfacing area is sized 8.1 x 6.1m (50m²)

The equipment is EN1176 approved and provided with a ten year guarantee.

Further details can be found within attachment 2013 TGO Pricing Brochure (email).



Example of outdoor gym station

To compliment the gym, we propose a two lane shuttle run / sprint straight to enable condition training for committed or casual runners.

The surface type would typically be a polymeric Sport England Type 4 and line markings may include two lanes (1.22m wide) with shuttle run markers set at 10m / 20m / 30m / 40m / 50m.

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Example of polymeric sprint straight / shuttle runs

Whilst the demand for this component has yet to be qualified, it may present a fun addition to the outdoor gym area.

2.5 New Skate Park

A recent survey conducted in December 2012 by the Epping Forest District Youth Council on the skate park identified a variety of problematic issues within the current provision as follows:

Health and safety	Broken glass. Broken equipment and repairs are needed on the ramps.
Underage drinking	Young people drink there when its dark. Attracts problematic young people and can be used as a hang out area for smoking/drugs/drinking which prevents skaters from using the skate park.
Anti social behaviour	Older teens don't treat the area with respect. When parents take their children to the skate park, younger children can't use the equipment because the older ones intimate them. Vandalism, Graffiti, especially on the ramps. Young people (underage) are using lighters.

The recommendations offered within the survey presented a range of improvements:

- The young people recommended making the skate park bigger
- Update the equipment with a skate bowl or half pipe
- Add lighting so people can use it during winter months
- Lighting will make the park safer for the community
- Add a roof or cover for the ramps so it can be used in all weather
- To visit the following skate parks in Cheshunt, Harlow, Waltham Abbey and Saffron Walden to gather ideas and speak to other skaters for advice
- Youth Councillors will be attending the Cheshunt Skate Jam on Thursday 21 February to compare parks and meet other skaters

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The existing skate park

To satisfy some of these requests, we have researched a range of models offered by UK Skate Parks and for the purpose of this study, we have incorporated their model Pro MX Series 1083 which provides two all steel / polyester powder coat skateboard units set onto a 25 x 12m hard standing pad. Conveniently, the existing stake pad size is conducive for this model.

Also, new artificial lighting is included within the redevelopment proposal to enable evening use and to increase general safety.

Further details can be found within attachments UK-ARC-catalog2012Web and 1083.

As suggested within the survey, we recommend that Youth Councillors are consulted further with regards to the content and styling of the new skate park, to ensure that user aspirations are satisfied.



Example of UK Skate Parks 1083 model

2.6 Improvements to Jack Silley Pavilion

A visual inspection carried out by HSSP Architects in March 2013 identified a variety of deficiencies with the building provision as follows:

Outdoor WCs

- No disabled provision
- No paper dispensers
- No baby changing facilities
- Inadequate DDA access and thresholds

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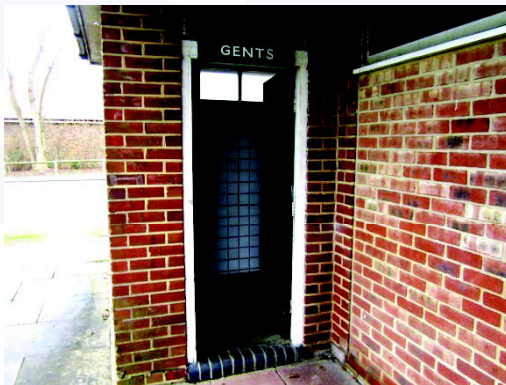
Changing rooms

- Safeguarding issues
- No WC in referee's changing room
- Undersized changing rooms
- No water supply to urinals
- No emergency alarm / lighting / directional signage
- No disabled provision
- No locked / lockable storage areas

Pavilion

- Generally clean and tidy and re decoration works are currently being carried out
- No evidence of emergency alarm system (e.g. break glass operation) / directional signage
- External improvements needed to damaged guttering and soffits and fascia and pointing to brick work at lower level
- Consider double glazed windows to improve energy efficiency

As such, basic improvement schemes have been developed to modernise the pavilion facilities; to alter and / or upgrade in accordance with statutory (e.g DDA) and FA guidelines. A visual representation of the proposed improvement options is shown in attachments 6675 - 30042013changingroomoption and 6675 - 30042013wcupgradeoption.



Inadequate access to external WC's



No paper dispenser



Inadequate emergency provision



No WC in referee changing accommodation

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No water supply to urinals



Undersized changing rooms



Basic emergency provision only with pavilion



Damaged guttering requires rectification



Damaged pointing requires rectification



Modernise with double-glazed windows?

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2.7 Statutory Approval

It will be necessary to obtain approval/s to implement the various parts of the proposed development and the following sequential planning process should be considered to reach a successful conclusion:

Stage item	Activity
Research	Relevant planning policy guidance including local development plans and any constraints to be considered
Pre-application	Discussions and negotiation with the Local Planning Authority (LPA) and other parties
Additional studies / surveys	Complete works as specified by the LPA to form part of the application
Public consultation (as required)	Contribute during pre-application stages
Develop application	Prepare technical information and question responses
Submit application	Via the Planning Portal
Validation / determination date	Confirm validation and target decision timing
Officer's report	Obtain report when published, then review and react to recommendations as necessary
Receive planning permission	Review
Discharge planning conditions and notices	Submit follow-on applications
Other statutory approvals / Building control	Submit similar applications

2.8 Conclusions

This study has identified several development options for onsite facilities to the benefit of the local community and we trust that the technical appraisal permits the project to advance towards detailed considerations and development.

The complete development proposal for Stonards Recreation Ground is shown on drawing SSL1599_Stonards Recreation Ground_Proposed Onsite Facilities.

We understand there is good evidence and a strong demand for improved facilities to support outdoor sports provision within Stonards Recreation Ground and outcomes may necessitate consideration regarding the future management, supervision and maintenance of facilities; presumably to arrange increased supervision for the increased facilities and longer usage.

This report forms the first stage in understanding the current provision and potential options and should be used as a framework for developing a strategy for extending and modernising facilities at Stonards Recreation Ground.

Based on the assessments and research detailed within this report, we propose the following sequential method of project development and implementation for those elements to be delivered:

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Project Stage	Time Allowance
Feasibility / Concept Design Works	
Agree Concept Designs / Elements to be Taken Forward	4 weeks
Agree Preliminary Design with Scope of Works and Project Costs	4 weeks
Approvals	
Prepare Planning Application/s	3 weeks
Submit and Track Planning Application/s	12 weeks*
Receive Conditional Planning Approval/s	0.1 week
Discharge Planning / Statutory Condition/s	12 weeks
Receive Final Planning Approval/s	0.1 week
Detailed Development	
Carry Out Site Investigation/s	6 weeks
Carry Out Power Investigations	2 weeks
Complete Detailed Design	4 weeks
Update Cost Plan	1 week
Agree Final Cost Plan	2 weeks
Undertake Health and Safety Compliance	4 weeks
Procurement	
Prepare Tender Documents	4 weeks
Agree Tender Documents	1 week
Agree tender list of appropriate Contracting Organisations	1 week
Carry Out Tender Action including Invitation to tender, Tender Analysis, Evaluation and Recommendation	5 weeks
Construction	
Prepare / Exchange Forms of Contract	4 weeks
Contractor Mobilisation	3 weeks
Construction Period	13 weeks**
Post construction	
Rectification Period (as per contractual conditions)	52 weeks***

*Assumes major application

**External pitch works only

***To be clarified once Forms of Contract are agreed

Whilst the above method outlines a sequential approach to project delivery, it may be possible or preferable to undertake certain stages concurrently to condense the overall delivery timetable.

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3. Indicative estimate of building cost and project fees

3.1 Our initial estimate for the capital expenditure required to deliver the entire facilities presented within this report are as follows:

Description	Cost (ex. VAT)
Multi Use Games Area (MUGA) Construction	£279,335
Outdoor Gym and Running Area Construction	£46,350
New Stake Park Construction	£69,825
Improvements to Jack Silley Pavilion	TBC
Project Fees and Development Costs	£33,430
Total	£428,940

3.2 Elemental costs for individual facilities are as follows:

Multi Use Games Area (MUGA) Construction

Description of Work	Cost (ex. VAT)
Contractual Provisions and Compliance (Preliminaries)	£5,000
Site Establishment	£3,900
Site Clearance, Excavations and Groundwork's	£8,960
Drainage and Base Works	£80,085
Playing Surface (2G Synthetic Turf)	£52,000
Perimeter Ball-Stop Fencing	£41,450
Sports Equipment, Site Furniture, Signage and Sundries	£12,400
Floodlights	£40,000
Reinstatement	£1,750
Testing	£3,000
Maintenance Equipment and 24 Month After Care	£9,000
Recreational Basketball Area	£4,890
New Pedestrian Pathway (Leading to New Skate Park)	£3,600
Client Contingency (5% of above costs)	£13,300
Total	£279,335

Outdoor Gym and Running Area Construction

Description of Work	Cost (ex. VAT)
Contractual Provisions and Compliance (Preliminaries)	£2,100
Site Establishment	£2,300
TGO Multi Park Gym	£21,000
Site Clearance, Excavations and Groundwork's	£750
Drainage and Base Works	£8,200
Playing Surface (Polymeric)	£8,000
Reinstatement	£450

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Testing	£1,350
Client Contingency (5% of above costs)	£2,200
Total	£46,350

New Stake Park Construction

Description of Work	Cost (ex. VAT)
Contractual Provisions and Compliance (Preliminaries)	£1,250
Site Establishment	£900
UK Skate Parks model Pro MX Series 1083	£50,000
Base Improvements	£4,500
Floodlights	£8,000
Reinstatement	£500
Client Contingency (5% of above costs)	£3,325
Total	£69,825

Project Fees and Development Costs

Description	Cost (ex. VAT)
Feasibility / Planning Fee (Current Commission)	£4,200
Planning Application Fees	£2,000
Outstanding Surveys (Geotechnical, Electrical, Utilities, Etc...)	£3,500
Forward Professional Fee for External Works (Development, Procurement, Construction, Post Construction) (6% of construction estimate)	£23,730
Forward Professional Fee for Internal Works (Development, Procurement, Construction, Post Construction)	TBC
Other Project Costs Incurred	TBC
Total	£33,430

3.3 Estimated costs are based upon a range of initial stage assumptions. We recommend that the site conditions are fully evaluated and correctly assessed in due course, in order to validate the proposed construction works contained within this document.

All costs are subject to VAT at an appropriate rate.

Outline Within the outline pre-tender cost estimate, the sub-headings and item descriptions identify the work covered by the respective items.

Estimated costs have been derived from our professional assessment and review of actual tendered costs from similar projects during 2012.

Estimated costs are projected to be accurate within +/-5%.

Estimated costs include contractor OHP.


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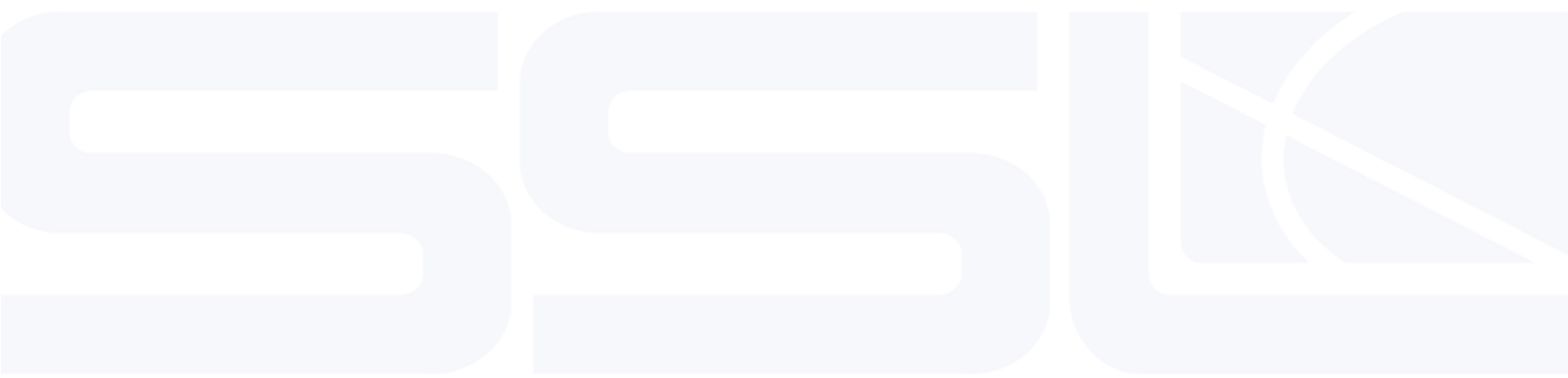
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End of document

Published by	Tom Betts, Consultant
Signature	
Issued	23 rd May 2013

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Report to the Cabinet

Report reference: C-029-2013/14
Date of meeting: 9 September 2013



**Epping Forest
District Council**

Portfolio: Environment

Subject: Capital budget allocation for replacement of waste and recycling containers and the use of prudential borrowing powers in relation to the new waste (etc.) contract

Responsible Officer: John Gilbert (01992 564062)
Qasim Durrani (01992 564055)

Democratic Services Officer: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

- (1) To agree to replace those waste and recycling containers that have reached the end of their design life and cannot be repaired or reused;
- (2) Subject to recommendation (1) to recommend to Council an ongoing capital allocation of £30,000 per year from 2014/15 onwards; and
- (3) To agree in principle to the use of the Council's capital resources and/or prudential borrowing powers for the provision of the waste management and, if required, the grounds maintenance fleet and associated equipment, as part of the procurement of the next waste management (etc.) contract.

Executive Summary:

The Council first introduced wheelie bins for refuse collection in 2005. Additional wheelie bins and containers were introduced in 2009 for the collection of food and garden recycling. Wheelie bins are expected to last at least seven years before requiring replacement, however some can last a lot longer.

Wheelie bins can get damaged for a variety of reasons. Wherever possible repairs are carried out by swapping usable parts with other damaged bins. With an aging bin stock it is becoming increasingly difficult to carry out repairs, bins are also beginning to fail structurally. As more wheelie bins and containers reach the end of their operational life it is becoming necessary to replace them. It is good financial management to replace these with capital budget and not revenue.

As the procurement exercise for the next waste management (etc.) contractor gathers momentum, a decision is required on the Council's appetite for the use of its own capital resources or for prudential borrowing to fund the required vehicle fleets and associated equipment. Although it is entirely possible for the new service provider to meet the financing costs, it may be financially preferable, as with the containers referred to earlier, for the Council to use its own capital resources or borrowing powers, to achieve savings in revenue.

Reasons for Proposed Decision:

To replace end of life waste and recycling containers and to be able to advise prospective service providers on the Council's willingness to make capital moneys available for the provision of vehicles and equipment.

Other Options for Action:

To only utilise revenue budgets to replace damaged and end of life assets and to procure new vehicles etc for the new waste management (etc.) contract This is not good financial management and can not be recommended.

Report:

Wheeled bins and associated containers

1. The Council first introduced wheelie bins for residual collection in 2005. Food and garden collection bins were introduced in 2009. Other containers include larger 'euro bins' for collections in flats and communal buildings, blue boxes for glass collection, kerbside and kitchen caddies. Wheelie bins and other collection containers have a design life of seven to ten years. However some bins can last a lot longer. The Council has adopted a policy of reusing bins as much as possible, by salvaging parts from damaged wheelie bins or purchasing spares to repair damaged bins. For this the Council has a revenue budget allocation.

2. A wheelie bin consists of seven usable parts: the main body, lid, two wheels, an axle and two clips to hold the lid. When a resident reports a damaged wheelie bin they are provided with a replacement. The damaged bin is repaired, if possible, for example if a wheel has come off. The bin is then stored at the storage compound in North Weald Airfield until supplied to another resident. This approach has extended the life of the wheelie bin stock and negated the necessity of bulk replacement of stock at the end of seven years.

3. There are over 150,000 containers in use in the district. The average cost of a standard 180 litre wheelie bin is £20 whereas that of a kerbside caddy is £5 and kitchen caddy £2. The cost of replacing the entire stock of 48,000 wheelie bins introduced in 2005 is estimated to be £960,000. The estimated value of the entire stock of containers is £2,066,000

4. It is therefore suggested that a capital provision of £30,000 per annum be sought commencing in the 2014/15 financial year, to enable the programmed replacement of containers. **(Recommendations (1) and (2))**

Use of capital resources for the procurement of new vehicles and plant

5. As part of the on-going procurement exercise for the waste management (etc) contract, the first stage of Competitive Dialogue has been completed. Each contractor has been able to directly engage with the Council's officer project team in order to discuss, in confidence if necessary, options for the delivery of these services in the future.

6. One of the issues which has been brought up by each of the contractors is the willingness of the Council to utilise its own capital assets or to exercise its prudential borrowing powers to purchase assets such as vehicles, plant and equipment. Whilst the new contract will require the contractors to provide the necessary plant and equipment, there may well be financial advantage in the Council providing the capital provided that the Council secures a revenue advantage in so doing. This provision could take the form of the use of existing capital resources or the Council borrowing from the Public Works Loan Board, where

it can obtain preferential rates of interest.

7. For the purposes of the initial tender submission, which follows the first stage of competitive dialogue, the contractors have been instructed to assume that they will meet all required investment costs. However, as the dialogue progresses, it will be necessary to be able to inform contractors as to the Council's appetite for making capital available. The use of capital on this way is in accordance with Council policy provided that a clear revenue benefit can be demonstrated. **(Recommendation (3))**

Resource Implications:

The total asset value of the existing wheelie bins and other container stock is listed as follows:

Container type	Year of introduction	Approximate number	Estimated cost
Wheelie bin for residual waste	2005	48,000	£ 960,000
Wheelie bin for food and garden recycling	2009	48,000	£ 960,000
25 litre kerbside caddies	2009	10,000	£ 50,000
5 litre kitchen caddies	2009	48,000	£ 96,000
			£ 2,066,000

Current arrangement of carrying out repairs to damaged bins will be continued and new bins only purchased when it is no longer possible to carry out cost affective repairs.

The scale of potential capital provision for vehicles, plant and equipment cannot be precisely quantified since it will vary dependant upon the nature of the services to be provided by any particular contractor. However, given the known costs of refuse freighters and other plant and equipment, the total capital requirement could be in the region of £5 million. Indicative rates for the Council to borrow such a sum over a 5 to 7 year period are in the region of 2%, whereas for a waste contractor to borrow this same sum, rates in the order of twice this could be anticipated. The Council would expect any associated reductions in revenue costs to be reflected in the annual contract sums.

Legal and Governance Implications:

Relevant legislation includes:

- Environmental Protection Act 1990
- Controlled Waste Regulations 1992
- Local Government & Finance Act 1988
- Household Waste & Recycling Act 2003

Safer, Cleaner and Greener Implications:

The collection and recycling of household waste is a key component of the Council's "Safer, Cleaner, Greener" strategy. The state of containers presented by residents for collection of their residual waste and recycling has an impact on the street scene in the district. If the state of containers is poor and they are in a bad state of repair then it would reflect badly on the

street and neighbourhood.

It is a key requirement of the waste and grounds maintenance specifications that vehicles and plant are fit for purpose and meet current environmental standards. This will require the new service provider to provide new fleet and equipment throughout the period of the contract

Consultation Undertaken:

None

Background Papers:

Cabinet reports and agendas for the Environment Portfolio Holder Advisory Group.

Impact Assessments:

Risk Management

By choosing to have an ongoing programme of replacement of bins that have reached the end of their operational life the Council is better managing the financial risk. By avoiding the need for replacement of stock at once, which would mean some usable bins would also get discarded. If the bin stock is not kept in good working order then the collection arrangements could be affected by delays caused in dealing with damaged and unfit containers.

The delivery of a consistent and high quality waste and ground maintenance service relies upon the use of modern and efficient plant and equipment. Therefore, vehicles and plant need to be replaced at regular intervals.

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?
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-030-2013/14

Date of meeting: 9 Sept 2013



**Epping Forest
District Council**

Portfolio: Housing

Subject: Introduction of Charges for C.A.R.E.'s Handyperson Service

Responsible Officer: Lyndsay Swan (01992-564146)

Democratic Services Officer: Gary Woodhall (01992-564470)

Recommendations/Decisions Required:

- (1) That charges are introduced for the Handyperson Service from 1 October 2013 on the following basis:**
 - (a) Service users who are on means-tested benefits be charged a fee of a maximum of £30 each time they use the service, with the exception of falls prevention and home security work which will be free of charge;**
 - (b) Service users who are not on means-tested benefits be charged a fee of a maximum of £50 for Handyperson Service work and £25 each time they use the service for falls prevention and home security work; and**
 - (c) Where the work costs less than these limits, service users will only pay what the work costs.**
- (2) That, for the purposes of eligibility for the Handyperson Service, the definition of 'older person' means someone who is over 60 years of age and retired, or a couple where both are over 60 years of age and retired;**
- (3) That a request be made for a Continuing Services Budget Growth Item of an additional £5,000 per annum from April 2014 to supplement the budget for the Handyperson Service's work; and**
- (4) That use of the Handyperson Service be denied to previous service users that had failed to pay their contributions for the use of the service.**

Executive Summary:

The Handyperson Service has been operating within its existing budget of about £10,000 per annum for a number of years. It is now considered timely to increase the budget through increased contributions by service users and a request for a Continuing Services Budget (CSB) growth item of £5,000 per annum. This would enable C.A.R.E. to extend the scheme to older people who, although not on means-tested benefits, are more likely to be on low income and, therefore, vulnerable to 'cowboy builders'.

As well as revising the budget, the eligibility criteria need clarifying to bring them in line with the current state retirement age. It is therefore considered timely to clarify the requirements for eligibility at the same time as the contributions scheme is introduced.

Reasons for Proposed Decision:

For a number of years C.A.R.E.'s Advisory Panel has wanted the Handyperson Service to offer more practical and financial support to people who are not on means-tested benefits but, by virtue of being older people and retired, may be less able to organise and pay for smaller repair jobs. Without additional, ongoing funding the only way of achieving this would be by introducing fees for the service.

Although the introduction of charging will subsidise the cost of work for additional customers, it could not compensate for it entirely so an additional source of funding will be required. On the other hand, as a result of the introduction of repayable housing assistance, there is likely to be a reduced need for capital budget provision for private sector discretionary grants from April 2014. It is proposed, therefore, to increase the funding from the Council's General Fund by an additional £5,000 per annum from April 2014, by seeking a Continuing Services Budget (CSB) Growth Item, to help fund the Handyperson Service.

The eligibility criterion, that the service should be available to 'older people', has remained unchanged for many years. When it was introduced, the widely used definition of 'older' was 60 years of age in line with the age at which women could receive their state pension. The state retirement age has increased and it is considered reasonable that the definition of 'older' for the purposes of the eligibility criteria is amended accordingly.

Other Options for Action:

The option of not extending the scheme to people who are not on means tested benefits has been discounted as, for a number of years, the C.A.R.E. Advisory Panel has expressed a wish that this should happen.

There is an option to vary the charges proposed but this has been discounted. Although it would make it less necessary to make a bid for a CSB Growth Item if the charges were increased, it is considered that the scheme would be unaffordable to many older people. If the charges were reduced, the income generated would not prove a worthwhile subsidy to the Handyperson Service budget, particularly taking into account the cost of collecting the charges.

The intention behind defining 'older person/people' as being 60 or above in the Handyperson Service eligibility criteria was to provide a service to the residents in the private sector who were most likely to fall prey to unscrupulous tradesmen by virtue of being less able to maintain their own homes or afford to pay others to do this for them. Since that time the age at which people can receive their state retirement pension has changed and continues to do so. Although they would have to contribute towards the cost, under the existing eligibility criteria people of 60 and over who were still working could use the service. As this is not within the spirit of the scheme, the option of not clarifying the definition has been discounted.

Report:

1. Caring and Repairing in Epping Forest (C.A.R.E.), the Council's in-house Home Improvement Agency provides help and support to older and otherwise vulnerable home owners and private tenants to maintain independent living in the community. As part of its function C.A.R.E. provides a Handyperson Service through which small, low cost jobs, such as minor plumbing and electrical jobs, remedial carpentry and falls prevention work are carried out for vulnerable people in the private sector. The service is not to be confused with handyperson services provided for Council tenants, which is funded from the Housing Revenue Account.

2. C.A.R.E. is currently funded through the Council's General Fund, Housing Related Support (formerly Supporting People) at Essex County Council (ECC), occasional grants from other outside organisations and fees from the private sector housing grants it helps access for service users. The Council will be providing £10,250 towards Handyperson work in 2013/14 and has contributed around £10,000 per annum for a number of years.

3. In addition to its usual annual allocation, in 2009/10 and 2010/11, ECC made additional grants available to the Handyperson Service so that C.A.R.E. could set up schemes to 'promote independence' for vulnerable people in the private sector. C.A.R.E. used some of this extra funding to carry out work for older people living on mobile homes sites and, as some of the additional funding was not used up in the years in which it was given, with ECC's agreement the surpluses were brought forward into 2013/14 when they will be fully spent.

4. Under existing eligibility criteria the service is available to older and, in some cases, disabled people. People who are on means-tested benefits can use the service free of charge but those who are not on means-tested benefits (referred to as 'Able to Pay' clients) may use the service but have to pay the full cost of the work. These service users are provided with a reputable builder to carry out the work but mostly have to make their own arrangements for the work to be carried out.

5. Individual applicants may use the Service up to a maximum of 3 times a year with applications being at least 3 months apart. Each job can cost up to a maximum of £250 for any application but no more than £400 in any one year. The work is carried out by small local firms of contractors who have been vetted for their suitability to carry out Handyperson-type jobs. Generally about 50 jobs are carried a year with each job costing from £25 to £250. The average cost is about £150.

6. In addition to the basic Handyperson Service described above, C.A.R.E. provides a 'Handyperson Plus' service under which service users can have a core set of security devices, such as door and window locks, fitted free of charge. The average cost of an intervention (each time the service is used) is £120. The Service also carries out falls prevention work, supplying and fitting measures such as grab-rails, handrails and ramps under the same eligibility criteria as the Handyperson Service. Job costs range from about £40 to £250 with the average being approximately £180.

7. C.A.R.E. receives policy direction from the C.A.R.E. Advisory Panel which is chaired and supported by Council Officers but includes a service user representative, representatives of ECC, Voluntary Action Epping Forest (VAEF), the CAB, the NHS and three EFDC councillors. For a number of years the Advisory Panel has wanted the Handyperson Service to offer more practical and financial support to people who are not on means-tested benefits but, by virtue of being older people and retired, may be less able to organise and pay for smaller repair jobs. A particular concern was that, without this support, vulnerable people in the private sector could fall prey to 'cowboy builders'.

8. Without additional, ongoing funding the only way of achieving this would be by introducing fees for the service. On 28 June 2012 the Panel received a report on proposals to introduce charges for the Handyperson Service. The Panel was in agreement with this and was also of the view that the eligibility criteria should be revised so that a subsidised Handyperson Service could be offered to older people that are not on means-tested benefits.

9. Charging for Handyperson Services is current practice for the other Home Improvement Agencies in Essex where one provider charges people who are on means-tested benefits £11 per hour, while those who are not on means tested benefits pay £18 an hour. Another provider charges £13 per hour and £20 per hour respectively. In both cases the cost of any materials is added to any labour rate and clients pay the contractor on completion. Both providers have

employed staff to carry out the eligible works and provided them with vehicles.

10. Charging for labour and materials in this way would not be possible for C.A.R.E. as it uses external contractors rather than an EFDC-employed handyperson. Under these arrangements, in order to calculate the cost to the service user, the contractor carrying out the work would need to provide an itemised estimate for every job, bearing in mind that some jobs are very small. It would not be cost effective for the contractor to prepare an estimate for each customer and then revisit to carry out the work after C.A.R.E. had told the service user how much they would have to pay.

11. Although some of the practical difficulties associated with charging for the service would be removed if C.A.R.E. did have its own handyperson, a cost/benefit analysis of this approach has demonstrated that it would not be viable. It is felt that a better option to attract funds to the service would be by levying a set charge of a maximum contribution each time someone used the Handyperson Service. Under this approach, the Council would pay the Handyperson contractor's invoice but would recover the charge from the service user. It is felt that maximum charges of £30 per job for people on means-tested benefits and £50 per job for those who are not would be appropriate and affordable. Service users would pay the full cost of the work if it was less than these amounts, but £30 and £50 respectively if the work cost more.

12. While it has long been the wish of the Advisory Panel to introduce a charging scheme for the Handyperson Service, previous attempts to find an agreeable charging scheme have proved unsuccessful. The Advisory Panel and C.A.R.E.'s Service User's Forum have both been consulted on the introduction of a charging scheme and both are in favour of the proposals outlined and, in particular, that people who are on means-tested benefits should not be required to pay for falls prevention or security measures. For the purposes of the calculations, therefore, these have been considered to be free of charge for people on means-tested benefits. Service users who are not on means-tested benefits would be required to pay up to £25 towards falls prevention or security measures.

13. Calculations have been carried out based on the number of jobs undertaken in 2012/13 when sixty jobs were carried out at a total cost of £9,325. Although data is not currently collected on work carried out for service users who are not on means-tested benefits, it has been estimated that this is likely to be half as many service users as currently receive the service free of charge. On this basis, it is estimated that the annual cost of the work carried out would be about £14,000, with customer contributions being about £2,500, a net cost to the Council of £11,500. This exceeds the current budget by £1,250 per annum. It should also be pointed out that the budget and the unit cost of jobs do vary from year to year. Owing to a change in C.A.R.E.'s staffing arrangements in 2012/13, slightly fewer jobs were carried out than might usually be the case, so the actual budget shortfall might be expected to be more than this.

14. If service users were to pay their contribution on the completion of work there is a risk that they may refuse to pay. For this reason it is advised that, where possible, the charge is made before the work is carried out, however, it is not always certain how much a particular job will cost before it is carried out (where there is unexpected or unforeseen work, for example). In a few instances, therefore, when the charge is more than the cost of the work being carried out, the service user may pay more than the work will cost. In these cases, which will be relatively few in number, it is proposed that the service user is reimbursed for the over-payment.

15. There will also be instances, however, where the work is urgent (such as leaking pipework), when it would be unreasonable to expect the service user to wait while their payment is processed before the work can be carried out. In these circumstances the service user will be charged on the completion of the work. If they refused to pay it is hoped that writing to them would hopefully encourage most to settle the debt as, given the relatively small sum involved, it

might not be cost effective to pursue the debt through the usual channels. It needs to be recognised, therefore, taking into account the size of the individual debt, that after all reasonable measures have been exhausted to collect it, the debt may have to be written off. However, in these circumstances it is recommended that no further work should be carried out for clients until all previous invoices have been paid.

16. Consideration also needs to be given to the additional work resulting from the implementation of the new arrangements. From the estimations above, collecting the charges would equate to the administration associated with about 75 invoices a year, less than two a week, which should be within the capacity of the Directorate to administer.

17. There is also a risk that providing a subsidised service for people who are not on means-tested benefits will result in the budget being spent before the end of the financial year. It is considered that additional funding from ECC and other agencies in 2013/14 is likely to be sufficient to cover any shortfall in funding in 2013/14. However, additional funding would be required from 2014/15 onwards and it is recommended that a request is made for a CSB Growth Item of £5,000 per annum from April 2014. Expenditure on the Handyperson Service budget is, and will continue to be, reviewed on an ongoing basis. As a result, indications of a potential funding shortfall can be picked up quickly and appropriate measures taken to address this, such as adjusting the levels of contributions and putting a hold on carrying out any more work until further funds are available.

18. Although under a different budget heading within the General Fund, the budget increase is likely to be compensated for from funds within the allocation for private sector housing discretionary assistance. The introduction of 'repayable assistance' in July 2012, which was intended to have the effect of recycling the available budget, has started to take effect. It is anticipated that in the review of capital budgets in September 2013 it may be possible to reduce the capital allocation for 2014/15 and make even further reductions in future years.

19. The aim of the Handyperson Service is to provide help to carry out maintenance and repairs for C.A.R.E. clients who are older (i.e. over 60 and retired) and/or disabled. Age and disability are considered to be 'protected characteristics' under the Equality Act 2010 and the Council is required under its general equality duty to remove or minimise the disadvantages experienced by groups that share protected characteristics and to take steps to meet their needs. It is considered that the proposals in this report will contribute to fulfilling this duty.

20. The Handyperson Service was set up in the 1990's, with an aim to help 'older people in the private sector', although no definition was ever provided of what 'older' meant. Since that time the age at which women can receive their state retirement pension has been converging towards the male retirement age of 65 years and has now been further increased for both men and women born after a certain date. It now seems timely to provide a definition of 'older person' and it is recommended that this should be people of at least 60 years of age who are no longer working and are in receipt of their state retirement or, where a couple, both are over 60 years of age, no longer working and in receipt of their state retirement pension.

21. The Council's contribution towards the Handyperson Service has remained relatively unchanged for a number of years. In recent years, however, C.A.R.E. has been able to supplement this by attracting additional grants, often from ECC. There is no certainty that additional funds will be available in future, particularly in the light of cuts in ECC's Housing Related Support budget. It seems reasonable, therefore, for the Council to now increase the Handyperson Service budget from £10,250 to £15,250 in order to continue providing this highly valued service. In addition, in order to be able to offer the service to more vulnerable people in private sector housing, it seems reasonable to expect service users to make a financial contribution towards the service as suggested above.

Resource Implications:

No additional funding in 2013/14 owing to the carry forward from previous years of under-spent funding from ECC and other grant sources. As additional sources of funding may not be available from April 2014, however, it is recommended that additional funding of £5,000 per annum is made available from April 2014/15, by way of a CSB Growth Item, for the Handyperson Service. A review will be carried out of the private sector housing discretionary assistance budget towards the end of the year in the expectation that it will be possible to reduce the capital budget for 2014/15 under this heading and since the introduction of repayable grants in 2012, it may be possible to make further reductions in future years.

Legal and Governance Implications:

Local Government Act 2000; Regulatory Reform Order 2002;

Safer, Cleaner and Greener Implications:

The proposal is aimed at making the most of available funding to help older people in the private sector have homes that are reasonably adapted for their needs and are safe and warm to live in.

Consultation Undertaken:

The C.A.R.E. Advisory Panel and C.A.R.E. Service Users Forum have been consulted on the proposals.

Impact Assessments:

Risk Management

There is a risk that providing a subsidised service for older people who are not on means-tested benefits will result in the budget being spent before the end of the financial year. It is considered that additional funding from ECC and other agencies in 2013/14 is likely to be sufficient to cover any shortfall in funding in 2013/14. However, it is recommended that a CSB Growth Item of £5,000 is made available from April 2014/15 for the Handyperson Service. A review will be carried out of the Private Sector Housing Discretionary Assistance budget in September 2013 in the expectation that it will be possible to reduce the Capital budget under this heading and since the introduction of repayable grants in 2012, it may be possible to make even further reductions in future years.

There is also a risk that service users might not be able to pay their contribution and the Council might ultimately have to write off the debt. It is considered that this will not be a frequent occurrence and that sending out of reminder letters to service users for late or non-payment will often resolve the matter. It is also recommended that service users who fail to pay their contribution are denied access to the service in future. However, given the small amounts concerned, and the cost of pursuing the debts, the most cost-effective option in some cases will be to write the debt off. The number of debts that arise in this way will be monitored and, if this becomes a more than occasional occurrence, consideration will be given to implementing additional measures to resolve the issue.

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?

Yes. There may be difficulty in accessing the C.A.R.E. service for people with certain disabilities and/or do not speak English as their first language. As C.A.R.E. is predominantly a service for older and disabled people, a number of measures are already in place to improve accessibility, such as making documents available in other formats and through regular publicity

to special interest groups (such as the Alzheimer's Society). Home visits are carried out wherever possible so that people do not have to overcome the practical difficulties in travelling to the Civic Offices.

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

Yes. The Housing Directorate carried out Customer Impact Assessments (CIAs) of Private Sector Housing functions, which includes C.A.R.E., in 2010.

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

The Private Sector Housing CIAs identified some possible adverse equality implications such as difficulties accessing services for people who don't speak English as their first language. However, the Action Plans in the CIAs include actions to overcome any potential problems and these measures have been put in place.

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Report to the Cabinet

Report reference: C-032-2013/14
Date of meeting 9 September 2013



**Epping Forest
District Council**

Portfolio: Asset Management & Economic Development

Subject: Transfer of the District Council's freehold interest in Waltham Abbey Town Hall to the Town Council

Responsible Officer: Mark Scott (01992 564407).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To agree in principle the freehold transfer of the Waltham Abbey Town Hall to Waltham Abbey Town Council at no cost, including a right of pre-emption as the disposal is likely to contribute to the promotion or improvement of the economic and social well being of the area;
- (2) That the Director of Corporate Support Services in consultation with the Portfolio Holder for Asset Management and Economic Development be given delegated authority to negotiate final agreement of terms; and
- (3) That further liability for insurance and repairs be transferred to Waltham Abbey Town Council.

Executive Summary:

This Council and Waltham Abbey Town Council have been attempting for several years to complete a transfer of Waltham Abbey Town Hall to the Town Council. Following a report by the Working Group on Parishes it was resolved to transfer the freehold interest to the Town Council subject to conditions. For various reasons it has not proved possible to complete the detailed terms for this transaction. There remains a willingness to finalise the matter and the fact that the District Council no longer require occupation of the building provides an opportunity to achieve a clean transfer of title, subject to the usual protections for each party.

Reasons for Proposed Decision:

To achieve transfer of title to the Town Council.

Other Options for Action:

Not to complete the transfer and grant a lease for a term of years. This would not fulfil the spirit of the earlier decision or the recent discussions on the matter.

Report:

1. Waltham Abbey Town Hall is an Edwardian brick building, situated in the centre of Waltham Abbey. The site is shown by black verge on the attached plan and comprises a site area of 0.3 acres. It includes public toilets managed by the Town Council. The internal area of the Town Hall is approximately 8,200 sq ft comprising a suite of rooms and a public hall. Until 2013 the premises also contained the District Council's local Information Desk and Cash Office. Whilst not a statutory listed building it has local listed status and is situated in a Conservation Area.

2. Waltham Abbey Town Council have been in occupation of the Town Hall since 1974 under short term leases and are currently holding over on a lease which expired on 31 March 1991 at a rent of £5 per annum. The terms of the lease required the Town Council to complete an agreed programme of works over a 10 year period with an annual expenditure of £ 10,000 per annum. This lease had not been completed pending agreement of terms for the rooms occupied by the District Council.

3. At its meeting on 30 September 1997, the former Policy and Co-ordinating Committee received a report from the Working Group on Parishes. It resolved that subject to the consent of the Secretary of State for the Environment, Transport and Regions and to a right of pre-emption, to transfer the freehold of the Town Hall building to Waltham Abbey Town Council at no cost. In addition the areas then used by the District Council were to be leased back to the District Council for nil consideration.

4. On 30 January 2001, the former Resource Committee received a report from the then Head of Planning Services and Head of Legal and Administration in order to agree the terms of the transfer.

5. For various reasons on both sides it has not been possible to bring the matter to a conclusion and only recently changes to District Council's own use and the impact on the Town Council's own plans have facilitated progress.

6. Since the original decisions were made, albeit the fundamental principle of transfer to the local council remains unchanged, two factors now make the negotiations and process much more straightforward:

(a) during 2013 the District Council's local Information Desk and Cash Office have vacated the premises; and

(b) the Local Government Act 1972: General Disposal Consent (England) 2003 provisions have removed the need to seek the Secretary of State's consent for disposals not exceeding £2,000,000, however the disposal must meet the following criteria:

The local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of the area, or of all or any persons resident or present in its area:

(i) *the promotion or improvement of economic wellbeing;*

(ii) *the promotion or improvement of social well being; or*

(iii) *the promotion or improvement of environmental well being.*

7. As both the District and Town Councils are of the view that a transfer satisfies (i) and (ii) above, it is recommended that in principle that the freehold interest in Waltham Abbey Town Hall be transferred to Waltham Abbey Town Council at no cost, including a right of pre-emption in favour of the District Council. A right of pre-emption gives the District Council a right of first refusal in the event of the Town Council wishing to dispose of the Town Hall.

8. In completing the details of the transfer there are always discussions in relation to precise wording. For this reason authority is sought for the Director of Corporate Support Services in consultation with the Portfolio Holder for Asset Management and Economic Development to be given delegated authority to negotiate final agreement of terms.

Resource Implications:

None.

Legal and Governance Implications:

Section 123 Local Government Act 1972 and General Disposal Consent (England) 2003. Consent given for sale of land (covenants are deemed to be a sale for this purpose) can be released for undervalue provided that they are for social economic or environmental reasons.

Safer, Cleaner and Greener Implications:

The Town Council will have the opportunity to invest in the building in accordance with their plans and the wishes of their local residents.

Consultation Undertaken:

Waltham Abbey Town Council have been consulted regarding their views on the report.

Background Papers:

Policy and Co-ordinating Committee – 30th September 1997
Resource Committee – 30th January 2001
Cabinet 12 March 2012

Impact Assessments:

Risk Management

The documentation will reflect that because of the nil consideration a pre-emption protects the District Council should the Town Council wish to dispose of the Town Hall. Further, liability for insurance and repairs will transfer to the Town Council.

Equality and Diversity

None identified

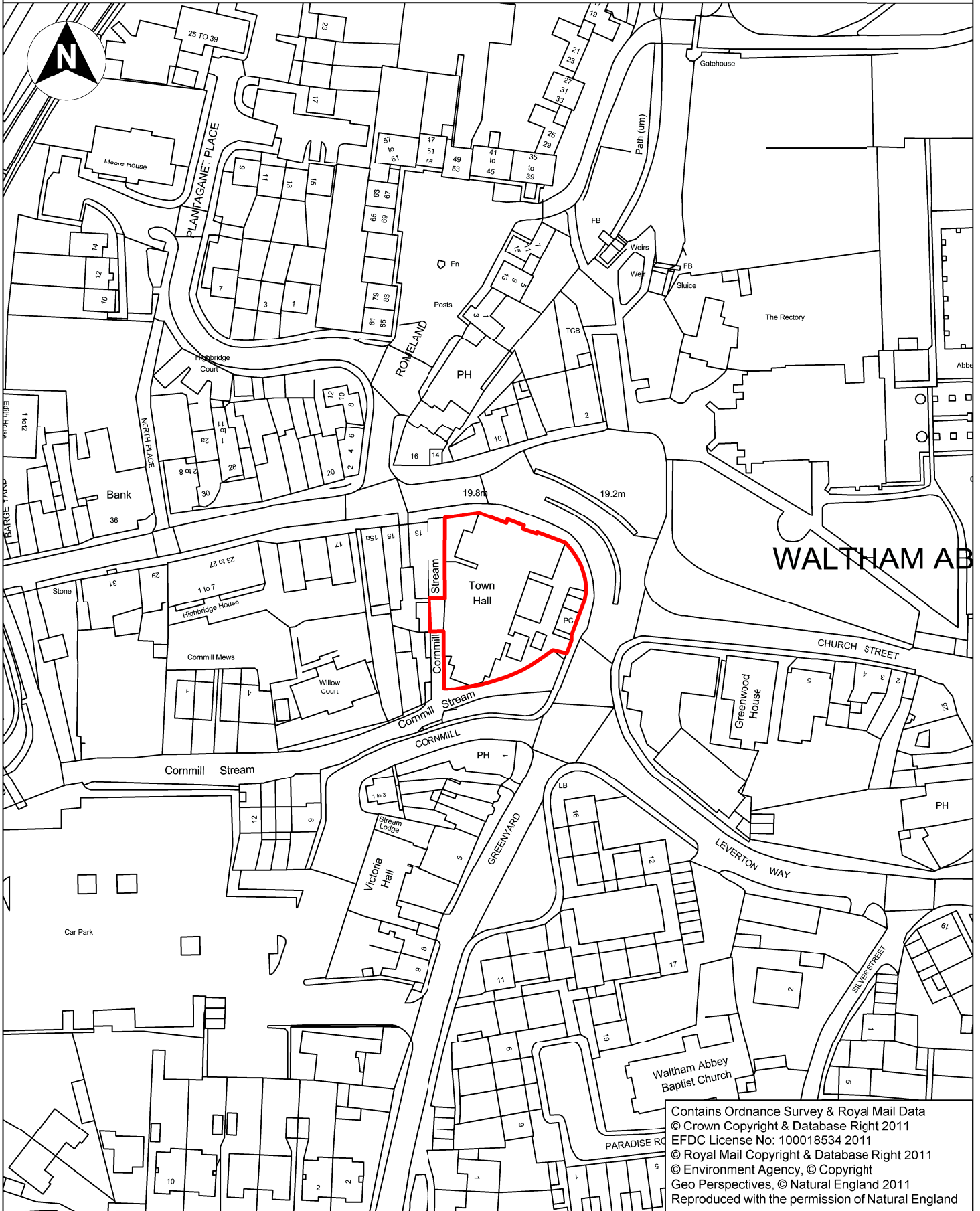
Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

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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Project
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Report to the Cabinet

Report reference: C-033-2013/14
Date of meeting: 9 September 2013



Portfolio: Leader of the Council
Subject: Directorate Restructuring
Responsible Officer: Glen Chipp (01992 564080).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet notes the content of the attached draft report to Council from the Head of Paid Service; and**
- (2) That the Cabinet provides responses prior to the end of the formal consultation process on 15 September 2013, so that comments received can be included in the final report submitted to Council on 26 September 2013.**

Executive Summary:

The draft report to Council is included at Appendix 1. This is a draft version to solicit early responses so that the final version presented to Council can incorporate any changes felt necessary after considering feedback from the formal consultation.

Reasons for Proposed Decision:

The purpose of this report is to ask Cabinet to note the content of the attached draft report to Council and provide feedback as part of the formal consultation process.

All staff have been briefed on the report and have been invited to provide their own detailed feedback.

Other Options for Action:

To continue as we are with no restructure and no clearly defined Values and Behaviours - Rejected on the basis that will result in reduction of services as financial constraints on Local Government worsen.

Impose a top down reorganisation and set of Values without involvement and engagement of staff - Rejected on the basis that the organisation is not currently in crisis so shock treatment is unnecessary. Additionally wider involvement invariably improves motivation and commitment to delivery of corporate goals.

Choose a more conservative option - Rejected on the basis that this would merely postpone the inevitable and would undoubtedly lead to even more radical changes later.

Report:

1. In order to meet the tough challenges facing Local Government and drive cultural change in the organisation, it is necessary to restructure the organisation and develop a set of Corporate Values and Behaviours that is widely supported by the staff and members. These two things are complimentary and it is unlikely that real cultural change can be achieved without implementing both.

Restructure

2. Detailed discussions were held with all of the senior management team, as those individuals most impacted by the restructure proposals. This was an iterative process starting first with Directors and then moving on to involve Assistant Directors.

3. It is important to note that there isn't one correct solution to any structural reorganisation because it is possible to design many different workable structures. The principles involved in developing the current proposals are:

(i) to reduce the number of silos (functional departments under the control of a single Director); and

(ii) to group together similar types of services in a more logical structure.

4. This should streamline the organisation by reducing the number of interfaces between departments thereby improving communication, reducing duplication and minimising the potential for misalignment of priorities.

Behaviours and Values

5. A set of Corporate Values has been developed from the bottom up by involving over 100 staff selected at random from all departments and all levels of seniority.

6. A programme of workshops led by the Chief Executive was delivered with the help of external facilitators and internal HR professionals. Working with groups of around 12 people, various team building exercises were completed and the staff discussed the importance of adopting a consistent set of organisational values. Most importantly the groups set out what they regarded as the key values and behaviours for the organisation.

7. The output from all of the groups was compared and a set of the top 5 values was prepared. There was a high degree of consistency between different groups and the feedback from staff involved in the process has been overwhelmingly positive. The definitions of Values and Behaviours that were developed have been tested with staff not involved in their initial preparation. This ensured that the definitions were drafted in terms which are readily understood and relevant to staff in their various roles.

8. Directors and Assistant Directors were actively involved in the process from an early stage. Political groups have been briefed by the Chief Executive and Cabinet was regularly informally updated on progress.

Resource Implications:

At this point, final detailed calculations have not been included because the proposed structure is still the subject of consultation. Clearly if further changes to the structure are contemplated costs will change.

The final report to Council will, of course, include a detailed business case for the proposed option.

At this stage it is envisaged that the restructure will involve three voluntary redundancies and one potential compulsory redundancy. Initial figures have been compiled for redundancy costs, strain on the pension fund for all those staff potentially affected.

External Consultants, Gatenby Sanderson, have also been engaged to benchmark the salary levels that the new roles could attract.

This cabinet report is merely asking for feedback on the proposals prior to a decision report being submitted to Council. Consequently there is no financial implication arising from the recommendation in this report. That said, it is anticipated that by managing recent vacancies at Assistant Director level and reducing the number of senior management positions, the costs of restructuring will pay back within 12 months through on-going salary savings.

In January 2013 unfilled vacancies with annual revenue costs of over £400k were eliminated from the establishment as an initial step in restructuring the organisation. If these savings are taken into account, the anticipated payback period is significantly reduced.

Legal and Governance Implications:

The Council must comply with relevant employment legislation. The final report to Council will be formally vetted by the Section 151 Officer, Monitoring Officer, internal HR professionals and potentially by legal advisors as necessary.

Safer, Cleaner and Greener Implications:

In and of itself the restructure and the adoption of Corporate Values and Behaviours will not impact the range of service delivery. The proposal does not contemplate any reduction in the scope or nature of services.

The proposed Corporate Values and Behaviours do not conflict with the Council's Safer, Cleaner and Greener objectives.

Consultation Undertaken:

Wide informal consultation has been undertaken from an early stage involving:-

- i. Senior Management (Directors, Assistant Directors including Statutory Officers)
- ii. All staff briefings (All staff have received a copy of the draft report)
- iii. Union representatives
- iv. Cabinet Members
- v. Political Groups (Independent members were offered the same opportunity)
- vi. Directorate Restructuring Panel – all party panel convened to advise on restructuring and be responsible for recommending appointment/redundancies of Chief Officers.
- vii. Gatenby Sanderson – Recruitment Specialists engaged to benchmark salaries.

Impact Assessments:

Risk Management

- i. Any restructuring involves a degree of risk. Staff morale can be impacted and if the transition between old structure and new is not resourced and managed effectively, performance may be impacted.

Efforts have been made to mitigate this risk through early wide consultation and engagement with staff. Generally the vast majority of staff recognise the need for change, have engaged positively and support the proposals.

The implementation has also been managed over a 6 month period to allow time for reflection and to check for obvious problems. Adequate resource will be made available to manage the transition.

- ii. Whenever potential compulsory redundancies are involved there is potential for those staff impacted to challenge the process.

Efforts have been made to mitigate this risk by involving the senior management in both the organisational design and the agreed process for appointing candidates to roles in the new structure.

The Council is committed to a fair and open process and will take advice to ensure compliance with relevant legislation and Council policies. An all-party Directorate Restructuring Panel has been formed to manage the appointment process.

The decision to exclude external candidates from the process reflects both the view that EFDC has sufficient internal talent to populate the new structure and a wish to be fair to current employees.

Equality & Diversity

An Equality Impact Assessment has not yet been carried out, as this report forms part of the consultation process. However, an assessment will be carried out and reported to the Council as part of the final report.

Report to the Council

Consultation Document
Statutory Report of the Head of Paid Service

Date: 26 September 2013

DIRECTORATE RESTRUCTURING

Recommendations:

(1) That the proposed Directorate Structure for the Authority and the associated services and other responsibilities for each new Directorate be approved as set out in the report of the Head of Paid Service for implementation with effect from 1 April 2014;

(2) That, with effect from 1 April 2014, the following existing posts be deleted from the establishment:

- Deputy Chief Executive
- Director of Corporate Support Services
- Director of Environment & Street Scene
- Director of Finance & ICT
- Director of Housing
- Director of Planning & Economic Development
- Assistant to the Chief Executive;

(3) That, with effect from 1 April 2014, the following 4 new posts of director are added to the establishment in substitution for those listed in recommendation (2) above, namely:

- Director of Communities
- Director of Governance and Law
- Director of Place
- Director of Resources;

(4) That, for the purposes of recruiting to the 4 new positions set out in recommendation (3) above, appointments be made from within a “ring fence” comprising the current post holders in respect of the present posts listed in recommendation (2) above;

(5) That, as recommended by the Directorate Restructuring Panel, Council agree to terminate the employment of TBA, on the grounds of voluntary redundancy/early retirement, the costs of which are set out in table TBA;

(6) That a further report be submitted by the Directorate Restructuring Panel on the termination of employment and voluntary redundancy/retirement in respect of any existing Chief Officer who is not successful in being appointed to a post as a result of the “ring fenced” recruitment process;

(7) That the salary ranges applicable to the new Director positions be approved on the basis of market salary comparison provided by Messrs GatenbySanderson and considered and supported by the Directorate Restructuring Panel;

(8) That the detailed job descriptions and person specifications etc for the new Director posts approved by the Directorate Restructuring Panel in accordance with its terms of reference be noted;

(9) That the following statutory designations be allocated by the Head of Paid Service to a suitably-qualified post holder after appointments have been made and in accordance with statutory requirements governing those roles, namely:

- **Chief Finance Officer under section 151 of the Local Government Act 1972**
- **Monitoring Officer under section 5 of the Local Government Act 1989**

and that supplementary job descriptions for those roles be prepared by the Head of Paid Service based on the Constitution of the Council;

(10) That the designation of Deputy Chief Executive be allocated by the Head of Paid Service to the most suitable post-holder among the 4 new Directors after the appointments have been made;

(11) The allowance applicable to the statutory and Deputy Chief Executive designations be approved on the basis of the information provided by Messrs GatenbySanderson and considered and supported by the Directorate Restructuring Panel;

(12) That after 1 April 2014 appointments be made to the positions of Deputy Chief Financial Officer, Deputy Monitoring Officer with supplementary job descriptions based on the Council's constitution to reflect the duties of those roles and, in accordance with Sections 40 and 41 of the Local Government Act 1972, a Returning Officer;

Assistant Director Posts

(13) That the following existing Assistant Director posts be deleted from the establishment:

- Assistant Director, Democratic;**
- Assistant Director, Community and Culture;**
- Assistant Director, Human Resources;**
- Assistant Director, Facilities Management & Emergency Planning;**
- Assistant Director, Legal Services & Licensing;**
- Assistant Director, Benefits;**
- Assistant Director, Revenues;**
- Assistant Director, Accountancy;**
- Assistant Director, ICT;**
- Assistant Director, Development Control;**
- Assistant Director, Forward Planning, Conservation & Policy;**
- Assistant Director, Building Control;**
- Assistant Director, Housing Property;**
- Assistant Director, Housing Operations;**

Assistant Director, Private Sector & Resources;
 Assistant Director, Neighbourhoods;
 Assistant Director, Technical Services;
 Assistant Director, Performance and Operations; and
 Chief Internal Auditor

(14) That with effect from 1 April 2014, the following 15 new or amended Assistant Director posts be created, plus the Chief Internal Auditor:

Assistant Director, Human Resources;
 Assistant Director, Benefits;
 Assistant Director, Revenues;
 Assistant Director, Accountancy;
 Assistant Director ICT & Facilities Management;
 Assistant Director, Democratic Services;
 Assistant Director, Legal Services;
 Assistant Director, Development Management;
 Assistant Director, Neighbourhoods;
 Assistant Director, Technical Services;
 Assistant Director, Forward Planning & Economic Development;
 Assistant Director, Housing Property;
 Assistant Director, Housing Operations;
 Assistant Director, Private Sector & Resources;
 Assistant Director, Community Services; and
 Chief Internal Auditor.

(15) That post holders for the present Assistant Director positions be assimilated without interviews to the new Assistant Director posts set out in recommendation (14) above with effect from 1 April 2014 as follows:

Present Post	Assimilated to
Assistant Director, Human Resources	Assistant Director, Human Resources
Assistant Director, Benefits	Assistant Director, Benefits
Assistant Director, Revenues	Assistant Director, Revenues
Assistant Director, Accountancy	Assistant Director, Accountancy
Assistant Director, Democratic Services	Assistant Director, Democratic Services
Assistant Director, Legal Services & Licensing	Assistant Director, Legal Services
Assistant Director, Development Control	Assistant Director Development Management
Assistant Director, Environmental and Neighbourhoods	Assistant Director, Neighbourhoods
Assistant Director, Technical Services	Assistant Director, Technical Services
Assistant Director, Forward Planning, Conservation & Policy	Assistant Director, Forward Planning & Economic Development
Assistant Director, Housing Property	Assistant Director, Housing Property
Assistant Director, Housing Operations	Assistant Director, Housing Operations
Assistant Director, Private Sector & Resources	Assistant Director, Private Sector & Resources
Assistant Director, Community and Culture	Assistant Director, Community Services

Chief Internal Auditor	Chief Internal Auditor
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(16) That, for the purposes of recruiting suitable persons to the following new Assistant Director, appointments be made from within a ring fence comprising the post holders for the following posts:

Ring Fence Post	New Post
Assistant Director, Facilities Management & Emergency Planning; Assistant Director, ICT	Assistant Director ICT & Facilities Management

(17) That the job descriptions, person specifications etc for the new Assistant Director positions be delegated to the relevant Director once appointed.

(18) That the salaries applicable to the 15 new Assistant Director positions be approved in accordance with the Council's internal job evaluation scheme and assimilated to the appropriate salary range operated by the Council as set out below: and

Post	Salary Range
Assistant Director, Human Resources	
Assistant Director, Benefits	
Assistant Director, Revenues	
Assistant Director, Accountancy	
Assistant Director, Democratic Services	
Assistant Director, Legal Services	
Assistant Director Development Management	
Assistant Director, Neighbourhoods	
Assistant Director, Technical Services	
Assistant Director, Forward Planning & Economic Development	
Assistant Director, Housing Property	
Assistant Director, Housing Operations	
Assistant Director, Private Sector & Resources	
Assistant Director, Community Services	
Chief Internal Auditor	

Financial Appraisal

(19) That the financial appraisal in the Head of Paid Service's report showing net DDF, General Fund and HRA (TBA) expenditure arising from the implementation on 1 April 2014 (including consultants' fees (TBA) of the new Directorate Structure be approved and appropriate provision made in the 2014/15 budget and subsequent years.

Further comments to be included by the Director of Finance and ICT.

Introduction

1. The restructuring is part of a transformation programme aimed at changing the culture of the Council. Whilst the new structure will generate savings its prime purpose is not to maximise day one savings. Rather the new structure seeks to align the departmental hierarchy with the delivery of the Council's key strategic objectives. The reduction from 7 to 4 groupings will help reduce the number of silos, effectively minimising the potential for service failures at the interface between Directorates. The structure will also provide sufficient senior management capacity to drive cultural transformation of the Council.

2. The proposed structure will group services as follows;

Resources Directorate:

3. Focussed on management of internal resources to optimise the efficiency of support services and the financing arrangements of the Council. Notable changes from the existing structure includes:

- a) the combination of facilities management and ICT functions to facilitate a fundamental review of the Council's work spaces;
- b) the inclusion of Human Resources/Payroll/Health and Safety/Training, Business Administration/Processes and Reprographics

Law & Governance Directorate

4. Focussed on legal, democratic and a number of regulatory services of the Council and management of independent audit. Notable changes from the existing structure include:

- a) the provision of internal audit, performance management, FOI and democratic services;
- b) the management of development control, building control and planning enforcement.

Place Directorate

5. Focussed on the delivery of front line services in the neighbourhood and developing policies for economic growth and place shaping. Notable changes from the existing structure include:

- a) licensing functions combined in one structure;
- b) leisure management and public health and wellbeing managed by one Assistant Director;
- c) Countrycare, fleet operations and depots managed by the Assistant Director responsible for the bulk of the Council's fleet and waste services;
- d) amalgamation of disparate strands of economic activity into an Economic Development function to be managed in the interim by Chief Executive. (Interim arrangements will be in place until the position of the Assistant Director, Forward Planning and Economic Development is clarified).

Communities Directorate

6. Focussed on community development and safeguarding and the provision of

decent homes for our communities. Notable changes from the existing structures include:

- a) safer communities, arts and sports development brought under the Director responsible for Housing;
- b) PR and communications resource consolidated in one corporate function.

7. A copy of the details of the proposed structure can be found at appendix 1.

8. Appointment of Statutory Officer roles (Section 151 and Monitoring Officer) and the Deputy Chief Executive functions will be made once the Director appointments have been made. Depending on the qualifications of the successful candidates the statutory officer roles may need to be fulfilled by the next tier of suitably qualified professionals.

Values & Behaviours

9. Re-stacking the organisation to reduce the number of silos and collect similar functions under a leaner management structure is unlikely to drive cultural change in the organisation in and of itself. Consequently a parallel project has been undertaken to identify key corporate values and associated behaviours which provide a clear vision of the service delivery standards that our organisation aspires to. This project has involved over 120 staff from all levels and departments within the Council. A full copy the proposed corporate values and associated behaviours is included at appendix 2

10. In short we have identified five value themes:

- One Council
- Trust
- Performance
- Customer
- Innovation

11. The general thrust of the values will focus staff on delivering on our promises, designing services that customers' value, dealing openly and honestly with people from the point of contact and actively seeking new ways of doing things.

Directorate Restructuring Panel

12. The Panel consists of cross party members and the Head of Paid Service. Members of the Panel have reviewed the draft proposals and have been invited to feed back their views to assist the Head of Paid Service in preparing the final report. The Panel will take an active role in the recruitment of the Chief Officer posts.

Timeline

13. If the proposed structure is agreed, it is proposed that the recruitment process for Directors will take place in October/November. If possible the appointment and redundancy recommendations of the Directorate Restructuring Panel will be submitted to Council on 4 November, if this is not possible they will be submitted on 16 December. The Director appointments will take effect from 1 April 2014.

14. The advantage of agreeing the appointments ahead of the implementation date means the Directors can be involved in appointment process for Assistant Directors

where necessary. In addition it will give them time to discuss any issues regarding changes to reporting lines, including reviewing team objectives, managing handover of work, reviewing administrative support, and directorate processes. It is proposed to agree appointments to the Assistant Director roles in January 2014, which will also take effect from 1 April 2014.

Service Directors

15. Within the Council's current structure there are 5 Directorates and 2 'Offices' (for the Chief Executive and Deputy Chief Executive). As set out in the introduction of the report it is proposed to assemble the Council's functions under one of 4 Directorates;

Directorate for Resources;
Directorate for Governance and Law;
Directorate of Place; and
Directorate of Communities.

16. Each will be headed by a Director and service functions will be managed by Assistant Directors.

Recruitment Process

17. The Director posts have changed significantly as the Council's functions are now grouped under 4 Directorates rather than 7 (albeit 2 service areas were not considered directorates under the previous structure) and as a result there are no reasonable matches for assimilation purposes. It is for this reason that assimilation will not apply and it is proposed that a recruitment process is undertaken whereby the Directors/Chief Officers apply for the Director role(s) they are interested in.

18. As Council will be aware the Directorate Restructuring Panel has been delegated, in its terms of reference, to participate in the recruitment process to the Director roles. It is proposed to carry out the recruitment process in October 2013 and in accordance with the Council's Constitution, the Panel will make its appointment recommendations to Council at its meeting on TBA.

19. Any redundancies that are required as a result of the recruitment process, the Panel will also make the required recommendations to the same Council meeting, as set out in the Constitution.

Voluntary Redundancies/Early Retirements

20. Directors/Chief Officers were formally asked to express their interest in exploring the possibility of voluntary redundancy/early retirement, on a without prejudice basis. The Panel in accordance with the Council's Constitution considered the requests and make the following recommendations to Council:

Name	Job Title	Costs
xxxxx		

21. It is proposed that the redundancies are implemented on the 31 March 2014.

Job Description

22. Directors were consulted on the 4 job descriptions and person specifications. The Panel also considered the job descriptions at its meeting on xxx. They agreed

that the Directors should continue to provide a wide corporate and strategic role, which will become more important as the management team works with me to deliver on a wide ranging change programme to improve performance and customer service.

23. In addition to the corporate and strategic role of Directors they will have responsibilities for the overarching management of service and customer delivery. These responsibilities have also been reflected in the job descriptions.

24. Council is asked to agree the Director job descriptions.

Salary

25. As the Director posts sit at the second tier of the Council's structure, the Panel agreed that there was no advantage to be gained by carrying out an expensive external evaluation process. With agreement of the Panel the Council commissioned GatenbySanderson to undertake a salary benchmark exercise for the Director posts. They considered current market rates rather than historical salaries and provided TBA

26. The Panel recommend TBA. The salary will be inclusive of inner fringe allowance and Evening Committee Allowance as is the case with the Chief Executive salary arrangements.

27. In addition to salary information, GatenbySanderson were asked to consider allowances for the statutory and Deputy Chief Executive roles. The Panel recommended TBA which is also inclusive of Evening Committee Allowance.

Statutory Delegations/Deputy Chief Executive Roles

28. To ensure fairness and flexibility in the structure it is proposed that the statutory roles of the Chief Financial Officer and Monitoring Officer are not assigned to specific posts. This will allow officers to separately apply for these roles as part of this process. If future vacancies occur at this level it could be decided that the statutory role is undertaken at Assistant Director level.

29. It is also proposed that the Deputy Chief Executive function will not be assigned to a specific post, allowing the officers, in the ringfence the opportunity to be considered for this role. For practical reasons this particular role will remain at Director level only.

Assistant Directors

30. Within the Council's current structure there are 18 Assistant Directors (excluding the Chief Internal Auditor) across the 5 Directorates and 2 'Offices' (for the Chief Executive and Deputy Chief Executive). As set out in the introduction of the report it is proposed to assemble the Council's functions under one of 4 Directorates reducing the number of Assistant Directors to 15 (excludes the Chief Internal Auditor).

31. If the proposed structure is agreed the following posts will be redundant;

Assistant Director, Building Control (Planning and Economic Development);
Assistant Director, Performance and Operations (Environment and Street Scene);
Assistant Director, ICT; and
Assistant Director, Facilities Management and Emergency Planning)

32. The Assistant Directors Building Control and Performance and Operations are vacant and therefore there are no associated redundancy costs regarding these posts.

Recruitment Process

33. Under the Council's existing Human Resources policies and practices there is a requirement to consider the assimilation or ring fencing/redeployment of existing staff as a priority in restructuring situations. There are a large number of Assistant Directors which are closely aligned to the new Assistant Director roles and there is a reasonable expectation of assimilations into the new positions.

34. The Council is therefore asked to note the principle that the assimilation of postholders will take place wherever there is a similarity of existing and new roles, or where this is not the case that appropriate ring fenced arrangements are drawn up in consultation with the trade unions and in accordance with Council policy. The adoption of this approach leads to the following direct assimilations;

- (a) Assistant Director, Human Resources – existing Assistant Director, Human Resources, Paula Maginnis;
- (b) Assistant Director, Benefits – existing Assistant Director, Benefits, Janet Twinn;
- (c) Assistant Director, Revenues – existing Assistant Director, Revenues, Rob Pavey;
- (d) Assistant Director, Accountancy – existing Assistant Director, Accountancy, Peter Maddock;
- (e) Assistant Director, Democratic Services – existing Assistant Director, Democratic Services, Graham Lunnun;
- (f) Assistant Director, Legal Services – existing Assistant Director, Legal Services, Alison Mitchell;
- (g) Assistant Director Development Management – existing Assistant Director, Development Control, Nigel Richardson;
- (h) Assistant Director, Neighbourhoods – existing Assistant Director Environmental and Neighbourhoods, Jim Nolan;
- (i) Assistant Director, Technical Services – existing Assistant Director Technical, Qasim Durrani;
- (j) Assistant Director, Forward Planning & Economic Development – existing Assistant Director Cassandra Polyzoides;
- (k) Assistant Director, Housing Property – existing Assistant Director, Housing property, Paul Pledger;
- (l) Assistant Director, Housing Operations – existing Assistant Director, Housing Operations, Roger Wilson;
- (m) Assistant Director, Private Sector & Resources – existing Assistant Director, Private Sector & Resources, Lyndsay Swan;
- (n) Assistant Director, Community Services – existing Assistant Director, Community Services, Julie Chandler; and
- (o) Chief Internal Auditor – existing Chief Internal Auditor, Brian Bassington.

35. Council is asked to note the overall approach, the assimilations described above and to note that where an Assistant Director post is not filled by direct assimilation other arrangements (such as ring fencing or voluntary redundancy/early retirement) may apply depending on the position of the individual post holders.

36. It is proposed that the assimilation/ring fenced arrangements for Assistant Directors will commence in January 2014 once the Director appointments have been agreed by Council on TBA.

Job Descriptions

37. Job Descriptions for the Assistant Directors will be subject to job evaluation under the NJC Scheme which has been implemented by the Council. It is proposed to use the same format as the current Job Descriptions whereby that in addition to service and functional responsibilities, all Assistant Director posts will contain a common element which reflects amongst other matters the Council's commitment to improving performance and corporate working.

38. The internal job evaluation process will determine whether Assistant Director roles are graded at either 11 or 12.

Further comments maybe required if it is necessary to amend the Council's payline.

Salary

39. As with the Director roles, the Council commissioned GatenbySanderson to undertake a salary benchmark exercise for the Assistant Director posts.

Further information to be included here depending on out come of benchmark exercise.

Other roles

40. Following the appointment of Directors and assimilation of the Assistant Directors, they will be asked to apply for the following roles:

- (a) Deputy Chief Financial Officer;
- (b) Deputy Monitoring Officer; and
- (c) Returning Officer.

41. The Panel will consider the appointments to the roles in (a) and (b) and the Head of Paid Service will appoint role (c).

Consider an allowance for the deputy roles.

42. The Returning Officer is subject to a fee arrangement which is not set by the Council.

Costs/savings

TBA

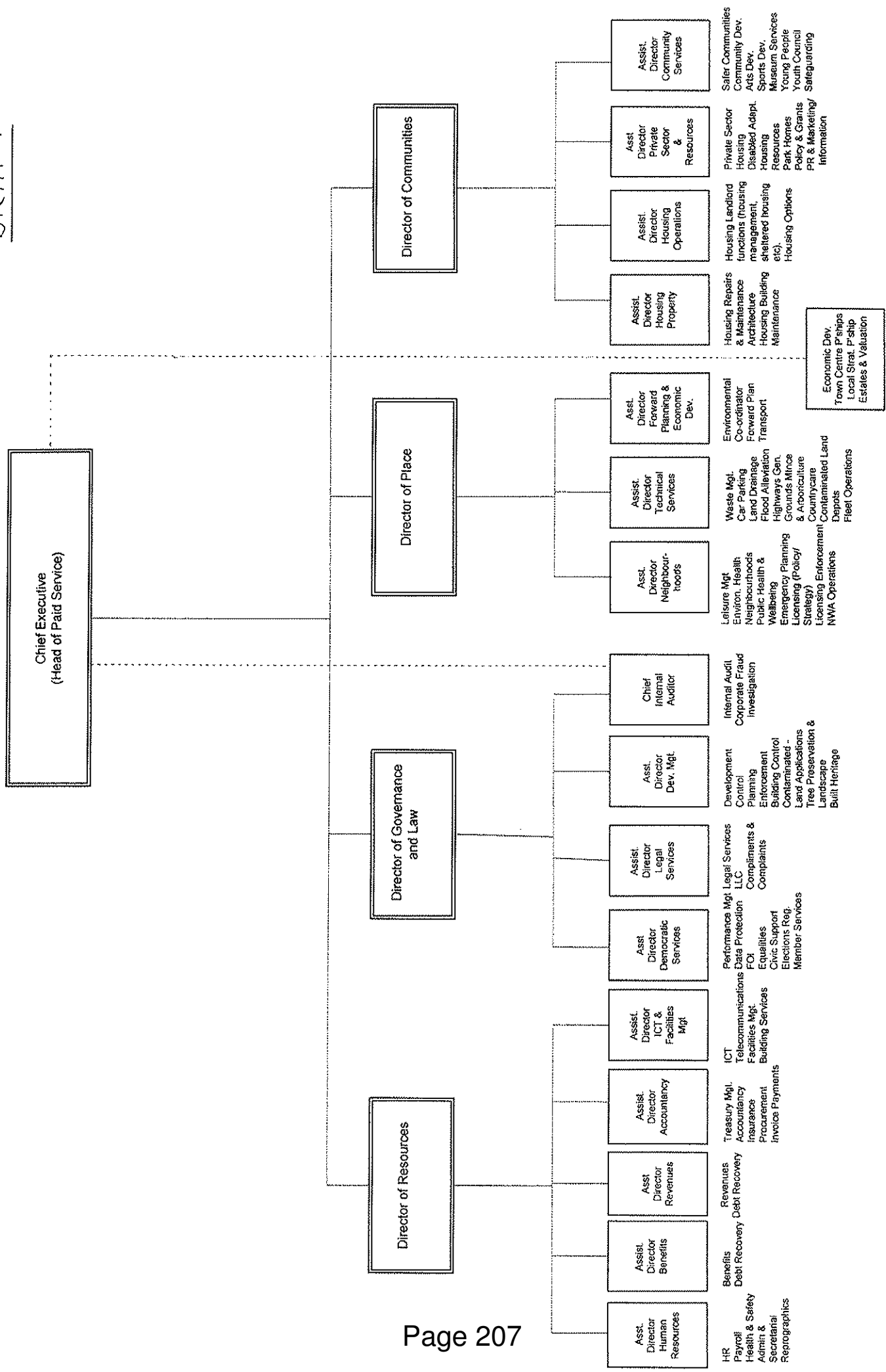
Consultation

All Directors and Assistant Directors were consulted with at an early stage of the formation of the proposed structure as was the Directorate Restructuring Panel and the Trade Unions. All staff received a draft copy of this report with the associated attachments and were formally consulted over a period of 45 days through August and September. Their comments were considered by the Head of Paid Service and incorporated where appropriate.

If appropriate, specific comments following the consultation process to be included here.

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EFDC Corporate Values & Behaviours Draft V4

Behaviour feedback suggestions to demonstrate the Values

TRUST

We will be open and honest with each other and our customers. We will treat everyone with respect and take responsibility for our actions.

Our Expected Behaviours

1. We will be open and honest in our dealings with each other, our residents and customers.
2. We will listen, share information and trust in each other.
3. We will give and receive constructive and consistent feedback to each other.
4. We will take responsibility for our actions, learn from our mistakes and support each other.

Unacceptable Behaviours

1. We won't make promises we know we can't keep.
2. We won't discriminate against people by treating them unfairly or unequally.
3. We won't tolerate a 'blame culture'.
4. We won't disclose private information or confidences (*unless required to do so by law*).

PERFORMANCE

We will take pride in our work and celebrate our achievements. We will learn from our mistakes and always do what we say we will do.

Our Expected Behaviours

1. We will continually develop our skills and be willing to learn.
2. We will strive to achieve excellence in everything we do.
3. We will communicate clearly and use plain English.
4. We will take pride in our work and lead by example.

Unacceptable Behaviours

1. We won't make excuses for not delivering.
2. We won't base decisions solely on emotion and assumptions, instead of facts.
3. We won't accept missed targets without good reason.
4. We won't allow personal interest or favoritism to affect our judgment.

ONE TEAM

We will work together as *One Council*, supporting each other and our partners to achieve better results for everyone.

Our Expected Behaviours

1. We will encourage each other and build good working relationships.
2. We will recognise everyone is different and value each others contributions.
3. We will work together to help everyone understand and achieve the council's goals.
4. We will keep a sense of humour, and set out to make each day enjoyable.

Unacceptable Behaviours

1. We won't work in isolation or pursue our personal agendas.
2. We won't be inconsiderate or fail to give credit to others.
3. We won't be territorial.
4. We won't do the bare minimum just to get by.

CUSTOMER

We will put the customer at the heart of everything we do, providing services that are tailored to the different needs of our communities

Our Expected Behaviours

1. We will listen, try to understand and respond to what is important to our customers.
2. We will maintain positive and caring attitudes
3. We will accept that everyone has different needs and offer realistic solutions wherever possible.
4. We will keep our customers informed of any changes and decisions that affect them.

Unacceptable Behaviours

1. We won't tell people what they need without consulting or listening to them.
2. We won't assume the customer knows less information than we do.
3. We won't use jargon deliberately to confuse or demean people.
4. We won't be patronising, rude or dismiss complaints without investigation.

INNOVATION

We will seek new ways of working to improve and change to meet new challenges.

Our Expected Behaviours

1. We will give people the confidence to suggest new ideas.
2. We will encourage and support creative thinking, learn from the experience of others and share best practice.
3. We will try new ideas and review existing ways of doing things.
4. We will accept that not every new idea will work.

Unacceptable Behaviours

1. We won't resist change because *'we have always done it this way'*.
2. We won't create obstacles to block change.
3. We won't stay as we are *'for an easy life'*.
4. We won't take unnecessary risks when trying new things.

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