



CABINET
Wednesday, 12th October, 2016

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

Council Chamber, Civic Offices, High Street, Epping
on **Wednesday, 12th October, 2016**
at **7.30 pm** .

Glen Chipp
Chief Executive

Democratic Services
Officer

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(Governance Directorate)
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Members:

Councillors C Whitbread (Leader of the Council) (Chairman), S Stavrou (Deputy Leader and Housing Portfolio Holder) (Vice-Chairman), R Bassett, W Breare-Hall, A Grigg, H Kane, A Lion, J Philip, G Mohindra and G Waller

PLEASE NOTE THE START TIME OF THE MEETING

1. WEBCASTING INTRODUCTION

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

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

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

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

Please could I also remind Members and Officers to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

(Director of Governance) To be announced at the meeting.

3. DECLARATIONS OF INTEREST

(Director of Governance) To declare interests in any item on this agenda.

4. REPORTS OF PORTFOLIO HOLDERS

To receive verbal reports from Portfolio Holders on current issues concerning their areas of responsibility, which are not covered elsewhere on the agenda.

5. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

(Director of Governance) To receive any questions submitted by members of the public and any requests to address the Cabinet.

(a) Public Questions

To answer questions asked by members of the public after notice in accordance with the provisions contained within Part 4 of the Constitution (Council Rules, rule Q3 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

(b) Requests to Address the Cabinet

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, paragraphs 27 & 28 refers).

6. 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.

7. ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT CABINET COMMITTEE - 22 AUGUST 2016 (Pages 5 - 10)

(Asset Management & Economic Development Portfolio Holder) To consider the attached minutes from the meeting of the Asset Management & Economic Development Cabinet Committee, held on 22 August 2016, and any

recommendations therein.

8. FINANCE AND PERFORMANCE MANAGEMENT CABINET COMMITTEE - 15 SEPTEMBER 2016 (Pages 11 - 34)

(Finance Portfolio Holder) To consider the attached minutes from the meeting of the Finance & Performance Management Cabinet Committee, held on 15 September 2016, and any recommendations therein.

9. COUNCIL HOUSEBUILDING CABINET COMMITTEE - 22 SEPTEMBER 2016 (Pages 35 - 38)

(Housing Portfolio Holder) To consider the minutes of the meeting of the Council Housebuilding Cabinet Committee, held on 22 September 2016, and any recommendations therein.

10. CONSTRUCTION OF OFF STREET PARKING ON HOUSING LAND - REVIEW OF RANKINGS FOR FUTURE SCHEMES AND CAPITAL EXPENDITURE FOR 2016/17 (Pages 39 - 46)

(Housing Portfolio Holder) To consider the attached report (C-024-2016/17).

11. CONTAMINATED LAND - PROGRAMME OF INSPECTION AND BUDGET ALLOCATION (Pages 47 - 52)

(Environment Portfolio Holder) To consider the attached report (C-025-2016/17).

12. TRANSFORMATION PROGRAMME - MONITORING REPORT AUGUST 2016 (Pages 53 - 60)

(Leader of Council) To consider the attached report (C-026-2016/17).

13. KEY ACTION PLAN 2016/17 - QUARTER 1 PROGRESS (Pages 61 - 74)

(Leader of Council) To consider the attached report (C-028-2016/17).

14. ICT CAPITAL REQUIREMENTS 2017-18 (Pages 75 - 86)

(Technology & Support Services Portfolio Holder) To consider the attached report (C-029-2016/17).

15. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972 requires 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.

16. EXCLUSION OF PUBLIC AND PRESS

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business

set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
17	Transformation Programme – Provision of Funding	1

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

Background Papers

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

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

The Council will make available for public inspection one copy of each of the documents on the list of background papers for four years after the date of the meeting. Inspection of background papers can be arranged by contacting either the Responsible Officer or the Democratic Services Officer for the particular item.

17. TRANSFORMATION PROGRAMME - PROVISION OF FUNDING (Pages 87 - 92)

(Leader of Council) To consider the attached report (C-027-2016/17).

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Asset Management and Economic Development Cabinet Committee **Date:** Monday, 22 August 2016

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 7.55 pm

Members Present: Councillors A Grigg (Chairman), H Kane, G Mohindra and A Lion

Other Councillors: Councillors L Girling, C C Pond and D Stallan

Apologies: Councillor W Breare-Hall

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), A Hall (Director of Communities), S Tautz (Democratic Services Manager) and S Mitchell (PR Website Editor)

Also in attendance: C Pasterfield (Asset Management Development Consultant) and T McLaughlin (Consultant, White, Young and Green)

11. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet and that the Council had adopted a protocol for the webcasting of its meetings.

12. SUBSTITUTE MEMBERS

The Director of Governance reported that Councillor A. Lion had been appointed as substitute for Councillor W. Breare-Hall at the meeting.

13. DECLARATIONS OF INTEREST

No declarations of interest were made by members of the Committee, pursuant to the Council's Code of Conduct.

14. MINUTES

RESOLVED:

That the minutes of the meeting of the Committee held on 30 June 2016 be taken as read and signed by the Chairman as a correct record.

15. VERE ROAD, LOUGHTON - CAR PARKING & AFFORDABLE HOUSING PLAN

The Committee was reminded that it had previously considered and adopted a Broadway Regeneration Action Plan, setting out the Council's planned approach to the development of various sites in the Broadway area of Loughton.

The Director of Communities presented a report relating to five separate areas of Council-owned land at Vere Road, Loughton, to the north of The Broadway, which were currently used to provide either Council garages or public car parking spaces. Members were advised that, in accordance with the development agreement for the site of the former Sir Winston Churchill Public House, the Council was required to provide sufficient land for 58 car parking spaces to be constructed by the developer of that site (Higgins Homes) on one or two of the specific sites at Vere Road, at the developer's expense. The report provided various options for future car parking arrangements and the development of affordable housing schemes on the sites at Vere Road, which were considered by the Committee.

The approach recommended by the report of the Director of Communities offered a balanced approach to car parking and the provision of new affordable homes in the area, providing around 96 public parking spaces (compared to the current 63 spaces) and 10 new affordable rented properties. Members were advised that Higgins Homes had offered to meet the cost of the re-construction of some of the public car parking spaces, and that it was proposed that the costs of re-constructing the remaining public car parking spaces be assessed, with a view to appropriate budget provision being made to undertake the works within the Capital Programme for 2017/18. The Director of Communities advised the Committee that the Council would receive an annual income from each of the 58 car parking spaces to be constructed by Higgins Homes at Vere Road, even in the event that any of the spaces were not actually utilised by residents of the new residential development on the former Sir Winston Churchill Public House site.

The Committee noted that the ward members in attendance at the meeting were generally in favour of the option proposed in the report, subject to the completion of scheme designs to ensure the continued provision of access to the rear of the shops along The Broadway by local traders and the grant of planning permission where necessary. One of the ward members in attendance raised concern with regard to parking on the footpath at front of the shops along The Broadway by traders and those making deliveries to the shops. The Director of Neighbourhoods advised the Committee that the ongoing Debden Parking Review would address a range of parking-related issues for the area and that he would draw the issues of pavement parking at The Broadway to the attention of relevant officers for investigation.

RECOMMENDED:

That Option 3 set out within the report be pursued, in order to provide a cohesive Car Parking and Affordable Housing Plan for Vere Road, Loughton and that:

- (a) the previous decision of the Cabinet that Moat Housing be provided with a 999-year lease to develop Site 1 for affordable housing be rescinded and that around 50 car parking spaces for the use of residents of the private development by Higgins Homes on the site of the former Winston Churchill Public House be constructed on Site 1, with the construction costs met by Higgins Homes in accordance with the Development Agreement between the two parties;
- (b) site 2 be re-constructed by Higgins Homes to provide around 8 car parking spaces for the Higgins Homes development and around 55 public car parking spaces, with the construction costs met by Higgins Homes;
- (c) site 3 be marked-out, equipped and included within the Council's pay and display regime to provide around 7 public pay and display car parking spaces;

- (d) the 20 Council-owned garages on Site 4 be demolished and reconstructed and equipped to provide around 34 public car parking spaces;
- (e) planning permission be sought for the development of 10 affordable rented flats, with associated car parking, on Site 5 in accordance with the Development Appraisal previously approved by the Council Housebuilding Cabinet Committee; and
- (f) the Director of Neighbourhoods obtain a budget estimate for the cost of reconstructing and equipping Sites 3 and 4 for the provision of this work and seeks the inclusion of appropriate budget provision for the work within the Capital Programme for 2017/18, when this is next reviewed by the Cabinet.

REASONS FOR DECISION:

In accordance with the Development Agreement between the Council and Higgins Homes, the authority had an obligation to provide sufficient land for the provision of car parking spaces for the occupants of the residential development to be constructed on the site of the former Sir Winston Churchill Public House. Accordingly, and in view of proposals previously agreed for the provision of affordable housing on two of the Council's sites at Vere Road, there was a need to formulate a cohesive plan for future car parking arrangements and affordable housing developments along Vere Road.

OTHER OPTIONS CONSIDERED AND REJECTED:

The Committee considered other options for the provision of a Car Parking and Affordable Housing Plan for Vere Road, including the maximisation of affordable housing on Site 1 and Site 5 with reduced public car parking provision, and the maximisation of the provision of public car parking with no affordable housing provision.

16. ANY OTHER BUSINESS

The Director of Governance reported that there was no other urgent business for consideration at the meeting.

17. EXCLUSION OF PUBLIC AND PRESS

RESOLVED:

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

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
9	Epping Forest Shopping Park – Progress Report	3

18. EPPING FOREST SHOPPING PARK - PROGRESS REPORT

The Council's Asset Management Development Consultant, Mr. C. Pasterfield, presented a report on current progress with regard to the development of the Epping

Forest Shopping Park. Mr. Pasterfield was accompanied by Mr. T. McLaughlin of White, Young and Green, the Council's appointed consultants for the management of the highway works related to the development of the shopping park, pursuant to Section 278 of the Highways Act 1980.

Mr. McLaughlin advised the Committee that the highway works were due to commence from the third week of September 2016, for a period of 39/40 weeks duration, and that this timescale included provision for weather-related delay. Members noted that all necessary works (including road closures) were to be undertaken during the hours of 8.00pm to 5.30am as a requirement of Essex County Council (the Highway Authority), in order to maintain traffic flows in the area of the shopping park site. A letter outlining the works to be carried out, including contact arrangements for complaints, had been issued to local residents by the works contractor and further communications would be made with residents at key stages in the works programme. The Committee requested that the letter already issued to local residents be provided to the local members for the Loughton Alderton and Loughton Broadway wards, and that monitoring of the progress of the highway works be included as a standing element of the regular report on overall scheme progress.

Mr. Pasterfield reported that the contract for the construction of the Shopping Park had been awarded to McLaughlin and Harvey Construction, who were due to take possession of the site and commence work in early September 2016. The Committee was advised that the marketing of the Shopping Park had continued and that strong interest was being expressed by a number of parties. Mr. Pasterfield reported that legal agreements for the lease of various units were currently awaiting completion by external solicitors. Members noted that the Council's Grounds Maintenance and Fleet Operations services had substantially relocated to the new depot at Oakwood Hill in Loughton and that the Langston Road Depot would shortly become fully vacant.

Mr. Pasterfield reported that a combination of the delay in the commencement of the highway works and the need to re-tender the main construction contract, had led to the opening date for the shopping park to be revised to August 2017. The Committee was advised that it was possible that any delays in the completion of the highway works could adversely affect the planned opening date of the shopping park.

The Director of Neighbourhoods reported to the Committee on the results of an analysis undertaken by the Council's Economic Development Section with regard to the potential impact of the shopping park on business operating in its locality and elsewhere within (and outside) the Epping Forest District. The Committee requested that the analysis also be provided to local members for their information.

RESOLVED:

- (1) That current progress with regard to the development of the Epping Forest Shopping Park, including the required highway works, be noted; and
- (2) That monitoring of the progress of the highway works related to the development of the shopping park be included as a standing element of the report on overall scheme progress made to each meeting.

REASONS FOR DECISION:

To comply with the previous request of the Committee that it periodically monitor the development of the Council's property assets and, in particular that it receive regular detailed reports on progress with regard to the development of the Epping Forest Shopping Park.

OTHER OPTIONS CONSIDERED AND REJECTED:

None. The progress report was submitted at the specific request of the Committee.

CHAIRMAN

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Finance and Performance Management Cabinet Committee **Date:** Thursday, 15 September 2016

Place: Committee Room 2, Civic Offices, High Street, Epping **Time:** 6.00 - 7.01 pm

Members Present: Councillors G Mohindra (Chairman), R Bassett, A Lion, S Stavrou and C Whitbread

Other Councillors: Councillors A Grigg

Apologies:

Officers Present: R Palmer (Director of Resources), P Maddock (Assistant Director (Accountancy)), D Bailey (Head of Transformation) and R Perrin (Democratic Services Officer)

14. Declarations of Interest

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

15. Minutes

RESOLVED:

That the minutes of the meeting held on 14 July 2016 be taken as read and signed by the Chairman as a correct record.

16. Key Performance Indicators - 2016/17 Quarter 1 Performance

The Director of Resources presented a report on the Key Performance Indicators 2016/17 for Quarter 1 performance.

The Director of Resources advised that the Council was required to make arrangements to secure continuous improvement in the way in which its functions and services were exercised, whilst having regard to a combination of economy, efficiency and effectiveness. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key objectives were adopted each year and performance against all of these KPIs was reviewed on a quarterly basis.

A set of thirty-seven Key Performance Indicators (KPI) were adopted for 2016/17 in March 2016, which had increased by one because of the waste recycled and waste composted being split into two separate indicators, to enable the performance being monitored better.

Progress in respect to all of the KPIs was reviewed by Management Board and Overview and Scrutiny at the conclusion of each quarter, and service directors reviewed KPI performance with the relevant portfolio holders on an on-going basis

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throughout the year. The Select Committees were each responsible for reviewing the quarterly performance against specific KPIs within their areas of responsibility and the position with regard to the achievement of target performance for the KPIs at the end of quarter 1 (30 June 2016), was as follows:

- (a) 25 (68%) indicators had achieved their target;
- (b) 12 (32%) indicators had not achieved their target, although 3 (8%) of the indicators had performed within the agreed tolerance for the indicator; and
- (c) 29 (78%) of indicators were currently anticipated to achieve year-end target and a further 2 (5%) were uncertain that they would achieve year-end target.

The Director of Resources advised that RES006 (Benefit changes)(days) was the only Resources KPI that had not currently achieved the quarter 1 target but that this was normally rectified throughout the year and that RES001 (Sickness absence)(days) should be reported as 'Yes' for achieving the year-end target.

Resolved:

- (1) That the Quarter 1 performance for the Key Performance Indicators adopted for 2016/17 be noted; and
- (2) That there were no Key Performance Indicators for 2016/17 identified that require in-depth scrutiny or further reporting on performance.

Reasons for Decision:

The KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, and how opportunities would be exploited and better outcomes delivered. It was important that relevant performance management processes were in place to review and monitor performance 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.

Other Options Considered and Rejected:

No other options were appropriate in this respect. Failure to review and monitor performance could mean that opportunities for improvement were lost and might of had negative implications for judgements made about the progress of the Council.

17. Consultation on Business Rates Retention

The Director of Resources presented a report regarding the consultation on Business Rates Retention, which included the draft responses of the Society of District Council Treasurers, prepared by the consultancy LG Futures.

In July 2016, the Department for Communities and Local Government (DCLG) issued a twelve week consultation entitled "Self-Sufficient Local Government: 100% Business Rates Retention" that would run up until 26 September 2016. With the introduction of business rate retention in 2013/14 and the substantial changes to the system of funding for local authorities, the significance of retained business rates within the funding structure had increased. The Government had been clear with a strong emphasis for local authorities to become self-financing and reducing their reliance on central grant funding with the ultimate aim of Government policy to introduce 100% business rates retention by the end of the parliament. This would require a completely new system of financing to be designed and implemented,

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which had been reflected in a number of the consultation questions. The system was still at the design stage and it was impossible to say if the Council would gain or lose from the system overall or that of the many alternatives contained within it.

The Director of Resources advised that the draft responses provided by Society of District Council Treasurers provided a useful background and context for any response that Members decided were appropriate to make to the consultation. The Director of Resources advised that if Members were in support of the draft responses detailed responses in consultation with the Finance Portfolio Holder would be determined.

The Cabinet Committee were in agreement that a response should be completed and raised concerns about more detailed information being required. Members were in favour of seeing growth within the District rewarded and the Council becoming financially independent.

Resolved:

- (1) That the response to the consultation be based on the Society of District Council Treasurers draft response; and
- (2) That the exact responses to each question be determined by the Director of Resources in consultation with the Finance Portfolio Holder.

Reasons for Decision:

To determine the responses to be made to the consultation.

Other Options Considered and Rejected:

Members could decide to not respond, to respond in part or to respond in full to each of the thirty six questions.

18. Annual Outturn Report on the Treasury Management and Prudential Indicators 2015/16

The Director of Resources presented the Annual Outturn Report on the Treasury Management and Prudential Indicators 2015/16.

The Director of Resources reported that the annual treasury report was a requirement of the Council's reporting procedures and covered the treasury activity for 2015/16 and the actual Prudential Indicators for 2015/16. During the year the Council had financed all of its capital activity through capital receipts, capital grants and revenue contributions. There had been no additional borrowing in the year to add to the £185.456m taken out previously through the Public Works Loan Board (PWLB) to finance the payment in relation to the self-financing of the HRA. The Council achieved its targets for the treasury and prudential indicators, which would be considered by the Audit and Governance Committee on 19 September 2016.

The Director of Resources advised that in constructing the Treasury Management Strategy Statement and Investment Strategy for 2016/17 to 2018/19, some very prudent restrictions had been applied to some classes of investments. It had become evident that these restrictions were too prudent and cause operational difficulty in managing the Council's cash flow and some minor changes had been proposed, that would ease the operational difficulties without adding significantly to the risk profile of the Council's investments. These included the following;

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1. Local Authorities as a group limit was increased from £20m to £25m;
2. Money Market Funds as a group limit increased from £15m to £20m; and
3. NatWest (the Council's banker) increased from £2.5m to £5 m.

The Council's Advisers, Airlingclose had confirmed the proposals were acceptable as long as the money was only left overnight with Natwest.

Resolved:

- (1) That the Treasury Management Outturn Report for 2015/16 be noted;
- (2) That the outturn for Prudential Indicators shown within the appendices (attached) be noted; and

Recommended:

- (3) That the proposed minor changes to the Council's Treasury Management Strategy Statement and Investment Strategy be recommended to Cabinet.

Reasons for Decision:

Any amendment to the Treasury Management Strategy Statement and Investment Strategy required approval from Cabinet and ultimately Council. The report and appendices were presented for noting.

Other Options Considered and Rejected:

Members could decide that either no amendments to the Treasury Management Strategy Statement and Investment Strategy were appropriate or that amendments different to those proposed should be made.

19. Quarterly Financial Monitoring 2016/17

The Assistant Director of Accountancy presented the first quarterly financial monitoring on key areas of income and expenditure for 2016/17, which covered the period from 1 April 2016 to 30 June 2016. The report provided details of the revenue budgets, the Continuing Services Budget and District Development Fund as well as the Capital budgets which included the Major Capital Schemes.

The Cabinet Committee were advised that income was generally up on expectations and expenditure was down. A few points were highlighted as follows, as they were of particular interest;

- The investment interest figure had been lower than budgeted because of the adjustments from the previous year and interest rates had fallen slightly. This had meant that the expected significant capital spend over the next year would have an impact on returns and was unlikely to reach the budgeted level;
- Development Control continued on the upward trend with fees and Charges being £51,000 higher than expected and pre-application charges £1,000 higher;
- Public Hire licence income and other licensing were below expectations;
- The Car Parking income was been erratic and changed monthly with current figures showing that income had exceeding expectations;
- The Bed and Breakfast placements expenditure and income was on the increase, with re-imburement by the Department of Work and Pensions being only around 50% and a similar amount funded through the General Fund, which looked

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unlikely to be sufficient even though some growth had been budgeted for 2016/17; and

- The Council had collected a total of £10,206,011 and had made payments of £8,636,746, which had meant that the Council had benefited from holding £1,569,265 of cash from the effective collection of non-domestic rates.

The Assistant Director of Accountancy advised that the car parking income had been received irregularly and this had been down to the telephone payments being delayed and received later than expected.

The Cabinet Committee commented that the income of the Fleet Operations would need to be monitored closely and that the Local Land Charge income was likely to be suffering from the competition of other providers, as this was a statutory service for the Council.

Resolved:

- (1) That the revenue and capital financial monitoring report for the first quarter of 2016/17 be noted.

Reasons for Decision:

To note the first quarter financial monitoring report for 2016/17.

Other Options Considered and Rejected:

No other options available.

20. Risk Management - Corporate Risk Register

The Director of Resources presented a report regarding the Council's Corporate Risk Register.

The Corporate Risk Register had been considered by both the Risk Management Group on 25 August 2016 and Management Board on 31 August 2016. These reviews identified the following amendments;

(a) Risk 1 - Local Plan

The existing control and effectiveness had been updated to advise of the revision of the Local Development Scheme, which had been adopted by Cabinet on 21 July 2016. A key date of 18 October 2016 had been added for Council approval of the draft plan.

(b) Risk 2 - Strategic Sites

The Effectiveness of controls/actions had been amended to advise the updated position for the key sites. Work continued to progress well at the Winston Churchill site. The purchase price for St. Johns had been agreed with Essex County Council and approval from the Secretary of State had been achieved. The contract for the Langston Road site had been awarded with work expected to commence in early September 2016. The Pyrles Lane Nursery had been added to the list of strategic sites following District Development Management Control granting consent for the redevelopment of the site and the associated required action advised that there was a need to produce a marketing strategy for the site.

(c) Risk 5 - Economic Development

The existing control had been amended to reflect the Economic Development and Employment Policies being drafted for inclusion in the Local Plan. Amendment and update had been added as a required further management action, following consultation on the Local Plan.

(d) Risk 6 - Data/Information

An additional required further management action had been added to advise of the need to update the FOI publication scheme and guide to information.

(e) Risk 7 - Business Continuity

Following the updating of the Corporate Business Continuity Plan and a re-evaluation, it had been felt that the likelihood of disruption had reduced. To reflect this, the risk score had been amended from C2 (Medium Likelihood/Moderate Impact) to D2 (Low/Very Low Likelihood/Moderate Impact).

(f) Risk 10 - Housing Capital Finance

There was little likelihood of now having to hand back one-for-one receipts due to the effectiveness of management action, including the purchase of street properties. The risk score had therefore been reduced from B2 (High Likelihood/Moderate Impact) to C2 (Medium Likelihood/Moderate Impact).

RESOLVED:

- (1) That the Existing control, Effectiveness of control and Key Date within the Action Plan for Risk 1 be updated;
- (2) That the Effectiveness of controls/actions and Required further management action for Risk 2 be updated;
- (3) That the Existing Control and the Required further management action for Risk 5 be updated;
- (4) That an additional Required further management action for Risk 6 be added;
- (5) That the Risk Score for Risk 7 be amended;
- (6) That the Risk Score for Risk 10 be amended;

RECOMMENDED:

- (7) That the amended Corporate Risk Register be recommended to Cabinet for approval.

Reasons for Decisions:

It was essential that the Corporate Risk Register was regularly reviewed and kept up to date.

Other Options Considered and Rejected:

Members could suggest new risks for inclusion or changes to the scoring of existing risks.

21. Annual Governance Report

The Director of Resources presented a report regarding the Annual Governance Report. The International Standard on Auditing 260 required the External Auditor to report to those charged with governance on certain matters before giving an opinion on the Statutory Statement of Accounts. The audit of the Council's Statutory Statement of Accounts for 2015/16 would be presented to the Audit and Governance Committee on 19 September 2016.

The audit report highlighted the key findings of the financial statements of the Council for the year ending 31 March 2016, and the Director of Resources advised the Cabinet Sub-Committee of the following key findings:

(a) Following a review of infrastructure and community assets, officers identified a number of assets for which the Council was no longer responsible. The assets had been written out of accounts and although officers had engaged with the auditors, they had found that no working papers had been prepared to support the initial treatment applied. The management amended the financial statements to reflect the correct treatment. The Director of Resources advised that this had been down to how it had appeared on the balance sheet and had been corrected;

(b) The related parties identified in the draft financial statements had not met the definition of such transactions as defined by accounting standards. The External Auditors identified that no formal assessment of the relationships disclosed had taken place and management had removed the incorrect disclosures from the financial statements;

(c) A tested sample of assets from the asset register revealed that the Council was unable to confirm the location of some works relating to off-street parking associated with the Council dwellings due to the time elapsed since the expenditure had incurred. The Director of Resources advised that to find the records which related to this, would be unfeasible and labour intensive and that they may not even still hold the records;

(d) There were no matters to report in relation to the annual governance statement;

(e) That they were satisfied that the Council had adequate arrangements in place to secure economy, efficiency and effectiveness in its use of resources and the anticipate issuing an unqualified value for money conclusion for the year ended 31 March 2016; and

(f) The Council was below the audit threshold for a full assurance review of the Whole of Government Accounts (WGA) and there was no requirement for further work other than to submit the section on the WGA Assurance Statement to the WGA audit team with the total values for assets, liabilities, income and expenditure.

Resolved:

(1) That the External Auditor's Annual Governance Report be noted.

Reasons for Decisions:

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To ensure that Members were informed of any significant issues arising from the audit of the Statutory Statement of Accounts.

Other Options Considered and Rejected:

The report was for noting, no specific actions were proposed.

22. Any Other Business

It was noted that there was no other urgent business for consideration by the Cabinet Sub-Committee.

23. Exclusion of Public and Press

The Cabinet Sub-Committee noted that there were no items of business on the agenda that necessitated the exclusion of the public and press from the meeting.

CHAIRMAN

Annual Treasury Outturn Report 2015/16

1. Introduction

The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end).

The Council's Treasury Management Strategy for 2015/16 was approved by full Council on 17th February 2015 which can be accessed on :-

<http://rds.eppingforestdc.gov.uk/documents/s60735/Treasury%20Management%20Statement.pdf>

The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

2. External Context

Growth, Inflation, Employment: The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before. CPI inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (Jan 2016) showing the employment rate at 74.1% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.2% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive and growing at their fastest rate in eight years, boosting consumers' spending power.

Global influences: The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly in economies with a large trade dependency on China and also prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.

UK Monetary Policy: The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its *Inflation Reports* and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.

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Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.

However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).

Market reaction: From June 2015 gilt yields were driven lower by the weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers' unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in significant volatility in equities and corporate bond yields.

10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

Local Context

At 31/03/2016 the Council's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £185m, while usable reserves and working capital which are the underlying resources supporting investments were £93m.

At 31/03/2016, the Council had £185m of borrowing and £52m of investments. The Council's current strategy is to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, subject to holding a minimum investment balance of £10m.

The Council has an increasing CFR over the forthcoming years due to the capital programme, but minimal investments and will therefore be required to borrow up to £16m over the forecast period. Probably from other Local Authorities.

Borrowing Strategy

At 31/03/2016 the Council held £185m of loans, as part of its strategy for funding Housing Self-Financing.

The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.

Affordability and the "cost of carry" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the

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proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing. As short-term interest rates have remained and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Council determined it was more cost effective in the short-term to use internal resources instead.

The benefits of internal borrowing were monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose assists the Council with this 'cost of carry' and breakeven analysis.

Temporary and short-dated loans borrowed from the markets, predominantly from other local authorities, also remained affordable and attractive. Although the use of internal resources has meant that it has not yet been necessary to use this source of finance.

Borrowing Activity in 2015/16

	Balance on 01/04/2015 £m	Maturing Debt £m	Debt Prematurely Repaid £m	New Borrowing £m	Balance on 31/03/2016 £m	Avg Rate % and Avg Life (yrs)
Capital Financing Requirement (CFR)	184.7				184.7	
Short Term Borrowing ¹	0	0	0	0	0	
Long Term Borrowing - Maturity loans - EIP loans - Annuity Loans	185.5	0	0	0	185.5	3% - 21.5 years
TOTAL BORROWING	185.5	0	0	0	185.5	
Other Long Term Liabilities	0	0	0	0	2.9 ²	
TOTAL EXTERNAL DEBT	185.5	0	0	0	188.4	
Increase/ (Decrease) in Borrowing £m					2.9	

Debt Rescheduling:

The PWLB continued to operate a spread of approximately 1% between "premature repayment rate" and "new loan" rates so the premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence.

¹ Loans with maturities less than 1 year.

² Notional Finance Lease associated with Loan to Waste Contractor. Accounting standards require the Council to show the substance over form of certain transactions. An asset for the Biffa Vehicles is set up in the Council's balance sheet. This entry is the corresponding liability.

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Investment Activity

The Council has held significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2015/16 the Council's investment balances have ranged between £54.4 and £72.1 million.

The Department for Communities and Local Governments Investment Guidance gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.

Investment Activity in 2015/16

Investments	Balance on 01/04/2015 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 31/03/2016 £m	Avg Rate/Yield (%) and Avg Life years)
Short term Investments (call accounts, deposits) - Banks and Building Societies with ratings of A- or higher - Local Authorities - Unrated banks building societies	47.4	110.5	117.8	40.1	0.57% 143 days
Long term Investments - Banks and Building Societies with ratings of A+ or higher - Local Authorities	5	0	5	0	1.3% 365 days
UK Government: - DMADF - Treasury Bills - Gilts	0	0	0	0	
Money Market Funds	15	38	41.5	11.5	0.46%
TOTAL INVESTMENTS	67.4	148.5	164.3	51.6	
Increase/ (Decrease) in Investments £m				(15.8)	

Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2015/16.

Counterparty credit quality was assessed and monitored with reference to credit ratings (the Council's minimum long-term counterparty rating is A- across rating agencies Fitch, S&P and Moody's); for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

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The Council will also consider the use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.

Credit Risk

Counterparty credit quality as measured by credit ratings is summarised below:

Date	Value Weighted Average - Credit Risk Score	Value Weighted Average - Credit Rating	Time Weighted Average - Credit Risk Score	Time Weighted Average - Credit Rating
31/03/2015	A+	5.10	AA-	3.98
30/06/2015	A+	4.53	AA-	4.09
30/09/2015	A+	5.34	AA-	4.44
31/12/2015	A+	5.19	AA-	4.34
31/03/2016	AA-	4.33	AA-	3.80

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

-D = lowest credit quality = 26

-Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security. NB AA- is better than A+.

Counterparty Update

The transposition of two European Union directives into UK legislation placed the burden of rescuing failing EU banks disproportionately onto unsecured institutional investors which include local authorities and pension funds. During the year, all three credit ratings agencies reviewed their ratings to reflect the loss of government support for most financial institutions and the potential for loss given default as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions saw upgrades due to an improvement in their underlying strength and an assessment that that the level of loss given default is low.

Fitch reviewed the credit ratings of multiple institutions in May. Most UK banks had their support rating revised from 1 (denoting an extremely high probability of support) to 5 (denoting external support cannot be relied upon). This resulted in the downgrade of the long-term ratings of Royal Bank of Scotland (RBS), Deutsche Bank, Bank Nederlandse Gemeeten and ING. JP Morgan Chase and the Lloyds Banking Group however both received one notch upgrades.

Moody's concluded its review in June and upgraded the long-term ratings of Close Brothers, Standard Chartered Bank, ING Bank, Goldman Sachs International, HSBC, RBS, Coventry Building Society, Leeds Building Society, Nationwide Building Society, Svenska Handelsbanken and Landesbank Hessen-Thuringen.

S&P reviewed UK and German banks in June, downgrading the long-term ratings of Barclays, RBS and Deutsche Bank. As a result of this the Council made the decision to suspend Deutsche Bank as a counterparty for new unsecured investments. S&P also revised the outlook of the UK as a whole

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to negative from stable, citing concerns around the referendum on EU membership and its effect on the economy.

National Australia Bank (NAB) announced its plans to divest Clydesdale Bank, its UK subsidiary. NAB listed Clydesdale on the London Stock Exchange and transferred ownership to NAB's shareholders. Following the demerger, Fitch and Moody's downgraded the long and short-term ratings of the bank.

At the end of July 2015, Arlingclose advised an extension of recommended durations for unsecured investments in certain UK and European institutions following improvements in the global economic situation and the receding threat of another Eurozone crisis. A similar extension was advised for some non-European banks in September, with the Danish Danske Bank being added as a new recommended counterparty and certain non-rated UK building societies also being extended.

In September, Volkswagen was found to have been cheating emissions tests over several years in many of their diesel vehicles. The council's treasury advisor, Arlingclose Ltd, recommended suspending VW (as a non-financial corporate bond counterparty) for new investments. As issues surrounding the scandal continued, there were credit rating downgrades across the Volkswagen group by all of the ratings agencies. Volkswagen AG is now (as at 11/04/16) rated A3, BBB+ and BBB+ by Moody's, Fitch and S&P respectively. Volkswagen International Finance N.V is rated A3 and BBB+ by Moody's and Fitch respectively and Volkswagen Financial Services N.V. is now rated A1 by Moody's. Arlingclose continues to monitor the situation.

In December the Bank of England released the results of its latest stress tests on the seven largest UK banks and building societies which showed that the Royal Bank of Scotland and Standard Chartered Bank were the weakest performers. However, the regulator did not require either bank to submit revised capital plans, since both firms had already improved their ratios over the year.

In January 2016, Arlingclose supplemented its existing investment advice with a counterparty list of high quality bond issuers, including recommended cash and duration limits. As part of this, Bank Nederlandse Gemeeten was moved to the list of bond issuers from the unsecured bank lending list and assigned an increased recommended duration limit of 5 years.

The first quarter of 2016 was characterised by financial market volatility and a weakening outlook for global economic growth. In March 2016, following the publication of many banks' 2015 full-year results, Arlingclose advised the suspension of Deutsche Bank and Standard Chartered Bank from the counterparty list for unsecured investments. Both banks recorded large losses and despite improving capital adequacy this will call 2016 performance into question, especially if market volatility continues. Standard Chartered had seen various rating actions taken against it by the rating agencies and a rising CDS level throughout the year. Arlingclose will continue to monitor both banks.

The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options. The Council therefore increasingly favoured secured investment options or diversified alternatives such as non-bank investments and pooled funds over unsecured bank and building society deposits.

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Budgeted Income and Outturn

The average balance for investment was £59.6m during the year. The UK Bank Rate has been maintained at 0.5% since March 2009. Short-term money market rates have remained at relatively low levels (see Table 1 in Appendix 2). New deposits were made at an average rate of 0.70%. Investments in Money Market Funds generated an average rate of 0.46%.

The Council's budgeted investment income for the year was £528k. The Council's investment outturn for the year was £551k.

Compliance with Prudential Indicators

The Council confirms compliance with its Prudential Indicators for 2015/16, which were approved on 17th February 2015.

Treasury Management Indicators

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

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

D = Debt I=Investment	2015/16 %	2016/17 %	2017/18 %
Upper limit on fixed interest rate exposure	100 D/100 I	100 D/100 I	100 D/100 I
Actual	83 D / 71 I		
Upper limit on variable interest rate exposure	25 D/75 I	25 D/75 I	25 D/75 I
Actual	17 D / 29 I		

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

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

	Upper	Lower	Actual
Under 12 months	100%	0%	0%
12 months and within 24 months	100%	0%	0%
24 months and within 5 years	100%	0%	0%
5 years and within 10 years	100%	0%	17%
10 years and within 20 years	100%	0%	0%
20 years and within 30 years	100%	0%	83%
30 years and within 40 years	100%	0%	0%
40 years and within 50 years	100%	0%	0%
50 years and above	100%	0%	0%

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

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

	2015/16	2016/17	2017/18
Limit on principal invested beyond year end	£30m	£30m	£30m
Actual	£0m		

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

	Target	Actual
Portfolio average credit score	A-	A+

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

	Target	Actual
Total cash available within 3 months	£20m	£38m

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Investment Training Undertaken

King and Shaxson training on new investment methods and the custody account they offer, October 2015 - one Officer.

Members Treasury Training 14th January 2016.

Changes to Treasury Management Strategy Statement and Investment Strategy for 2016/17 to 2018/19

Since the approval of the Strategy above by the Council on the 18th February 2016.

The following counter party limits require amendment.

These were prudently changed in accordance with the recommendations of Arlingclose, the Council's Treasury Advisers. But experience has shown that they are too prudent and cause operational difficulties in managing the Council's cashflow.

NatWest Limit increase from £2.5m to £5m.

Local Authorities as a Group Limit increase from £20m to £25m

Money Market Funds as a Group increase from £15m to £20m

Arlingclose have been consulted on these proposals and have confirmed that in their view the changes are acceptable as long as money is only left with NatWest on an overnight basis.

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Appendix 1

Prudential Indicators 2015/16

The Local Government Act 2003 requires the Council to have regard to CIPFA's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure: The Council's planned capital expenditure and financing may be summarised as follows.

Capital Expenditure and Financing	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m
General Fund	23.488	2.071	1.151
HRA	13.811	22.003	20.176
Total Expenditure	37.299	24.074	21.327
Capital Receipts	19.046	4.537	3.212
Government Grants	3.725	0.390	0.355
Reserves	6.477	0	0
Revenue	8.051	7.912	10.305
Borrowing	0	0	0
MRA	0	11.235	7.455
Total Financing	37.299	24.074	21.327

Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.16 Actual £m	31.03.17 Estimate £m	31.03.18 Estimate £m
General Fund	29.6	59.6	59.6
HRA	155.1	155.1	155.1
Total CFR	184.7	214.7	214.7

The CFR is forecast to rise by £30m over the next three years as capital expenditure financed by debt outweighs resources put aside for debt repayment.

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

Debt	31.03.16 Actual £m	31.03.17 Estimate £m	31.03.18 Estimate £m
Borrowing	185.456	190	200
Finance leases	0	0	0
Total Debt	185.456	190	200

Total debt is expected to fall below the CFR during the forecast period. The actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt, below.

Operational Boundary for External Debt: The operational boundary is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt.

Operational Boundary	2015/16 £m	2016/17 £m	2017/18 £m
Borrowing	219	219	219
Total Debt	219	219	219

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2015/16 £m	2016/17 £m	2017/18 £m
Borrowing	230	230	230
Total Debt	230	230	230

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Actual %	2016/17 Estimate %	2017/18 Estimate %
General Fund	0.51	-0.83	-1.22
HRA	16.64	15.03	14.47

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Incremental Impact of Capital Investment Decisions: This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and housing rent levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

Incremental Impact of Capital Investment Decisions	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £
General Fund - increase in annual Band D Council Tax	-0.28	0.15	-0.06
HRA - increase in average weekly rents	0.02	0.01	-16.8

Adoption of the CIPFA Treasury Management Code: The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice*, on the 22nd April 2002.

HRA Limit on Indebtedness: The Authority's HRA CFR should not exceed the limit imposed by the Department for Communities and Local Government at the time of implementation of self-financing. The Authority complied with this requirement.

HRA CFR Limit:	£185.457m		
	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m
HRA CFR	155.1	155.1	155.1
Difference	30.357	30.357	30.357

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Appendix 2

Money Market Data and PWLB Rates

The average, low and high rates correspond to the rates during the financial year rather than those in the tables below. Please note that the PWLB rates below are Standard Rates.

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2015	0.50	0.35	0.46	0.43	0.51	0.76	0.97	0.87	1.05	1.32
30/04/2015	0.50	0.35	0.48	0.43	0.52	0.74	0.98	1.00	1.21	1.51
31/05/2015	0.50	0.43	0.50	0.43	0.52	0.75	0.98	0.97	1.18	1.49
30/06/2015	0.50	0.35	0.45	0.43	0.52	0.79	0.99	1.09	1.35	1.68
31/07/2015	0.50	0.32	0.43	0.43	0.53	0.79	1.01	1.10	1.33	1.66
31/08/2015	0.50	0.42	0.40	0.43	0.54	0.82	1.02	1.03	1.24	1.61
30/09/2015	0.50	0.37	0.41	0.43	0.54	0.74	1.00	0.93	1.11	1.41
31/10/2015	0.50	0.36	0.41	0.43	0.54	0.77	1.00	0.97	1.16	1.49
30/11/2015	0.50	0.30	0.42	0.43	0.54	0.88	1.00	0.93	1.10	1.39
31/12/2015	0.50	0.43	0.35	0.43	0.54	0.76	1.01	1.09	1.30	1.58
31/01/2016	0.50	0.43	0.42	0.43	0.54	0.71	0.99	0.77	0.89	1.14
29/02/2016	0.50	0.25	0.43	0.43	0.54	0.73	0.99	0.71	0.74	0.85
31/03/2016	0.50	0.30	0.44	0.52	0.62	0.71	0.93	0.79	0.84	1.00
Average	0.50	0.38	0.45	0.43	0.54	0.76	0.99	0.96	1.14	1.43
Maximum	0.50	0.48	0.58	0.57	0.66	0.92	1.02	1.17	1.44	1.81
Minimum	0.50	0.17	0.35	0.43	0.51	0.55	0.84	0.68	0.73	0.85
Spread	--	0.31	0.23	0.14	0.15	0.37	0.18	0.49	0.71	0.96

Table 2: PWLB Borrowing Rates - Fixed Rate, Maturity Loans

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.33	2.10	2.69	3.24	3.37	3.32	3.31
30/04/2015	166/15	1.41	2.27	2.90	3.44	3.55	3.50	3.48
31/05/2015	204/15	1.44	2.26	2.90	3.44	3.54	3.48	3.45
30/06/2015	248/15	1.48	2.44	3.13	3.65	3.72	3.64	3.60
31/07/2015	294/15	1.54	2.45	3.07	3.56	3.62	3.54	3.49
31/08/2015	334/15	1.47	2.30	2.92	3.47	3.54	3.44	3.40
30/09/2015	379/15	1.44	2.19	2.79	3.42	3.50	3.42	3.39
31/10/2015	423/15	1.44	2.38	2.93	3.56	3.65	3.56	3.53
30/11/2015	465/15	1.42	2.23	2.85	3.48	3.54	3.42	3.39
31/12/2015	505/15	1.41	2.38	3.01	3.61	3.68	3.56	3.53
31/01/2016	040/16	1.24	1.96	2.62	3.28	3.37	3.23	3.20
29/02/2016	082/16	1.27	1.73	2.43	3.23	3.36	3.24	3.19
31/03/2016	124/16	1.33	1.81	2.48	3.21	3.30	3.16	3.12
	Low	1.21	1.67	2.30	3.06	3.17	3.05	3.01
	Average	1.41	2.20	2.85	3.46	3.54	3.45	3.42
	High	1.55	2.55	3.26	3.79	3.87	3.80	3.78

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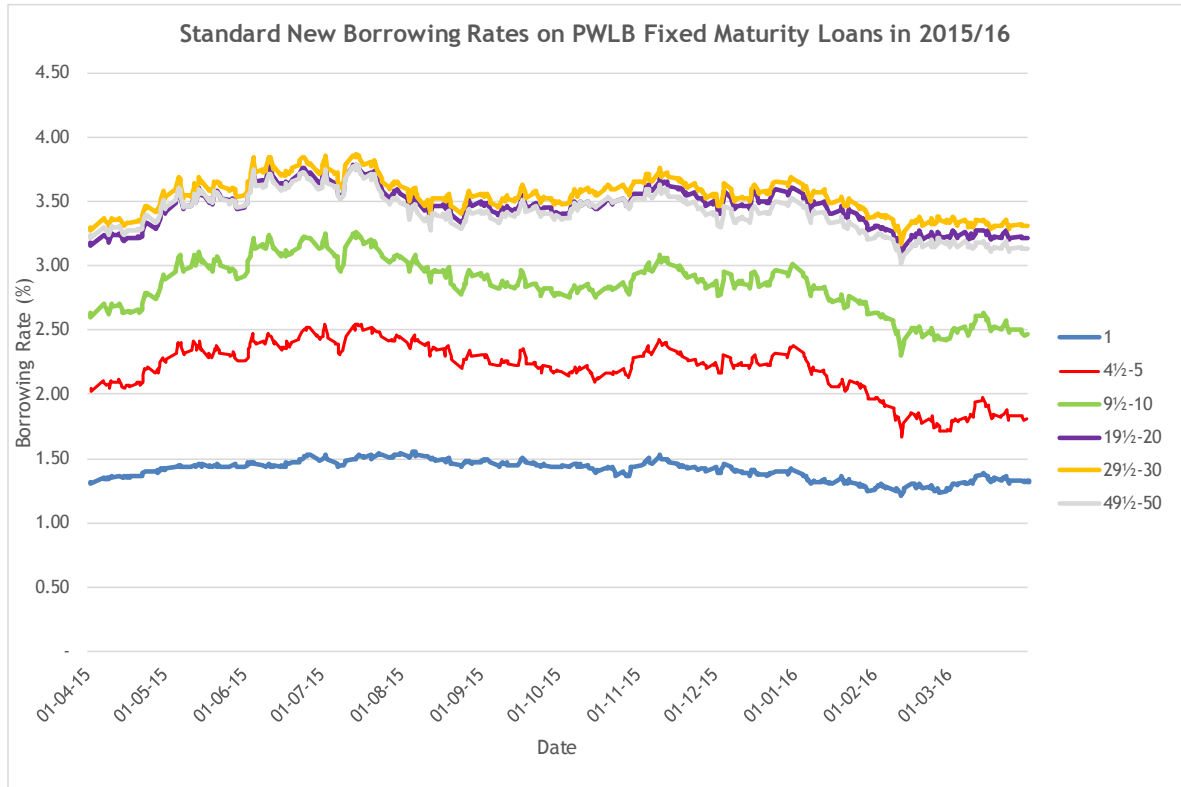


Table 3: PWLB Borrowing Rates - Fixed Rate, Equal Instalment of Principal (EIP) Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2015	127/15	1.66	2.14	2.71	3.03	3.24	3.35
30/04/2015	166/15	1.79	2.31	2.92	3.24	3.45	3.54
31/05/2015	204/15	1.78	2.30	2.93	3.26	3.45	3.53
30/06/2015	248/15	1.90	2.49	3.15	3.47	3.65	3.72
31/07/2015	294/15	1.96	2.50	3.09	3.39	3.57	3.63
31/08/2015	334/15	1.83	2.34	2.94	3.27	3.48	3.55
30/09/2015	379/15	1.76	2.23	2.82	3.19	3.43	3.51
31/10/2015	423/15	1.81	2.32	2.96	3.33	3.57	3.66
30/11/2015	465/15	1.79	2.27	2.87	3.25	3.49	3.56
31/12/2015	505/15	1.89	2.42	3.03	3.39	3.62	3.70
31/01/2016	040/15	1.54	2.00	2.65	3.04	3.29	3.38
29/02/2016	082/16	1.42	1.77	2.46	2.95	3.24	3.36
31/03/2016	124/16	1.50	1.85	2.51	2.96	3.22	3.31
	Low	1.36	1.70	2.33	2.78	3.07	3.18
	Average	1.76	2.25	2.88	3.24	3.47	3.55
	High	1.99	2.60	3.28	3.61	3.79	3.87

Annual Treasury Outturn Report 2015/16

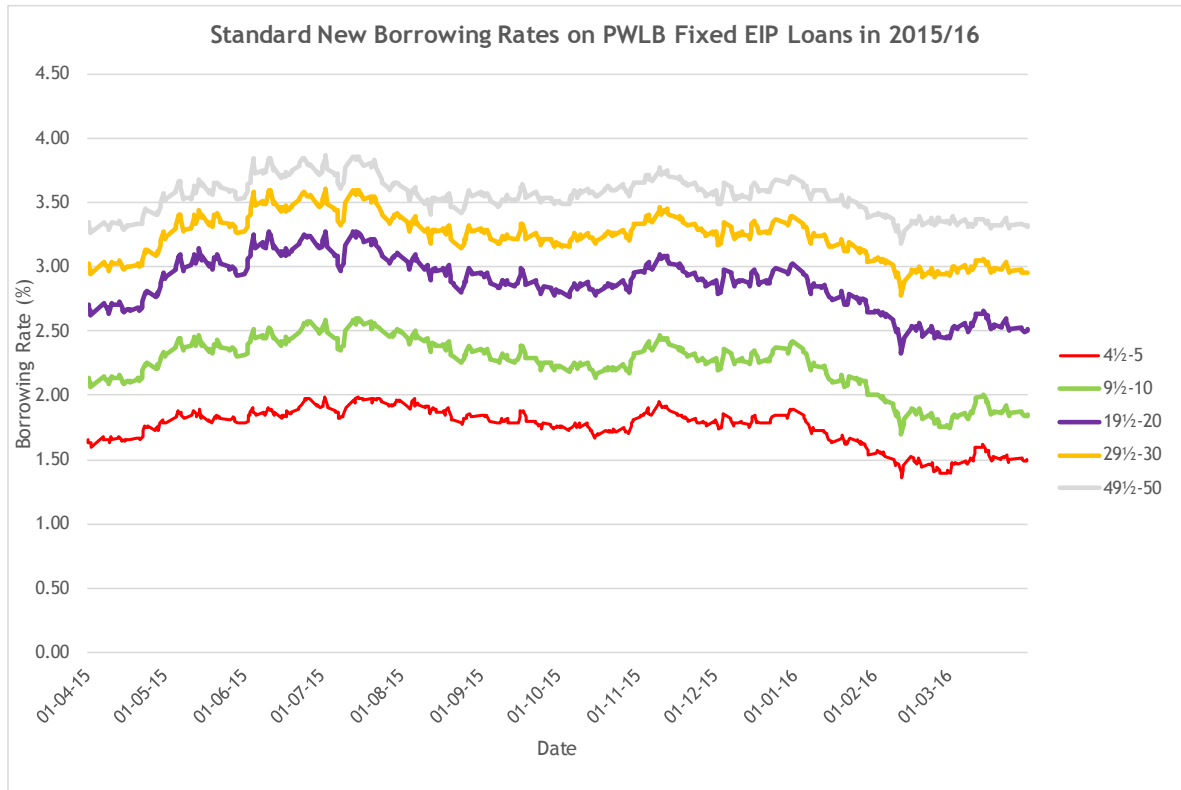


Table 4: PWLB Variable Rates

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
01/04/2015	0.62	0.63	0.66	1.52	1.53	1.56
30/04/2015	0.62	0.64	0.67	1.52	1.54	1.57
31/05/2015	0.62	0.65	0.68	1.52	1.55	1.58
30/06/2015	0.62	0.66	0.70	1.52	1.56	1.60
31/07/2015	0.62	0.66	0.72	1.52	1.56	1.62
31/08/2015	0.62	0.66	0.70	1.52	1.56	1.60
30/09/2015	0.66	0.67	0.76	1.56	1.57	1.66
31/10/2015	0.66	0.67	0.76	1.46	1.56	1.57
30/11/2015	0.64	0.67	0.72	1.54	1.57	1.62
31/12/2015	0.63	0.65	0.72	1.53	1.55	1.62
31/01/2016	0.64	0.66	0.69	1.54	1.56	1.59
29/02/2016	0.63	0.65	0.68	1.53	1.55	1.58
31/03/2016	0.61	0.65	0.67	1.51	1.55	1.57
Low	0.61	0.61	0.66	1.51	1.51	1.56
Average	0.63	0.66	0.71	1.53	1.56	1.61
High	0.67	0.69	0.78	1.57	1.59	1.68

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Council Housebuilding Cabinet **Date:** Thursday, 22 September 2016
Committee

Place: Committee Room 2, Civic Offices, **Time:** 5.30 - 6.00 pm
High Street, Epping

Members Present: S Stavrou (Chairman), G Mohindra, J Philip, G Waller and H Kane

Other Councillors: A Grigg

Apologies: W Breare-Hall

Officers Present: P Pledger (Assistant Director (Housing Property)) and J Leither (Democratic Services Officer)

1. SUBSTITUTE MEMBERS

The Cabinet Committee noted that Councillor H Kane substituted for Councillor W Breare-Hall.

2. DECLARATIONS OF INTEREST

Pursuant to the Council's Code of Member Conduct, Councillors H Kane and S Stavrou declared a personal interest in Agenda Item 7, by virtue of being Waltham Abbey Ward Councillors. The Councillors had determined that their interest was non-pecuniary and would remain in the meeting for the consideration of the item.

3. MINUTES

Resolved:

That the minutes of the meeting held on 24 March 2016 be taken as read and signed by the Chairman as a correct record.

4. ANY OTHER BUSINESS

The Cabinet Committee noted that there was no other urgent business for consideration.

5. EXCLUSION OF PUBLIC AND PRESS

Resolved:

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

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
7	Council Housebuilding Programme – Phase 1 Tender (Recovery Package)	3 & 5

6. COUNCIL HOUSEBUILDING PROGRAMME - PHASE I TENDER (RECOVERY PACKAGE)

The Assistant Director (Housing Property & Development) presented a report to the Cabinet Committee. He advised that after taking legal advice from Trowers & Hamlin Solicitors, on 1 June 2016 the Council formally determined the contract for Phase One of the Council Housebuilding programme with Broadway Construction Ltd. The decision was reached following informal consultation with members of the Cabinet and following concerns expressed by the Council Housebuilding Cabinet Committee over a period of time. From 1 June 2016 onwards, the Council took over responsibility for the sites.

He further advised that the sites had been secured and a full audit of the works completed up to the date of the contract determination, along with an assessment of materials on site. Using this information, a new tender package had been prepared by Pellings LLP, Employers Agents, under the direction of the Council's Development Agent, East Thames. With the previous informal agreement of the Cabinet, informal discussions had taken place with known local companies. However, P A Finlay & Co Ltd emerged as the only contractor that expressed a keen interest to take over the contract. P A Finlay & Co Ltd had successfully completed the refurbishment and conversion works on behalf of the Council at Marden Close. Negotiations commenced on 6 June 2016 based on a design and build contract, and pricing documents had been issued to P A Finlay & Co Ltd.

The pricing documents had been returned direct to Pellings LLP and opened on 7 July 2016. P A Finlay's proposed programme to complete the works was as follows:

- Site 4 - 10 calendar weeks
- Site 7 - 16 calendar weeks
- Harveyfields - 22 calendar weeks
- Red Cross - 48 calendar weeks

A full evaluation of the pricing document had been carried out by Pellings LLP. It was the opinion of Pellings LLP that P A Finlay & Co Ltd had provided a submission that was competitive and reasonable in relation to the prevailing market conditions (where there was currently even less appetite in the market place for works of this nature) and therefore represented value for money.

Decision:

(1) That P A Finlay & Co Ltd be awarded the Design and Build contract for the recovery phase of the construction works making up Phase 1 of the Council's Housebuilding Programme in Waltham Abbey in the negotiated contract sum of £2,674,335.10;

(2) That a contingency sum be set aside for any unforeseen matters that might materialise once works had commenced on site; and

(3) That the Chairman of Council be requested to waive the call-in for this decision on the grounds that there was insufficient time to wait for the call-in period to expire before the Statutory Utility quotes expired and the programme time-slot agreed with them would be extended, causing a price uplift and a delay to the start and completion of the works.

Reasons for Decision:

Since the Council determined the contract with Broadway Construction Ltd for failing to regularly and diligently progress with the works, the Council now needs to complete these works as quickly as possible.

Other Options Considered and Rejected:

(1) Not to negotiate with P A Finlay & Co Ltd, and to tender the works to a wider list of contractors. However, based on informal discussions with a number of contractors, it was difficult to find interested contractors to complete the works started by others.

(2) To break down the works into sub-contract packages and let them individually. However, this would require a different type of Management Supervision Contract and would have resulted in the Council not being able to secure any guarantees for the works and would also have been exposed to far greater financial risks.

CHAIRMAN

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**Epping Forest
District Council**

Report to the Cabinet

Report reference: C-024-2016/17
Date of meeting: 12 October 2016

Portfolio: Housing

Subject: Off Street Parking Programme on Housing Estates

Responsible Officer: Paul Pledger (01992 564248)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That, for the time being, off street parking schemes be only constructed at the following sites, which are already committed, funded from the existing 5-year combined HRA and General Fund Off Street Parking Capital Programme Budget (which currently has budget provision of £1,855,000 available):

(a) The four sites agreed by the Council Housebuilding Cabinet Committee in February 2015 which have all progressed to the point of planning applications being submitted, namely:

- (i) Paley Gardens, Loughton;
- (ii) Torrington Drive, Loughton;
- (iii) Etheridge Green, Loughton; and
- (iv) Alderwood Close, Abridge;

which, if approved, will commit around £605,000 from the Off Street Parking Capital Programme Budget;

(b) The two sites where the Council Housebuilding Cabinet Committee has already agreed to fund the cost of demolishing the existing garages and to create off street parking spaces at:

- (i) Springfield, Epping; and
- (ii) Loughton Way, Buckhurst Hill

at an estimated cost of around £40,000;

(c) The four sites within Phases 1 and 3 of the Council Housebuilding Programme, for which the relevant Area Plans Sub-Committees have attached a condition to the planning consent to undertake a parking study and to provide off street parking (if there is sufficient local resident support and planning approval granted), at;

- (i) The Roundhills Red Cross Site, Waltham Abbey;

- (ii) Roundhills Site 4, Waltham Abbey;
- (iii) Stewards Green Road, Epping; and
- (iv) Centre Avenue, Epping;

at an estimated cost of £235,000;

(2) That, for future off street parking schemes (not including the above schemes), charges be made for the use of the off-street parking bays through either one, or a combination, of the following options (as considered appropriate by the Director of Communities, in consultation with the Housing Portfolio Holder):

(a) the sale of Residents Parking Permits in line with other Controlled Parking Zones in the District;

(b) the provision of a hinged lockable bollard, rented to local residents at a cost of:

- (i) £500 in the first year; and
- (ii) £250 per annum thereafter; or

(c) through a Pay and Display Scheme, in line with other similar schemes on Highway Land around the District;

(3) That the charges for the use of parking bays at future off-street parking schemes be added to the Annual Schedule of Fees and Charges for Housing Related Services and reviewed annually;

(4) That the additional cost of monitoring the Controlled Parking Zones and/or Pay and Display bays for future schemes be met from the Off-Street Parking Budget, with the income used to help fund any future maintenance costs or the construction of future schemes;

(5) That the Cabinet considers any further off-street parking schemes to be undertaken in the future on an annual basis;

(6) That, since prior to any Council housebuilding planning application being submitted, transport studies are now undertaken to assess the parking stress in the locality caused by any loss of garages, and because each planning application has to be determined on its own merits, the provision of separate off street parking schemes in the locality only be considered where transport studies have identified a lack of parking provision as a result of the new development, and that this previous automatic link between the two programmes be discontinued; and

(7) That it be noted that the following sites are unable to proceed, since they have either failed to gain the support of local residents or there is insufficient Council-owned land available in the vicinity to develop a scheme:

- (a) Watermans Way, North Weald;
- (b) Sycamore House, Buckhurst Hill; and
- (c) Tillingham Court, Waltham Abbey.

Executive Summary:

Against the backdrop of the need to make savings or generate additional income across the Council's budgets, it is recommended that the Council only undertakes the currently-committed off-street parking schemes for the time being and that, for any future off street parking schemes, charges be made for the use of the parking bays by way of Parking Permits, rented bays or through a Pay and Display arrangement.

Reasons for Proposed Decision:

The Cabinet has indicated that it wishes to receive an annual report on the progress made in delivering the off street parking programme. Each year the Cabinet agrees the next set of sites to progress to the design, consultation, planning and then the build stages. However, with a need to make savings or generate additional income across the Council, it has been identified that income could be generated that will benefit both the General Fund and the HRA in funding future the off street parking schemes.

Other Options for Action:

- (a) Not to charge for parking spaces at future schemes;
- (b) To charge for the use of parking bays in the committed schemes listed in the recommendations
- (b) Not to undertake any of the schemes previously committed; and
- (c) To set a different charge for the parking spaces on HRA land other those already established elsewhere in the District, or the proposed charges for renting individual parking bays.

Report:

1. Since 2009, when the former Housing Directorate commenced with the off street parking programme on housing estates across the district, some 182 off street parking bays have been created across 12 streets with the greatest need for off street parking. This has been at a total cost of around £800,000, split between the General Fund and the Housing Revenue Account (HRA) Capital Programmes. These programmes, when completed, have generated very high resident satisfaction and have reduced the parking stresses in those streets as a result of the works. However, these have been created for residents at a considerable cost to the Council and for use free of charge.

2. With the HRA facing a 1% reduction in rents each year for the next 4-years, and with the impending required sale of higher value void properties to help fund the extension of the Right to Buy (RTB) Scheme for housing association tenants, the full financial impact cannot yet be fully identified, and will be subject to a Financial Options Review later in the year, once the operation of the Government's policies are clearer. However, what is clear, is that there will need to be savings made to the HRA Capital Programme in future years and/or to generate some additional income. A similar situation also applies to the General Fund, where all of the Council's capital reserves are now allocated for major investment schemes, with further capital borrowing likely to be required to meet the shortfall. Therefore, it is recommended that the Council only continues with its Off Street Parking Programme for future, uncommitted, schemes where residents have said, though the consultation process, that they would be prepared to pay to use the spaces, and that charges are then made accordingly for agreed schemes, thereby generating an income to offset the high cost of constructing the bays.

3. However, it is proposed that charges for the use of parking bays are **not** introduced for the following sites, that are already agreed and committed:

(a) four sites that have already been agreed by the Cabinet Committee in February 2015, namely Paley Gardens, Loughton; Torrington Drive, Loughton; Etheridge Green, Loughton and Alderwood Close, Abridge - which have all progressed to the point of planning applications having been submitted which, if approved, will commit around £605,000 from the Budget;

(b) two sites where the Council Housebuilding Cabinet Committee has already agreed to fund the cost of demolishing the existing garages and to create off street parking spaces at Springfield, Epping and Loughton Way, Buckhurst Hill at an estimated cost of around £40,000;

(c) two sites where the Area Plans Sub-Committee (West) has attached a condition to the planning consent at Roundhills Red Cross Site and Roundhills Site 4, which make up part of Phase 1 of the Council House-building Programme in Waltham Abbey. The condition requires the Council to undertake a parking study in line with the off street parking programme and consult with residents parking once the development is completed and if there is sufficient local support and planning approval is granted, complete the works in line with the conditions, at an estimated cost of £125,000; and

(d) two sites where the Area Plans Sub-Committee (East) has similarly attached the same conditions to the planning consents at Stewards Green Road and Centre Avenue, Epping, at an estimated cost of £120,000.

4. The combined Capital Programme within the General Fund and HRA for off street parking over the next 5-years amounts to £1,855,000, which is made up of £953,000 from the General Fund and £902,000 from the HRA. The estimated cost of the committed schemes listed in Paragraph 3(a)-(d) above is around £880,000.

5. It is proposed to introduce charges for future schemes, following the usual consultation process with residents, in order to generate an income to the Council, either through the introduction of a Residents Parking Zone (RPZ) and sale of Parking Permits, renting out dedicated spaces with hinged and lockable bollards or by charging a Pay and Display tariff.

6. The Council already operates a Residents Parking Policy and a Pay and Display Policy across the District therefore, where a Controlled Parking Zone is to be introduced, it is suggested that the charges to be applied to any new off-street parking schemes would fall in line with that policy. However, where it is agreed that individual parking bays be rented, it is proposed that these parking bays be secured with a hinged lockable bollard. It is further proposed that residents wishing to rent parking spaces for future schemes be charged an initial £500 for the first year (which would also cover the cost of installing the lockable bollard) and £250 per annum thereafter. It is also proposed these charges be added to the annual Schedule of Fees and Charges for Housing-Related Services, which is reviewed annually.

7. It is proposed that any costs for monitoring the Controlled Parking Zones and/or Pay and Display bays are met from the Off-Street Parking Budget, and that the income received be used to fund any future maintenance costs and/or the construction of future schemes.

8. It is unlikely that one approach will fit all situations. Therefore, it is recommended that an assessment be made for each site in future schemes and that the most appropriate approach for each site be determined by the Director of Communities, in consultation with the Housing Portfolio Holder.

9. For the time being, it is recommended that only the schemes that are already committed be constructed, and that any new schemes are only be added when the Cabinet next undertakes its annual review of off street parking, in 2017.

10. In February 2015, the Cabinet delegated authority to the Council Housebuilding Cabinet Committee to consider and agree any off street parking schemes that are within the vicinity of a garage site earmarked for development as part of the Housebuilding Programme. The reason behind this decision was so that the works can be undertaken simultaneously, to offset any parking stress that may result from the demolition of the garages. However, prior to any Council housebuilding planning application being submitted, transport studies are being undertaken to assess the parking stress in the locality caused by any loss of garages. Since each planning application has to be determined on its own merits, it should not be necessary to rely on a separate off street parking scheme to obtain planning approval. Therefore, this link between the two programmes is no longer necessary.

11. In February 2015, when the Cabinet last considered the Off Street Parking Programme, it agreed to release seven sites to progress to the next design and consultation stages. Paragraph 3(a) above sets out the schemes that have progressed, and planning applications have now been submitted. However, the schemes at Watermans Way, North Weald; Sycamore House, Buckhurst Hill and Tillingham Court, Waltham Abbey cannot be undertaken, since they have either failed to gain the support of local residents or surveys have established that there is insufficient Council-owned land available in the vicinity to develop a viable scheme.

12. The full list of schemes that have been registered, assessed and ranked can be found at Appendix 1.

Resource Implications:

The overall remaining budget within the Capital Programme for the installation of off street parking bays is a total of £1,854,614. The anticipated expenditure for the committed schemes is £880,000.

Legal and Governance Implications:

The Housing Act 1985.

Safer, Cleaner and Greener Implications:

Off-street parking sites have been assessed, taking account of access for emergency vehicles and waste lorries, as well as damage caused to green verges and open spaces.

Consultation Undertaken:

Consultation with residents for future schemes will be consulted as part of any feasibility study.

Background Papers:

Previous Cabinet decisions in September 2008, April 2011, October 2011, December 2012, February 2014 and February 2015. Planning conditions applied to the Council's house-building sites that make up Phase 1 at Roundhills, Waltham Abbey. Council house-building Cabinet Committee decisions in January 2016 in relation to sites unsuitable for redevelopment.

Risk Management:

The main risks to the Council are that:

The contract to construct the off-street parking schemes has been developed to allow a continuation of work by using SOR's. However, the contract has annual break clauses so that there is no commitment to undertake any further works.

A safety audit is undertaken as part of the design stage, and this is agreed with ECC Highways as part of the consultation process.

All public utility companies are consulted to establish the extent and position of all underground services, so that the Council can minimise the risk of incurring unexpected costs when works commence.

As with all works procured by the Council, contractors are paid for work completed and not in advance. This means that if the Contractor goes into administration part-way through a contract, then the Council would have to step in and complete the works, but would not have over-paid.

There is a risk of damage to any bollards that may be installed, which will result in higher on-going maintenance costs. This is mitigated in part by introducing a higher initial cost in the first year.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

In April 2011, the Cabinet agreed to the construction of off-street parking, starting with schemes at the top of an approved priority list of sites based on a site by site assessment of safety and need, and taking account of the percentage of Council owned properties in the vicinity. This was due to the fact that a number of Council properties have over the years been purchased under the Right to Buy Scheme, and the land on which the off-street parking would be HRA land. Financial rules do not permit funding General Fund expenditure from the HRA.

The Cabinet appointed the Main Contractor to commence the construction works for the top six schemes on the priority list. The Cabinet also considered a revised priority list, taking account of any newly added sites.

The Cabinet once again reviewed the priority ranking of sites, taking account of additional sites added at the request of the Cabinet. These additional sites were assessed using the agreed assessment criteria, namely:

- Percentage of council tenants;
- Lack of off street parking;
- Road width;
- Verge/footway damage;
- Accident risk to pedestrians/drivers; and
- Special parking requirements.

Whilst the assessments take into account any technical or legal issues known at the time the initial assessments were undertaken, it does not take into account any technical or legal matters that may arise as part of a more detailed feasibility study, which may mean that some of these schemes may not actually be possible.

In all instances, local residents are consulted on whether they support an off-street parking scheme in their area, and if a majority does, they are consulted on the design and layout. All schemes that achieve the support of local residents are then subject to a planning application.

Disabled parking is incorporated in all off street parking schemes.

Appendix 1

Off Street Parking Rating Table 2015-16 (Updated March 2016)										
This table includes schemes that have been reassessed under the new assessment procedure by the Housing Assets Section. The locations are listed in priority scoring.										
Location:	Area:	Status:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Total Score
Centre Avenue/Green	Epping	Surveyed	5	3	Yes	5	5	3	1	22
Wormyngford Court	Waltham Abbey	Surveyed	10	3	No	5	1	2	0	21
Roundhills Red X site	Waltham Abbey	Surveyed	4	2	No	2	3	3	1	15
Roundhills (site 4)	Waltham Abbey	Surveyed	1	2	No	4	3	3	0	13
Roundhills (site 7)	Waltham Abbey	Surveyed	2	1	No	4	1	3	0	11
Stewards Green Road	Epping	Surveyed	5	1	No	3	0	0	0	9
Springfields	Epping	Not Surveyed								
Loughton Way	Buckhurst Hill	Not Surveyed								
Update: Sites currently on-hold:										
Hillyfields	Loughton	Surveyed	7	4	No	6	3	1	1	22
Queensway	Ongar	Surveyed	5	1	No	5	3	2	1	17
Queens Road 46-76	North Weald	Surveyed	6	2	No	5	0	2	1	16
Pyries Lane	Loughton	Surveyed	3	3	No	3	4	0	1	14
Hornbeam Road (BH site)	Buckhurst Hill	Surveyed	5	1	No	3	3	1	1	14
(100-132) Pyries Lane	Loughton	Surveyed	3	2	No	3	5	0	0	13
Graylands	Theydon Bois	Surveyed	3	1	No	4	2	3	0	13
Parkfields	Roydon	Surveyed	3	1	No	4	4	0	1	13
Cascade Close	Buckhurst Hill	Surveyed	3	2	No	5	1	1	0	12
Western Avenue	Epping	Surveyed	4	2	No	4	0	0	0	10
Hornbeam Close	Buckhurst Hill	Surveyed	5	0	No	4	1	0	0	10
Hornbeam Road (H-H site)	Buckhurst Hill	Surveyed	4	0	No	3	1	1	0	9
Update: Sites currently on-hold pending recommendation from the Housebuilding Cabinet Committee:										
Paley Gardens	Loughton	Surveyed	4	3	No	6	1	0	1	15
Torrington Drive	Loughton	Surveyed	7	2	No	2	0	1	0	12
Etheridge Green	Loughton	Surveyed	3	2	No	5	3	1	0	14
Alderwood Close	Abridge	Surveyed	8	1	No	4	0	0	0	13
Rochford Green	Loughton	Surveyed	2	4	No	5	1	1	0	13
Update: Tenant consultation undertaken December 2015										
Grove Court	Waltham Abbey	Surveyed	10	4	No	4	1	1	1	21
The Gladeway	Waltham Abbey	Surveyed	6	2	No	4	3	2	1	18
Millbank Avenue	Ongar	Surveyed	7	2	No	4	3	0	1	17
Hoe Lane	Nazeing	Surveyed	2	3	No	4	3	0	1	13
Borders Lane	Loughton	Surveyed	3	3	No	1	4	0	1	12
Colson Path	Loughton	Surveyed	3	1	No	6	2	0	0	12
Millhoo Court	Waltham Abbey	Surveyed	3	5	No	3	1	0	0	12
Foxley Close	Loughton	Surveyed	2	5	No	5	0	0	0	12
Thaxted Road	Buckhurst Hill	Surveyed	4	2	No	3	1	2	0	12
Buxton Road	Waltham Abbey	Surveyed	5	1	No	4	1	0	0	11
Caterham Court	Waltham Abbey	Surveyed	4	3	No	3	1	0	0	11
Newmans Lane	Loughton	Surveyed	3	2	No	2	3	0	1	11
Amwell Court	Waltham Abbey	Surveyed	3	2	No	3	2	0	1	11
Coopers Close	Chigwell	Surveyed	2	0	No	4	2	2	1	11
Hanson Close	Loughton	Surveyed	3	2	No	4	1	0	0	10
Princesfield Road	Waltham Abbey	Surveyed	4	1	No	4	1	0	0	10
Skarning Court	Waltham Abbey	Surveyed	2	3	No	3	1	0	1	10
Hyde Mead	Nazeing	Surveyed	3	2	No	3	1	0	1	10
Sudicamps Court	Waltham Abbey	Surveyed	4	3	No	2	0	0	0	9
Morris Court	Waltham Abbey	Surveyed	4	1	No	3	1	0	0	9
Greenfields	Loughton	Surveyed	3	0	No	4	2	0	0	9
Theydon Court	Waltham Abbey	Surveyed	3	3	No	3	0	0	0	9
Barnmead, Toot Hill	Toot Hill	Surveyed	2	5	No	2	0	0	0	9
Blackmore Court	Waltham Abbey	Surveyed	2	3	No	4	0	0	0	9
Bridge Hill	Epping	Surveyed	2	1	No	2	1	3	0	9
The Croft	Loughton	Surveyed	2	2	No	3	0	2	0	9
Wrangley Court	Waltham Abbey	Surveyed	2	3	No	4	0	0	0	9
Hansells Mead	Roydon	Surveyed	4	0	No	3	1	0	0	8
Maynard Court	Waltham Abbey	Surveyed	3	1	No	3	1	0	0	8
Plumtree Mead	Loughton	Surveyed	3	3	No	2	0	0	0	8
Green Glade	Theydon Bois	Surveyed	3	1	No	3	1	0	0	8
Bromesfield Court	Waltham Abbey	Surveyed	1	4	No	3	0	0	0	8
Winters Way	Waltham Abbey	Surveyed	3	0	No	3	1	0	0	7
Blackmore Road	Buckhurst Hill	Surveyed	1	2	No	3	1	0	0	7
Ladyfield Close	Loughton	Done	3	5	Done	6	3	0	0	17
Harveyfields	Waltham Abbey	Done	10	0	Done	3	0	0	1	14
Queens Road	North Weald	Done	5	3	Done	4	0	0	1	13
Parndon House	Buckhurst Hill	Done	8	0	Done	3	1	0	0	12
School Lane	Abbs Roding	Done	8	0	Done	2	0	0	1	11
Barfields Gardens	Loughton	Done	5	0	Done	4	1	0	0	10
Colebrook Gardens	Loughton	Done	2	1	Done	3	1	2	1	10
Collard Green	Loughton	Done	3	1	Done	5	0	0	0	9
Avenue Road	Theydon Bois	Done	7	0	Done	2	0	0	0	9
Hillcroft	Loughton	Done	4	1	Done	3	0	0	1	9
Tillingham Court	Waltham Abbey	Surveyed	No suitable Housing land for improvements/Residents voted against OSP							
Watermans Way	North Weald	Surveyed	No suitable Housing land for improvements/Residents voted against OSP							
Sycamore House	Buckhurst Hill	Surveyed	No suitable Housing land for improvements							
Chester Path	Loughton	Surveyed	No Council tenants in the Road							
Park Square (New Road)	Lambourne End	Surveyed	Residents voted against OSP development on the green (no other Housing land available)							
Shrublands Close	Chigwell	Surveyed	No Council tenants in the Road							
Coles Green	Loughton	Surveyed	No Council tenants in the Road							
Chester Green	Loughton	Surveyed	No suitable Housing land for improvements							
Millfield	Ongar	Surveyed	No suitable Housing land for improvements							
St Peters Avenue	Ongar	Surveyed	No suitable Housing land for improvements							
Roxwell House	Buckhurst Hill	Surveyed	No suitable Housing land for improvements							
Fullers Close	Waltham Abbey	Surveyed	Limited scope as off street parking schemes already completed							
Badburgham Court	Waltham Abbey	Surveyed	Limited scope as off street parking schemes already completed							
Woodford Court	Waltham Abbey	Surveyed	Limited scope as off street parking schemes already completed							
Stanway Road	Waltham Abbey	Surveyed	Limited scope as off street parking schemes already completed							
Western Avenue	Epping	Surveyed	Re-evaluated following Permit Parking Enforcement (outcome score 10)							
Gravel Close	Loughton	Surveyed	No Housing land for improvements							
Grosvenor Close	Loughton	Surveyed	Limited scope as scheme already completed							
Colson Gardens	Loughton	Surveyed	Limited scope as scheme already completed							
Loughton Court	Waltham Abbey	Surveyed	No Housing land for improvements							
The Chestnuts	Abridge	Surveyed	No Housing land for improvements							
Q1 -	Percentage of council tenants.									
Q2 -	Lack of off street parking									
Q3 -	Consultation undertaken with residents									
Q4 -	Road width									
Q5 -	Verge/footway damage									
Q6 -	Accident risk to pedestrians/drivers									
Q7 -	Special parking requirements									

Report to the Cabinet

Report reference: C-025-2016/17
Date of meeting: 12 October 2016



**Epping Forest
District Council**

Portfolio: Environment

Subject: Budget Allocation for the Investigation of Potentially Contaminated Land Sites within the District.

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

Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To agree, subject to staff resources, capacity and competing priorities, to investigate one potentially contaminated land site every two years;
- (2) Subject to recommendation (1) above, to secure a growth bid of £50,000 from the District Development Fund, for two years from April 2017, to carry out the required investigations; and
- (3) To receive a report in September 2019 in order to agree future budget allocation to investigate potentially contaminated land sites within the District.

Executive Summary

The Council is statutorily required to investigate potentially contaminated land sites within the district, as required by Environmental Protection Act 1990 Part IIA and in line with the Council's Contaminated Land Strategy. The inspection regime and allocation of budget need to be reviewed and formalised.

Reasons for Proposed Decision:

To remind Members of the Council's responsibilities contained within its Contaminated Land Strategy; and

To provide the resources required to undertake the minimum of assessment activity.

Other Options for Action:

- (i) Not to carry out any proactive site investigations as required by the Environmental Protection Act 1990 Part IIA and in line with the Council's Contaminated Land Strategy.
- (ii) To reduce the minimum frequency of investigation of one site every three years.
- (iii) To increase the frequency of investigation and allocate further resources as deemed appropriate.

Report:

1. The District presents a number of challenges when dealing with past land uses, some of which arise due to its unique geography, history and geology. The availability of sand, gravel and brick earth led to a burgeoning mineral extraction and subsequently, waste disposal industry. The district is peppered with historical landfill sites, which often overlie chalk deposits, used locally for water supplies. Many redundant sites became home to polluting activities such as scrap yards and haulage depots. In other parts of the district military airfields and sites used for explosive manufacture were used to support the war effort, many of which have now closed.

2. Part IIA of The Environmental Protection Act 1990 sets out the Council's statutory duties with regard to the identification, prioritisation and investigation of potentially contaminated land sites within the District. These duties include producing a formal contaminated land strategy document, which sets out how the Council will meet those statutory requirements. The Council adopted its Contaminated Land Strategy in 2001. It is planned to update the strategy once this report has been presented to Cabinet.

3. The production of the Strategy required the collation of significant volumes of historical information and took a number of years to complete. That exercise resulted in the identification of a significant number of locations which are potentially contaminated and therefore require further investigation as they may pose risks to human health and/or the environment. These sites have been prioritised with the highest priority sites including former landfill sites, land previously subject to heavy industrial use and other land that has historically been subject to contaminative uses and subsequently developed, before the legislation and associated planning controls were put into place.

4. The Council has carried out four major investigations to date, three on ex landfill sites and an emergency investigation on a former gas works site. Given the significant cost associated with the investigations and the number of sites the Council has to investigate, it seems prudent to formalise the frequency of inspection. This needs to demonstrate that the Council is paying due regard to its statutory duties under the Act. It is proposed that the Council aims to investigate one site every two years. However, it should be recognised there may be circumstances when this may not be achievable. **(Recommendation 1)**

5. An investigation consists of a Phase I (desk top study) and a Phase II (intrusive investigation). The cost of investigating each site will vary significantly depending on past use, the size and the risks associated with the site. The Council was successful in securing government grants for two Phase II investigations. However, the reduction in grant aid over recent years and the focus on giving funding for remediation, rather than site investigation, means it is most unlikely that any application for a grant to carry out Phase II investigations will be successful.

6. There is an existing Continuing Service Budget (CSB) that has been used to cover the contaminated land work, pollution, land and water quality work. However, this has been insufficient to cover the cost of one contaminated land investigation, as required by Part IIA of the Environmental Protection Act 1990.

7. As each potentially contaminated land site can be considered as a project in its own right and costs will vary, it is considered that it is more appropriate for the Council to fund the intrusive investigations from the District Development Fund (DDF). This will also allow greater flexibility between financial years in terms of rolling forward or back funds as determined by each site under investigation. Approval is therefore sought to allocate £50,000, for three years from April 2017, from the DDF budget. **(Recommendation 2)**

8. The position will be reviewed in September 2019 when a further report will be presented to the Cabinet (**Recommendation 3**).

Resource Implications:

A Phase 1 (desk top study) currently costs approximately £4000 to £7000. On average a Phase II (intrusive investigation) costs approximately £75,000 but is strictly dependant on a number of factors. The Council will, under the polluter pays principle, endeavour to recover any costs of remediation works from the persons responsible.

Currently £25,000 is allocated to the CSB to carry out the Phase 1 - desk top studies and other land, pollution and water quality work. There has been DDF budget allocated for the contaminated land work over the last few years but due to limited staffing resources and the need to concentrate on implementing the provisions of the Private Water Supply Regulations, this has not been spent. A new Water and Pollution Control Officer post was created in 2015/2016 and the post was filled in April 2016. Given this, it is anticipated that the Council, with sufficient budget, should be able to carry out one investigation every two years. It is currently considered that a DDF allocation of £50,000 per annum from April 2017 will be required to meet this target.

Legal and Governance Implications:

The Environmental Protection Act 1990 (Part IIA) places a statutory duty on Local Authorities to carry out inspections of all potentially contaminated land in their area and not just Council owned land. This should include, where deemed necessary, a physical examination not just taking a strategic overview. If the Council decided not to implement an inspection strategy, as proposed in this report, it would have to justify their reasoning for not fulfilling that duty.

The Contaminated Land (England) Regulations 2000 (as amended)
Environment Act 1995

Safer, Cleaner and Greener Implications:

It is essential to address pollution, protect the environment and maintain good public health in order to keep the residents of the District safe and healthy, in accordance with the Council's Safer, Cleaner, Greener Strategy and its statutory responsibilities.

Consultation Undertaken:

None.

Background Papers:

The Council's Contaminated Land Strategy.

Cabinet Reports:

Contaminated Land - C/025/2005-06

Contaminated Land Consultancy Budget – C/019/2007-08

Contaminated Land – 2010/11 Budget Amendments – C/092/2009/10

Public Health Committee reports:

New Contaminated Land Regime - 23 May 2000

Contaminated Land – 17 October 2000

Risk Management:

The inability to complete investigations and the potential risks associated with any pollutant linkages found on sites being assessed by the Council, under Part IIA of the Environmental Protection Act, have been itemised in the Neighbourhood's Business Plan. No sites investigated to date have met the definition of being statutorily 'contaminated land' and therefore remediation to reduce the risks posed by any of the sites has not been required. In addition the investigations have been completed within the allocated budget/secured grants. Therefore there has been no need to change the risk matrix associated with this work.

It is considered, that by aiming to undertake one investigation every two years, that the Council is showing due regard to its statutory duties. If the Council decides not to carry out any investigations, both the Directorate and Corporate risk register would require updating to reflect the increase risk. This would also present a reputational risk to the Council if it is seen to not consider assessing potentially contaminated land that it is aware exists.

Given the number and nature of potentially contaminated land sites within the district the Council could be open to criticism/risk of challenge from third parties/Government if it decides to not implement a proactive inspection regime.

Advice on what would constitute a defensible inspection regime for Epping Forest District, given the nature and numbers of potentially contaminated land sites, was sought from an external solicitor who is the Chair of DEFRA's Expert Panel on Contaminated Land and a former advisor to the Local Government Association on environmental law. It is considered that carrying out one site investigation every two years is defensible given the time it takes to complete the complex investigation work, existing staff resources, the significant cost of an investigation and the lack of grants for such work.

Of note is that whilst the vast majority of sites are investigated through the planning process it must be noted that not all are. Most of the high risk sites e.g. landfills are highly unlikely to be redeveloped given their high risk of contamination and the cost of remediating them. The duty under Part IIA is different from any obligation under the planning regime.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

The title of the report due to be presented to Cabinet is 'Budget allocation for the investigation of potentially contaminated land sites within the district'. An Equality Analysis Report has been completed for the provision of the service relating to the investigation of potentially contaminated land sites. The service is assessed and processed in accordance with the Environment Protection Act 1990. Whilst the issue itself may have public health and environmental impact consequences, there are no issues with respect to the elimination of unlawful discrimination, advance equality of opportunity and fostering good relations with respect the personal characteristics protected by equality law.

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Report to the Cabinet

Report reference: C-026-2016/17
Date of meeting: 12 October 2016



**Epping Forest
District Council**

Portfolio: Leader of the Council
Subject: Transformation Programme – August 2016 Highlight Report
Responsible Officer: David Bailey (01992 564105)
Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Cabinet note the progress of Projects and Programmes for August 2016, alongside planned actions for September.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for August 2016. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being undertaken.

The report includes progress for all chartered projects of Medium and High Risk Potential, as well as progress on key aspects of the Transformation Programme.

Overall, progress indicators for 'cost', 'delivery / outcomes / outputs' and 'benefits' remain Green. The status indicator for 'time' is reported as Amber to highlight that 12 actions (from a total of 169) are overdue. Of the 33 actions (from a total of 294) that were overdue in the previous period, 32 of these returned to Green. Project and Programme Managers have actions in place to deal with any potential negative effects. Progress will be kept under review and it is anticipated that the status of the majority of these items will return to Green in the next report.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the Transformation Programme to the Cabinet, including workstreams, programmes and projects.

Other Options for Action:

No other options are available. Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

Report:

1. This is the August 2016 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.
2. The report includes progress for chartered projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.
3. The Cabinet is requested to review progress for August 2016, alongside actions scheduled for the next period and any remedial actions being undertaken.
4. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

<i>Light</i>	<i>Definition</i>	<i>Action</i>
Red	<p>There are significant issues with the project, programme or workstream.</p> <p>The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team.</p> <p>One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.</p>	<p>The matter should be escalated to the project sponsor and Transformation Programme Board immediately.</p>
Amber	<p>A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team.</p> <p>Action is taken to resolve the problem or a decision made to watch the situation.</p> <p>One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.</p>	<p>The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.</p>
Green	<p>The project is performing to plan.</p> <p>All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).</p>	<p>No action needed.</p>

5. This report includes progress for the 36 chartered ‘live’ projects with Medium or High Risk Potential, alongside progress on key aspects of the Transformation Programme overall.
6. Overall, transformation progress status indicators remain Green for ‘cost’, ‘delivery / outcomes / outputs’ and ‘benefits’. The status indicator for ‘time’ is reported as Amber to highlight those 12 actions (from a total of 169) that are overdue when compared with planned timelines. Of the 33 actions (from a total of 294) that were overdue in the previous period, 32 of them returned to Green in August.
7. Aside from the projects referred to above, Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the vast majority is within tolerances, most often within one calendar month. It is anticipated that

the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.

Resource Implications:

Resource requirements for actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board 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 outcomes or benefits will have been identified by the Transformation Programme Board.

Safer, Cleaner and 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 projects will have been identified by the Transformation Programme Board.

Consultation Undertaken:

Progress has been reviewed by the Transformation Programme Board.

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Progressing the priority transformation projects, particularly the Customer Contact Projects and the Review of Service Accommodation, will improve access to our services for both our customers and our staff from various protected groups.

The benefits would include but are not limited to:

- Improved physical access to the Civic Offices for customers and employees with disabilities or customers with babies and young children;
- Improved self-service access for customers, through online and mobile phone applications, which can be used outside of normal office hours; and
- Reduced transaction times, where customer enquiries are dealt with at the first point of contact.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
8	August 2016

Overall transformation programme progress and status

	<i>RAG status</i>		<i>Comment on overall progress and status and recommended actions</i>
	<i>This period</i>	<i>Last period</i>	
Time	Amber	Amber	12 milestones overdue but under control (from total of 169) as detailed below.
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>		<i>Date</i>	
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Distribution list

<i>Name</i>	<i>Job title</i>	<i>Directorate / Department</i>	<i>Organisation</i>
Transformation Programme Board	Membership	-	EFDC
Cabinet	Portfolio Holders	-	EFDC

Highlight: Overdue actions for this period and remedial actions for the next period

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P001 Customer Contact Projects					
B1 Improved customer value	Undertake structural survey	Sep 2016	Undertake structural survey	Oct 2016	Facilities Manager
B2 Reduced waste and defects	Prototype through Achieve Service and Achieve Self-Service	Aug 2016	Prototype through Achieve Service and Achieve Self-Service	Sep 2016	ICT Operations Manager
	Establish prototype system to test selected alternatives	Aug 2016	Establish prototype system of test selected alternatives	Sep 2016	ICT Operations Manager
Workstream 2 – Business Culture					
P003 Establish Project and Programme Management					
B2 Reduced waste and defects B3 Increased agility B4 Increased savings and income	Design tailored project and programme management framework	Aug 2016	Design tailored project and programme management framework	Sep 2016	Head of Transformation
P020 Legal Document Scanning					
B2 Reduced waste and defects B3 Increased agility	Legal Administration Assistant recruited to replace previous Assistant to undertake scanning and other associated work	Aug 2016	New officer to be trained to undertake scanning work and resume compilation of the Land Terrier	Sep 2016	Assistant Director – Legal Services

Workstream 3 – Resources, Accommodation and Technology					
P021 Repairs and Maintenance Hub – North Weald					
B4 Increased savings and income	Decision was made at Cabinet on 21 July to hold project until the P002 Service Accommodation Review feasibility report is received from PwC	Sep 2016	Project to be considered at Cabinet on 5 November	Nov 2016	Assistant Director – Housing Property
P116 HRA Financial Plan Review					
B4 Increased savings and income	Options report to be completed for September Finance and Performance Management Committee	Sep 2016	Options report to be completed for future Finance and Performance Management Cabinet Committee. Project on hold awaiting Government guidance	Dec 2016	Director of Communities
Workstream 4 – Major Projects					
P111 Council Housebuilding Programme Team					
B4 Increased savings and income	Appoint a Development Officer via the Agencies	Sep 2016	Continue to look for Development Officer via the Agencies and appoint if appropriate candidate is found	Oct 2016	Assistant Director – Housing Property
P112 Operating Partner for North Weald Airfield					
B4 Increased savings and income	Project on hold due to officers working on other priority project	Aug 2016	Project on hold due to officers working on other priority project	To be determined	Assistant Director – Neighbourhoods
P114 St John's Road Development					
B4 Increased savings and income	Contract to be agreed	Jun 2016	Contract to be agreed	Sep 2016	Development Consultant

Workstream 4 – Major Projects

P120 Council Housebuilding Programme

B4 Increased savings and income	Continued negotiations to result in a Housing Portfolio Holder decision in August and start back on site	Sep 2016	Continued negotiations to result in a Housing Portfolio Holder decision in September and start back on site	Oct 2016	Assistant Director – Housing Property
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Communications

B1 Improved customer value	Communications Plan to be completed	Aug 2016	Communications Plan to be completed	Sep 2016	Public Relations Manager
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<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	01.09.2016	August draft	Charlotte Bryant, Intern Officer	Draft
1.1	02.09.2016	August draft	David Bailey, Head of Transformation	Draft
1.2	02.09.2016	August draft	Charlotte Bryant, Intern Officer	Overdue and remedial actions highlighted
1.3	05.09.2016	August draft	Charlotte Bryant, Intern Officer	Amends
1.4	05.09.2016	August draft	David Bailey, Head of Transformation	Insert key benefits
1.5	06.09.2016	August draft	Charlotte Bryant, Intern Officer	Amends for Cabinet APG

*** End of Report ***



Epping Forest District Council

Report to Cabinet

Report reference: C-028-2016/17

Date of meeting: 6 October 2016

Portfolio: Leader of Council

Subject: Corporate Plan Key Action Plan 2016/17 – Quarter 1 Progress

Responsible Officer: Barbara Copson (01992 564042)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions Required:

(1) That the Cabinet reviews the position in relation to the achievement of the Council's Key Action Plan for 2016-17 at the end of Quarter 1.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Key Action Plan for 2016/17 was agreed by Cabinet in October 2015. Progress in relation to individual actions 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 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 Action Plan for 2016/17 at the end of the first quarter (30 June 2016).

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives, and to consider corrective action where necessary, could have negative implications for the Council's reputation, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing outturn progress against the forty-nine (49) individual actions of the 2016/17 Key Action plan, is attached as Appendix 1 to this report. In reporting progress, the following 'status' indicators have been applied to the individual actions as appropriate for year-end position:

(a) **Achieved (Green)** - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

(b) **On-Target (Green)** - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

(c) **Under Control (Amber)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

(d) **Behind Schedule (Red)** - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

(e) **Pending (Grey)** - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 50 actions in total for which progress updates for the first quarter (Q1) are as follows:

- 32 (64%) of these actions have been 'Achieved' or are 'On Target'
- 7 (14%) of these actions are 'Under Control'
- 2 (4%) are 'Behind Schedule'
- 9 (18%) are 'Pending'

6. The Equality Act 2010 requires that the public sector equality duty is actively applied in decision making. This means that the equality information provided to accompany this report must be actively considered by individual Cabinet members in the course of their consideration and decision making relating to this report. The equality information is provided in the Due Regard Record at the end of this report. This is essential reading for all members of Cabinet involved in the consideration of this report.

7. The Cabinet is requested to review the Q1 progress against the Key Action Plan for 2016/17 to deliver the Key Objectives for 2015/2020. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 25 October. The views of the Scrutiny Committee regarding Q1 progress will be reported to Cabinet on 1 December 2016.

Resource Implications:

None for this report.

Legal and Governance Implications:

None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

The performance information set out in this report has been submitted by each responsible Service Director.

Background Papers:

Relevant documentation is held by responsible Service Directors.

Risk Management:

None for this report.

Due Regard Record

SUBJECT: Corporate Plan Key Action Plan 2016/17 – Q1

REPORT TO: Cabinet (6 October 2016)

Date/Officer	Summary of equality analysis
<p>6 September 2016</p> <p>B Copson</p>	<p>The Council is subject to legislation which requires the Council to pay due regard to the public sector equality duty.</p> <p>An overriding aim of the key objectives is to improve outcomes and circumstances for all sections of the community. Many actions throughout this Plan relate to using our resources in efficient and cost effective ways and maximising the use of facilities, to ensure we are able to continue to fund statutory and discretionary services which benefit everyone in our community.</p> <p>In addition specific actions benefit specific groups of people:</p> <ul style="list-style-type: none"> • the delivery of affordable rented homes benefit a number of groups of people – including families, the elderly and vulnerable • young people can struggle to access work experience and therefore will benefit from the apprenticeship scheme • older people will benefit from the work to take forward an independent living scheme at Hillhouse, Waltham Abbey • a replacement swimming pool in Waltham Abbey will benefit local residents who find travelling to facilities further afield difficult or who need modern facilities in order to access the pool • increased opening hours at the Limes Centre will benefit the elderly, disabled, or anyone who finds it difficult to travel further afield to access Council services or who require more flexible opening arrangements • the rationalisation of reception points at the Civic Offices will provide more coherent and accessible reception services for all customers an in particular those with mobility or mental health problems • the study into the effects of an ageing population will help to ensure the needs of the district’s older people are understood and provided for • the review of housing support at the Council’s sheltered housing schemes will inform the future provision, benefitting older people, and • modernising our sheltered housing stock will better meet the needs of our elderly residents. <p>Detailed equality impacts are identified by Directors in the course of the development and delivery of the individual projects or identified areas of work set out in this action plan.</p>

Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (i)(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	On Target	Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	On Target	Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.
3) Develop additional business cases	Management Board	30-Sep-16	On Target	Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16	On Target	Q1 (2016/17) The Financial Issues Paper will be presented to the Finance & Performance Management Cabinet Committee on 14 July.
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16	Pending	Q1 (2016/17) Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.

Key Objective (i)(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Jul-16	Under Control	Q1 (2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16	Pending	(Q1 2016/17) Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review.
4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme.	Neighbourhoods	30-Apr-16	On Target	(Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16	Pending	(Q1 2016/17) A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.

6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16		Behind Schedule	(Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16		Behind Schedule	(Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017.
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping	Communities	30-Jun-16		On Target	(Q1 2016/17) Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16		Under Control	(Q1 2016/17) A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.
10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton	Communities	30-Jun-16		Under Control	(Q1 2016/17) A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.

Key Objective (i)(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget.
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service	Neighbourhoods	30-Apr-16	Under Control	(Q1 2016/17) Clause being prepared for inclusion in new commercial leases.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	On Target	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations.
4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.	Neighbourhoods Resources	30-Apr-16	On Target	(Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service.
5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team	Neighbourhoods	30-Apr-16	On Target	(Q1 2016/17) Opportunities are being offered to undertake the work.
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16	On Target	(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels.
7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved	(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings.

8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved	(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	On Target	(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Pending	(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery.
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17	Pending	(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	On Target	(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	On Target	(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Key Objective (ii)(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Pending	(Q1 2016/17) It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.

2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16		Under Control	(Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16		Under Control	(Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities	Neighbourhoods	31-Mar-17		On Target	(Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	31-Oct-17		Under Control	(Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.

Key Objective (ii)(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.

Action	Lead Directorates	Target Date	Status	Progress
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	On Target	(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.

Key Objective (ii)(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress
1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-May-16	Achieved	(Q1 2016/17) The Master Plan has been produced, published and formally endorsed by the Cabinet.
2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16	Achieved	(Q1 2016/17) The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.
3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	30-Apr-16	Achieved	(Q1 2016/17) Completed
4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey	Neighbourhoods	30-Sep-16	Achieved	(Q1 2016/17) Completed
5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust	Communities	30-Jun-16	Pending	(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.

Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

Key Objective (iii)(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Jan-17	On Target	(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017.
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17	On Target	(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.

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Key Objective (iii)(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	On Target	(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council's mapping system.

					Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17		On Target	(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17		On Target	(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work.
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17		On Target	(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17		Pending	(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.

Key Objective (iii)(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Action	Lead Directorate	Target Date	Status	Progress	
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Jun-16		On Target	(Q1 2016/17) The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.

2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16		Pending	(Q1 2016/17) This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16		On Target	(Q1 2016/17) Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.
4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.	Communities	30-Jun-16		On Target	(Q1 2016/17) A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.

Report to the Cabinet

Report reference: C-029-2016/17
Date of meeting: 12 October 2016



**Epping Forest
District Council**

Portfolio: Technology & Support Services
Subject: ICT Capital Requirements
Responsible Officer: David Newton (01992 564580).
Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

(1) To note the projects to be scheduled for the financial year 2017/18 and to request that a sum of £414,075 be included in the Capital Programme for ICT and related projects outlined in the report and broken down as below:

- (a) £88,525 for Priority ICT projects;
- (b) £51,050 for Onsite Mobile/Flexible Working Projects;
- (c) £100,000 for Desktop Hardware Projects;
- (d) £97,500 for other ICT projects;
- (e) £77,000 for Directorate projects requiring capital expenditure, including a £22,000 sum for Pay to Stay capability for the Council Rented properties which is contingent upon Government policy.

Executive Summary:

Following the revision of the Capital programme all proposed ICT projects are considered on an annual basis and funding made available when appropriate. Estimated project costs for the financial year 2017/18 are set out below.

Reasons for Proposed Decision:

The ICT projects detailed below are necessary to maintain the current ICT infrastructure, improve business continuity within the Council and allow staff to fully utilise the benefits available from ICT systems.

Other Options for Action:

To refuse the critical projects identified will impact on the reliability of the ICT infrastructure, could result in the inability to make payments and limit ICT ability to support remote workers. To refuse funding for the other projects will impact on the ICT strategy implementation and the overall transformation program.

Report:

1. During 2015/16 the ICT Programme progressed very well with 15 schemes completed successfully. Capital expenditure totalled £311,000 compared to a revised budget of £315,000.

2. The ICT Programme of £274,000 for 2016/2017 is also progressing well, with the Uninterruptible Power Supply, GOOD for Enterprise, security device replacement and storage solution projects all completed. The upgrade to the General Ledger software is due for completion during September and the mobile and flexible working programme is ongoing. It is not anticipated that there will be any funds remaining from the 2016/17 programme for use in 2017/18.

3. Capital funding is sought for 2017/18 for the following projects, (assessed benefits are contained in the appendices):

(a) Priority ICT Strategy Projects – please see Appendix 1:

Project	Explanation	Amount
Storage Area Network Extension	To meet demands for additional storage resulting from increased levels of document scanning, additional hard drives are required.	£8,900
Back-up solution extension	The additional space on the Storage area network will require corresponding space on our back-up solution. Additional tapes and tape drives are required.	£13,500
Replace Wireless Network Virtual Server Host	The physical server that hosts the Virtual machine that the wireless network depends upon requires replacement, this cost covers a two host solution to provide redundancy, and associated licenses	£10,000
Memory increase for Local Area Network Host Servers	Increase in memory to reflect increasing levels of usage, and to ensure that performance is acceptable in the event of loss of one host server	£6,000
Increase in size of disk pool at Disaster Recovery site	Use of the Disaster Recovery site for replicated storage of data has highlighted the need for additional storage capacity.	£2,000
Replacement of Corporate main firewalls	The four units which act as Firewalls for our public and private networks are end of life in 2017/18 and will require replacement.	£20,000
Completion of Uninterruptable power supply rollout to remote sites	This will complete the rollout of these units, improving resilience at six additional sites.	£5,000
Customer Portal Integration – My Account	Allows integration of Corporate online form solution Customer Portal (Firmstep Self) and Capita Connect Customer portal.	£3,125
Gazetteer Replacement	The corporate Gazetteer software (used for managing our addressing data) is limited in functionality and prone to failure, replacement of it would improve the operation of that team and the service offered.	£10,000
Northgate Oracle Database	The Oracle 11 Databases used by the Northgate Assure systems require upgrade to a supported Oracle Version.	£10,000

upgrade		
Total		£88,525

(b) Onsite Mobile/Flexible Working Projects – please see Appendix 2:

Project	Explanation	Amount
Northgate Aspire Mobile Working	Extension of Mobile Working solution to cover Environmental Health, Private Sector housing and other users of the form M3 Public Protection system	£40,000
Offline Mobile Working	Allows use of Corporate Forms solution (Firmstep forms) in an offline mode when WiFi or 3G/4G is not available (50 users) – initial rollout will cover Benefits.	£5,250
Branch Routers	To accommodate normal growth, and unit attrition another 40 Branch Routers are required for remote worker connectivity	£5,800
Total		£51,050

(c) Desktop Hardware Projects – please see Appendix 3:

Project	Explanation	Amount
Replacement of terminals	Replacement of all remaining end of life Thin Client Terminals.	£25,000
Replacement Laptops	A number of existing laptops will require replacement in this year	£15,000
Replacement Smartphones/Tablets	A number of existing Smartphones/Laptops require replacement	£10,000
Desktop environment upgrades including a Pilot of Virtual Desktops and Citrix enhancements	Citrix is the system that ICT uses to deliver software and desktops to users. The current version is up to date, but does not offer the best balanced solution to all users and some work is required to improve performance. The change to using Virtual Desktops will mean performance can be tailored more easily to user requirements, it is proposed to use part of this funding to pilot this technology in 2017/18 to inform strategy and facilitate a future rollout in in 2018/19	£50,000
Total		£100,000

(d) Other ICT Strategy Projects – please see Appendix 4:

Project	Explanation	Amount
Extension of telephone system	ShoreTel Mobility extends our telephone system by allowing users to use their smartphones as part of the network. This means that when attached to our wireless network, users can make and receive calls and also use an App to replicate the functionality of the desktop client. There are currently 200 smartphone users who could access this facility, which would potentially remove the need for future additional expenditure of approximately £50,000.	£32,000
SQL Licensing	Additional MS SQL Licensing is required to ensure Licensing Compliance.	£40,000

Software Assurance	Additional Windows DataCenter Licences to allow staff access to Windows products in a virtual environment.	£10,500
Application Admin HOTH licenses	As part of the rollout of the Service Desk system, and to ensure close working of Directorate Application Administrators with ICT it is proposed to buy additional licenses for the systems to allow them to directly access it, and have work passed to them in a seamless fashion. They can also then use the system to manage their own Application support workload.	£10,000
Remote Support tools	Bomgar is a tool which will allow us to securely offer remote support to PCs sitting outside of our core network infrastructure; this will be of real value in supporting remote working.	£5,000
Total		£97,500

(e) Directorate ICT Projects requiring Capital Funding – please see Appendix 5:

Project	Explanation	Amount
Communities: Community Services online booking system	Current bookings systems were developed in house to meet business needs, as these needs have now evolved and greater self-service is required a new off the shelf solution is required.	£40,000
Communities: Pay to Stay	Contingent Item – this will not be required if Government Policy on Pay to Stay changes, however the sum is to be requested to ensure funding to cover the cost of software and implementation is available. Ongoing costs (portal £12,000 p/a and support £3,125 p/a will need to be met from HRA).	£22,000*
Communities: OHMS Database Upgrade	Database upgrade required to ensure continued supplier support	£5,000*
Resources: Call Secure	Required to ensure our telephone payments are compliant to PCI-DSS requirements.	£10,000
Total	*to be funded from HRA	£77,000

Resource Implications:

Our budgetary estimates indicate that an amount of £414,075 is required for all the above capital projects.

Legal and Governance Implications:

The replacement of the main firewalls are essential to ensure we continue to comply with the government required PSN (Public Sector Network) code of connectivity, essential for the exchange of sensitive data between government departments such as the DWP (Department for Work and Pensions) required by the benefits department.

Safer, Cleaner and Greener Implications:

The new hardware, especially thin client terminals, are far more energy efficient.

Consultation Undertaken:

Discussion undertaken with all Directorates.

Background Papers:

ICT Strategy.

Risk Management:

Failing to maintain and update the ICT infrastructure could disrupt the day to day operations of critical systems and will have a significant impact on staff's ability to carry out their duties.

Appendix 1 - Priority ICT Strategy Projects

Storage Area Network Expansion: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X	X						
Council	X	X	X		X	X	X	X	
Members	X	X	X						

Back up Solution Extension: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council			X			X			
Members									

Replace Wireless Network Virtual Server Host: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X						X	
Council	X	X	X			X	X	X	
Members	X	X						X	

Memory increase for Local Area Network Host Servers: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public		X	X						
Council		X	X						
Members		X	X						

Increase in size of disk pool at Disaster Recovery site: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public			X						
Council			X						
Members			X						

Replacement of Corporate main firewalls: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public		X	X					X	
Council		X	X					X	X
Members		X	X					X	

Completion of Uninterruptable power supply rollout to remote sites: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X		X					X	
Council	X	X	X				X	X	
Members	X		X					X	

Customer Portal Integration – My Account: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X			X	X	X	X	
Council	X	X	X		X	X	X	X	
Members	X	X							

Gazetteer Replacement: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X					X	X	X	
Council	X	X	X		X	X	X	X	
Members									

Northgate Oracle Upgrade: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public			X						
Council			X						
Members			X						

Appendix 2 - Onsite Mobile/Flexible Working Projects

Northgate Aspire Mobile Working: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X				X	X	X	X
Council	X	X			X	X	X	X	X
Members						X		X	

Offline Mobile Working: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X				X	X	X	X
Council	X	X		X	X	X	X	X	X
Members						X		X	

Branch Routers: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council		X			X	X	X	X	X
Members									

Appendix 3 - Desktop Hardware Projects

Replacement IGELs: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council		X	X	X	X	X	X		
Members									

Replacement Laptops: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council		X	X		X	X	X		X
Members									

Replacement Smartphone/Tablets: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council		X	X		X	X	X		X
Members									

Desktop environment upgrades including a Virtual Desktops Pilot and Citrix: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X						X	
Council	X	X	X	X	X	X	X	X	X
Members		X						X	

Appendix 4: Other ICT Strategy Projects

Extension of telephone system: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X					X	X	
Council	X	X		X	X	X	X	X	X
Members	X	X				X		X	

SQL Licensing: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council			X	X					
Members									

Software Assurance: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council			X	X					
Members									

Application Admin HOTH licenses: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public								X	
Council	X		X	X	X	X	X	X	X
Members						X		X	

Remote Support tools: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public									
Council	X	X	X		X	X	X	X	X
Members									

Appendix 5: Directorate ICT Projects requiring Capital Funding

Communities: Community Services online booking system: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X	X			X	X	X	
Council	X	X	X			X	X	X	
Members									

Communities: Pay to Stay: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X	X				X		X	
Council	X	X				X		X	
Members									

Communities: OHMS Database Upgrade: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public		X	X						
Council		X	X						
Members									

Resources: Call Secure: Assessed benefits:

	Customer Service	24/7 Service Availability	24/7 Service Resilience	Retain Low Council Tax and use finances efficiently				Improved communication	Enable flexible/remote working
				Reduced procurement costs	Reduced ongoing costs	Improved process	Improved Staff productivity		
Public	X		X					X	
Council	X		X			X		X	
Members									

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Date / Name	Summary of equality analysis
1/9/16 David Newton	<p>The projects within this report will impact on both employees and the public</p> <p>The two groups impacted by the strategy are members of staff (if they lack ICT skills as our training offering is being changed) and people with disabilities. (Public in terms of online service via the website, staff in terms of new technology).</p> <p>Mitigation is in place for both of these areas, a training needs analysis is to be carried out for new starters, and one to one coaching will be available to them if required (and to existing staff). We will also ensure that suitable hardware and software solutions (e.g. Jaws) are tested and available to staff members with disabilities that require them</p> <p>In terms of online service provision, the Website Development Board continues to oversee the development of the website and collate any feedback received, which is then fed back into the design of the site.</p> <p>The projects also advance equality of opportunity by improving the ways we can collect and analyse data, which will help us pinpoint areas of need or analyse trends. Also the move to put more services online helps make information more available to all groups, and accessible to those with mobility issues, or who are unable to access our services in normal hours.</p> <p>The projects will also offer benefits by increasing the scope for flexible/remote working by staff, which will assist those with Caring responsibilities.</p>

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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