



# Uttlesford District Council

Chief Executive: Dawn French

## Cabinet

**Date:** Thursday, 15th February, 2018  
**Time:** 7.00 pm  
**Venue:** Council Chamber - Uttlesford District Council, Council Offices, London Road, Saffron Walden, CB11 4ER

**Leader and Chairman:** Councillor H Rolfe  
**Members:** Councillors S Barker, S Howell, V Ranger, J Redfern and H Ryles

**Other attendees:** Councillors A Dean (Liberal Democrat Group Leader and Chairman of Scrutiny Committee), J Lodge (Residents for Uttlesford Group Leader) and E Oliver (Chairman of Governance, Audit and Performance Committee)

### Public Speaking

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements subject to having given notice by 12 noon two working days before the meeting.

## AGENDA PART 1

### Open to Public and Press

**1 Apologies for Absence and Declarations of Interest**

To receive any apologies for absence and declarations of interest.

**2 Minutes of the Previous Meeting**

5 - 10

To consider the minutes of the meeting held on 11 January 2018.

**3 Questions or Statements from Non-Executive Members of the Council (standing item)**

To receive questions or statements from non-executive members on matters included on the agenda.

**4 Matters Referred to the Executive by the Scrutiny Committee or by the Council (standing item)**

To consider matters referred to the Executive for reconsideration in accordance with the provisions of the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Rules.

**5 Consideration of reports from overview and scrutiny committees (standing item)**

To consider any reports from the Scrutiny Committee.

**6 Refugee Working Group (standing item)**

To receive any reports from the Refugee Working Group.

**7 Budget Monitoring 2017/18 - Quarter 3 Outturn** 11 - 32

To consider the Budget Monitoring 2017-18 Quarter 3 outturn report.

**8 Budget Covering Report 2018/19** 33 - 44

To consider the Budget covering report for 2018/19.

**9 Robustness of Estimates and Adequacy of Reserves** 45 - 70

To consider the Robustness of Reserves & Adequacy of Estimates report.

**10 Medium Term Financial Strategy 2018/19** 71 - 88

To consider the Medium Term Financial Strategy for 2018/19.

**11 Treasury Management Strategy 2018/19** 89 - 110

To consider the Treasury Management Strategy for 2018/19.

**12 Capital Programme 2018/19 to 2022/23** 111 - 122

To consider the Capital Programme for the 5 year period 2018/19 to 2022/23.

**13 General Fund Budget and Council Tax 2018/19** 123 - 162

	To consider the General Fund budget and Council Tax 2018/19 report.	
<b>14</b>	<b>Housing Revenue Account Budget 2018/19</b>	163 - 204
	To consider the Housing Revenue Account Budget for 2018/19 and the accompanying Equality Impact Assessment.	
<b>15</b>	<b>Procurement Strategy 2018/19</b>	205 - 210
	To consider the Procurement Strategy 2018/19 report.	
<b>16</b>	<b>Corporate Plan Delivery Plan 2017/18 - Quarter 3 Progress Update</b>	211 - 226
	To receive the Corporate Plan Delivery Plan 2017/18 Quarter 3 Progress Update report.	
<b>17</b>	<b>Corporate Plan 2018/22</b>	227 - 232
	To consider the Corporate Plan 2018/22 report.	
<b>18</b>	<b>Corporate Economic Development Strategy 2018/21</b>	233 - 284
	To consider the Corporate Economic Development Strategy for 2018/21.	
<b>19</b>	<b>The Local Development Scheme (LDS)</b>	285 - 318
	To consider the Local Development Scheme.	
<b>20</b>	<b>London, Brentwood and Chelmsford Local Plan Consultations</b>	319 - 322
	To consider the report on the London, Brentwood and Chelmsford Local Plan consultations.	
<b>21</b>	<b>Street Name and Numbering Policy</b>	323 - 356
	To consider the Street Name and Numbering policy report.	
<b>22</b>	<b>Any other items the Chairman considers urgent</b>	
	To receive any other items that the Chairman considers to be urgent.	

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The agenda is split into two parts. Most of the business is dealt with in Part I which is open to the public. Part II includes items which may be discussed in the absence of the press or public, as they deal with information which is personal or sensitive for some other reason. You will be asked to leave the meeting before Part II items are discussed.

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**CABINET MEETING held at COUNCIL OFFICES LONDON ROAD  
SAFFRON WALDEN on 11 JANUARY 2018 at 7PM**

Present: Councillor H Rolfe (Leader)  
Councillor S Barker (Deputy Leader and Cabinet Member for Environmental Services)  
Councillor S Howell (Cabinet Member for Finance and Administration)  
Councillor V Ranger (Cabinet Member for Communities and Partnerships)  
Councillor J Redfern (Cabinet Member for Housing)  
Councillor H Ryles (Cabinet Member for Economic Development)

Also present: Councillor A Dean (Liberal Democrats Group Leader and Chairman of Scrutiny Committee), Councillor J Lodge (Residents for Uttlesford Group Leader).

Officers in attendance: D French (Chief Executive), R Harborough (Director of Public Services), Angharad Hart (Conservation Officer), S Pugh (Interim Head of Legal Services and Monitoring Officer), P Snow (Democratic and Electoral Services Manager) and A Webb (Director of Finance and Corporate Services).

**CA75 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 30 November 2017 were received and signed by the Chairman as a correct record, subject to the following amendments.

Substitute the following words at CA60 as a correction to Minute CA49:

“That Scrutiny Committee had endorsed the Cabinet’s decision but wished the Cabinet to take into account the need to achieve infrastructure enhancements for the benefit of the community by investing some of the capital receipts from the land sale.”

In the resolution to Minute CA63, the following amendments:

- Rickling Primary School
- Rickling Green Recreation Association, Rickling
- All Saints Church, Rickling

**CA76 REPORTS FROM GOVERNANCE, AUDIT AND PERFORMANCE AND SCRUTINY COMMITTEES**

Councillor Dean as Chairman of the Scrutiny Committee reported on arrangements for the provision of training for Scrutiny members as part of a drive to improve the way scrutiny operated. Sufficient funding had been secured for this initiative from the LGA to allow for three days of external

support. This would involve personal interviews with committee and other members as well as officers.

**CA77 REPORT ON REFUGEES**

Councillor Redfern reported briefly on the successful arrival and housing of a Syrian refugee family in December. The family was receiving regular visits from a support worker.

**CA78 BUSINESS RATES – REVALUATION RELIEF**

Councillor Howell presented a proposal to amend the criteria for the Business Rates Relief Scheme so that it would be awarded automatically to qualifying businesses without the need for an application process.

The change had been proposed by the Government to counter the low take up rate for the relief scheme from eligible businesses at a much lower than expected rate of only 30%.

He further proposed awarding the Pub Relief after the application of all other reliefs. The effect of the current policy requiring pub relief to be awarded before other reliefs were applied was having a detrimental effect on many pubs in small village communities.

The revaluation of business rates had taken around 50% of businesses out of business rates entirely. The transitional scheme funded by Government allowed for relief for companies with a rateable value of less than £200k suffering an increase of 12.5% or more.

Councillor Ryles added his support for these proposals.

RESOLVED to recommend to Full Council the following amendments to the criteria of the Business Rates Relief Schemes:

- a) That the revaluation relief scheme is awarded automatically to qualifying businesses, by withdrawing the application process.
- b) That the Pub Relief is awarded after all other reliefs have been applied.
- c) To notify all qualifying businesses that the relief will be awarded automatically.

**CA79 REDEVELOPMENT OF THE MOORS LITTLE DUNMOW**

Councillor Redfern introduced a report proposing the redevelopment of The Moors, Little Dunmow to replace 12 Council owned bungalows with a mix of 16 new dwellings, with associated gardens and a parking court area. The bungalows were all showing signs of worsening subsidence the remediation of which was not considered as financially viable.

Japanese knotweed was also confirmed as present on the site and would need specialist treatment to eradicate it.

Preliminary indications were that costs of the redevelopment would be in the region of £2,485,000. Provision for this work had been made in the Housing Revenue Account. Redevelopment would allow the use of some Right to Buy capital receipts. In addition to the estimated cost, there was a £300,000 allowance for abnormal site issues including Air Source Heat Pumps, enhanced elevational treatment work and site demolition costs.

Councillor Barker congratulated the sensitivity shown in dealing with the residents of the existing bungalows, some of whom had been in occupation for a great many years.

Executive and other members asked a number of questions about the detail of the plans included in the report, including the application of garden village principles. In responding to these comments, Councillor Rolfe said that the key question revolved around the quality of design, with attention paid to issues of sustainability such as ease of access to public transport and energy efficiency.

The Director of Public Services noted that the availability of Right to Buy receipts was time limited and it was important to press ahead quickly.

The Cabinet endorsed the design proposals included in the report whilst noting these were subject to change. Councillor Redfern confirmed that the intention was to achieve the highest possible specification within the cost provision but some compromises might be unavoidable.

RESOLVED to approve the redevelopment of The Moors, Little Dunmow to replace 12 Council owned bungalows with a mix of 16 new dwellings, in line with the detail in the report.

CA80

## **STATEMENT OF COMMUNITY INVOLVEMENT**

Councillor Barker proposed the adoption of the amended Statement of Community Involvement following consideration by the Planning Policy Working Group on 14 December.

Following a question from Councillor Dean about a representation received from Dr Mott concerning the lack of neighbourhood planning in Elsenham, Cabinet members discussed the capacity of some villages to undertake neighbourhood plans. Councillor Barker commented that, while a number of neighbourhood plans were in progress, the process was more suited to larger settlements. She was willing to consider further discussing the options with parish councils. In some cases it might be beneficial for smaller parishes to consider co-operating with neighbouring villages.

The Cabinet supported the revised Statement of Community Involvement.

RESOLVED to adopt the amended Statement of Community Involvement.

CA81

## **ASSET OF COMMUNITY VALUE NOMINATION FOR ANDREWSFIELD AIRFIELD**

Councillor Barker reported on the receipt by Braintree District Council of a nomination from Great Saling Parish Council to list Andrewsfield Airfield as an asset of community value. The land and building was partly within Uttlesford and there was a joint responsibility on both authorities to determine the application. This had to be done by 1 February 2018.

It had not proved possible to prepare a report in time for consideration at this meeting. She therefore proposed referring this matter for consideration by the Assets of Community Value Committee. As there were a number of other nominations potentially needing to be determined by the date of the next Cabinet meeting, she further proposed delegating the determination of those nominations to the Committee.

It was noted the Committee would meet in public to determine these applications and the decisions made were subject to the normal call in process.

RESOLVED to delegate the following items for determination to the Assets of Community Value Committee comprising the Leader, the Portfolio holder for Environmental Services, and the Portfolio holder for Communities and Partnerships:

- a) the decision on determination of a nomination to list Andrewsfield Airfield as an asset of community value; and
- b) the determination of all other assets of community value nominations that would otherwise have been referred to the Cabinet meeting on 15 February 2018

CA82

## **SAFFRON WALDEN CONSERVATION AREA APPRAISAL 2017/18**

Councillor Barker proposed approval of the revised Saffron Walden Conservation Area Appraisal document, including some changes to the area boundary as well as some management proposals. The boundary changes were to zones 4 and 5 as further detailed in the report. She said the appraisal was a living document and it was vital to keep it up to date.

Reference was made to a number of details within the report that would benefit from some clarification. Councillor Barker agreed to circulate revised wording where appropriate.

A short discussion took place on the poor standard of some shop signage in parts of Saffron Walden and members enquired whether it would be possible to impose stricter controls on the style and content of signage. Councillor Barker agreed to take this matter up with planning officers and would notify Councillor Redfern of the outcome.

RESOLVED to approve the revised Conservation Area Appraisal document, in conjunction with the proposed boundary changes.

**ARTICLE 4 DIRECTION FOR LOCAL HERITAGE LIST**

Councillor Barker presented a report proposing the adoption of the principle of issuing an Article 4 Direction supporting the Local Heritage List. She said the intention of this proposal was to create a heritage list of properties throughout Uttlesford, whether or not they were included within a conservation area, or were within a conservation area subject to an existing Article 4 Direction. The direction of travel was to be in a position to apply a blanket Article 4 Direction across the district to sweep up all of the heritage assets being identified that were considered worthy of protection but did not have listed status.

A number of questions had been raised about particular places within conservation areas. She said that buildings that were not considered worth listing as heritage assets were unlikely to be worthy of having an Article 4 Direction applied to them.

The purpose of issuing the Direction would be to remove specified permitted development rights from selected properties identified on the Local Heritage List. The additional controls over alterations and development would apply to all properties on the Local Heritage List within existing Conservation Areas, and outside them, where it was felt necessary to preserve the special character and appearance of the area. This would allow a more consistent approach to be applied to the management of alterations made to these buildings to help protect their historic, architectural and local importance.

*Councillors Redfern, Rolfe, Dean and Lodge each declared a personal interest as occupiers of properties subject to an existing Article 4 Direction.*

Councillors raised a number of concerns about the intention of the proposal and the potential for the character of existing conservation areas to be undermined because not all buildings within those areas were subject to strict planning controls. Councillor Dean thought this conflicted with a policy in the Draft Local Plan about the impact of development both inside and adjacent to conservation areas.

The Director of Public Services clarified that, where planning permission was required for development either within or adjacent to a conservation area, the adopted Local Plan had a policy in place designed to protect the special characteristics of the conservation area. The emerging Local Plan was looking at the impact of development adjoining a conservation area on the character of the conservation area.

However, some minor developments did not require a planning application to be submitted. The purpose of the proposed Article 4 Direction was to require planning applications for designated properties to allow the opportunity to consider whether the development protected the character of the conservation area.

In the existing conservation areas already subject to an Article 4 Direction, restrictions on permitted development rights were quite tightly defined and the scope for development to adversely affect the character of the conservation

area was limited. Other conservation areas were less tightly defined. It was therefore a question of balance as to whether the extra obligations placed on property owners by additional controls could be justified.

The Conservation Officer provided further commentary on the intention of the proposal to capture the majority of buildings already identified as being of special architectural significance both inside and outside conservation areas. This would provide wider protection than was presently available across all conservation areas in the district and did not preclude imposing blanket Article 4 protection in the future if additional planning controls were felt to be needed.

Cabinet and other members raised further questions and these were debated at length. Councillor Howell had seconded the proposal and commented that he was in favour of the broad principles contained in the report. He was proud of the Council's position of acting to preserve and protect the very many buildings of special architectural and historic merit in the district, including those outside conservation areas.

There was full support from Cabinet members for the proposal in the report. Once it had been prepared, the Article 4 Direction would be referred to the Cabinet for approval, following a period of public consultation.

RESOLVED to support the principle of issuing an Article 4 Direction supporting the Local Heritage List.

CA84

#### **EPPING FOREST DISTRICT COUNCIL LOCAL PLAN CONSULTATION**

Councillor Barker explained the process needed to respond to the consultation on Epping Forest District Council's Draft Local Plan. It was agreed that the Council's response should be delegated for submission by the stated deadline for representations of 29 January 2018.

RESOLVED to delegate authority to the Director of public Services, in consultation with the Deputy Leader, to respond formally to Epping Forest District Council's "Regulation 19" consultation on its Draft Local Plan.

The meeting ended at 8.10pm.

<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Budget Monitoring 2017/18 - Quarter 3 Outturn		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. This report details financial performance relating to the General Fund, Housing Revenue Account, Capital Programme and Treasury Management. It is based upon actual expenditure and income from April to September and predicts a forecast for the end of the financial year.
2. The General Fund is forecasting a £1,575,000 underspend which is mainly due to the income from the in-year purchase of the 50% share in Chesterford Research Park.
3. The Capital Programme is forecasting to underspend by £10,343,000; the updated position includes slippage brought forward from 2016/17 and slippage of £10,050,000 to be carried forward to 2018/19. This leaves an actual underspend of £293,000.
4. The Housing Revenue Account is forecasting an operating surplus of £134,000 and an overall underspend of £2,994,000, which is directly linked to the slippage in the Capital Programme.
5. Treasury management activity now includes external borrowing on both short term and long term which relates to the Council's purchase of the 50% share of Chesterford Research Park by Aspire (CRP) Ltd (the council's wholly owned subsidiary company).

## Recommendations

6. The Cabinet is recommended to approve the outturn forecast and reserves position.

## Financial Implications

7. Included in the body of the report.

## Background Papers

8. None

## Impact

9.

Communication/Consultation	Budget Holders and CMT have been consulted
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	N/A

## General Fund

10. On the bottom line, a £1,575,000 underspend is forecasted and this is due in the main to the increased investment income from the loan to Aspire (CRP) Ltd. Full details of the Council's borrowing commitment is shown in the Treasury Management section (from point 27).

11. A summary of the budget by portfolio is shown below and this is set out in more detail in Appendix A.

£ '000	2016/17	2017/18			
	Outturn	Original Budget	Current Budget	Forecast Outturn	Variance
Communities & Partnerships	779	1,012	1,555	1,390	(165)
Housing & Economic Development	1,353	1,606	1,563	1,489	(74)
Environmental Services	2,492	3,111	3,111	3,394	283
Finance & Administration	5,164	5,720	5,879	5,915	36
<b>Portfolio (Service) Budgets</b>	<b>9,788</b>	<b>11,448</b>	<b>12,108</b>	<b>12,187</b>	<b>80</b>
Corporate Items	1,088	710	4,338	(304)	(4,642)
<b>Total Net Budget</b>	<b>10,876</b>	<b>12,158</b>	<b>16,446</b>	<b>11,883</b>	<b>(4,562)</b>
Funding	(8,410)	(6,064)	(6,064)	(6,119)	(56)
<b>Net Operating Expenditure</b>	<b>2,466</b>	<b>6,094</b>	<b>10,382</b>	<b>5,764</b>	<b>(4,618)</b>
Transfers to/from (-) Reserves	2,206	(1,059)	(5,347)	(2,304)	3,043
<b>OVERALL NET POSITION</b>	<b>4,672</b>	<b>5,035</b>	<b>5,035</b>	<b>3,460</b>	<b>(1,575)</b>



12. The current budget has increased by £4,288,000 from original and this relates to the following;

Portfolio Services

- £500,000 - SIF contribution to Carver Barracks Running Track
- £50,000 – Local Highways Panel
- £50,000 – Garden Communities delivery project

Corporate Items

- £3,688,000 compared to the original budget, this relates to the projects carried forward (slippage) from the 2016/17 capital programme as approved by Cabinet in July 2017 as part of the Final Outturn position for 2016/17.

13. The overall net position shows an increase in the surplus of £87,000 compared to the previous quarter. and the table below gives a breakdown of the movement within each specific budget area for each quarterly outturn.

	Qtr. 1 Variance	Qtr.2 Variances	Qtr.3 Variances	Variance Movement
Portfolio (Service) Budgets	(236)	181	80	(101)
Corporate Items	(1,005)	(1,559)	(4,642)	(3,083)
Funding	258	276	(56)	(332)
Reserves Transfers	(177)	(386)	3,043	3,429
<b>Total Variance</b>	<b>(1,160)</b>	<b>(1,488)</b>	<b>(1,575)</b>	<b>(87)</b>

14. The Service Budgets show a net overspend of £80,000 which gives a reduced overspend from the previous quarter of £101,000. Full details of all variances are shown in Appendix C.

15. The key factor contributing to reduction in the Service Budget overspend compared to quarter2 is a lower requirement for agency staff in Planning Policy which gives a cost saving of £90,000. This was funded from the Planning Reserve and has a net nil bottom line effect, but this will release the commitment on the Planning Reserve and allow for further support in future years.

16. The table below summarises the variances by portfolio and shows the savings attributed to the current year (one off) and those that will continue into future years (on-going).

	Savings/increased income		Budget Adj/decreased income	
	One-off	On-going	One-off	On-going
Communities & Partnerships	(42,480)	(26,310)	0	0
Housing & Economic Development	(124,850)	(68,800)	76,000	0
Environmental Services	(238,110)	(271,570)	459,380	97,000
Finance & Admin	(836,202)	(138,540)	868,436	110,030
<b>Service Total</b>	<b>(1,241,642)</b>	<b>(505,220)</b>	<b>1,403,816</b>	<b>207,030</b>
Other minor net variances				62,828
<b>Total Net (efficiency)/growth 2017/18</b>				<b>(73,188)</b>
Items to be funded from reserves	(293,410)	0	446,700	0
<b>Total Service Variance (as per summary report)</b>				<b>80,102</b>

17. The current year savings are in line with the prediction for quarter 2 of £69,977 showing a small positive increase of £3,211.

18. Future year's savings are consistent with quarter 2 predictions at £298,190 (£505,220 - £207,030).

### Corporate Items

19. Corporate items have a total variance of £3,083,000 with is made up of the following items

- Investment income and charges – a net increase in income of £1,438,000 which is made up of income of £1,687,000 and borrowing costs of £249,000. The variance relates to the annual income generated from the loan to Aspire (CRP) Ltd, the Council's wholly owned subsidiary, for the purchase of the 50% share in Chesterford Research Park, as this had not been finalised when setting the budget neither the income or the associated costs were included.
- Capital Financing – shows a reduction in financing costs of £3,591,000 which is directly related to the Capital Programme both the programme slippage and the financing will be carried into future years in line with the associated capital expenditure. The Capital Programme is discussed later in the report.

## **Variations outside of the Council's control and influence**

20. The key variations that are outside of officers' control and influence are detailed below.

- Housing Benefits - £340,000 underspend is due to the reduction in current caseload, this figure is an estimate and the actual outcome can vary throughout the year and is dependent on various external factors.
- Business Rates Retention (BRR) - £56,000 increased income is the net effect of adjustments which relate to a successful appeal by one of our largest businesses late in 2016/17 and adjustments by the DCLG to the tariff and top up.
- Pension Fund Deficit - £207,000 overspend is the updated cost of the 3 year upfront payment (saving achieved by paying in advance).

21. The outturn forecast is the most informed prediction we have at this point in time and there is an element of risk to the outturn predictions in the year to some areas. These risks could impact on the final outturn position. Detailed below are the areas which are at high risk and have the potential to affect our year-end financial position.

- Business Rates Retention - the total business rate income recognised in the Council's account is subject to change, due to the difficulty in estimating the year end business rate levy and realisation of appeals. The total business rate levy is linked to the net use of business rates appeals provision within the year. The Council is reliant on the Valuation Office Agency (VOA) to release these figures and for UDC's consultant to assess the potential impact on the appeals provision at year end promptly. The actual position is not known until year end and it is difficult to estimate this during the year.
- Planning Policy agency staff and consultancy costs are subject to change and the current forecast spends and resource requirement is dependent on decisions to be taken following the completed Regulation 18 Local Plan consultation.
- Housing Benefit Subsidy Income Claims – due to the complexity of the subsidy claim, a change in number of claimants throughout the year and the high financial value of the subsidy income, even a small % change can have a significant impact on the budget. For example a 1% change to caseload can increase or decrease the bottom line by approximately £68k.
- Council Tax Sharing Agreement – Uttlesford is part of an Essex Wide Agreement to improve collection performance and reduce fraud within Council Tax. This income source could fluctuate throughout the year.

## Reserves

22. The predicted balance as at 31 March 2018 of usable reserves is £9,403,000, the current budget estimated a drawdown requirement of £5,347,000, the actual net use of reserves is forecast at £2,304,000. The complete reserves position is set out in Appendix B.
23. There is a net decrease in the use of reserves of £3,042,000 and this relates to the following items;

Reserve	Amount	Details
	£ '000	
New Depot Site	(2,879)	New depot site delayed and funding will be carried forward in line with capital project slippage
Planning	285	Public Inquiries relating to planning appeals and agency/consultancy for work on the local plan
Licensing	(77)	Increased income allocated to ringfenced reserve as 3 year rolling account
PFI	(95)	Increased income allocated to ringfenced reserve for future years pressures
Homelessness	(64)	Grant received and allocated whilst administration of spend is determined
SIF/Transformation	28	Net of reduction in Management Consultancy training and phase 2 of HR project
Working Balance	(95)	Contingency adjustment to working balance based on mandatory calculation against income and expenditure
Capital Slippage	(167)	Drawdown element of previous year capital revenue contribution applicable in current year
Health and Wellbeing	22	As per initiatives detailed in the Health and Wellbeing Strategy
	<u>(3,042)</u>	

24. The Strategic Initiatives Fund predicted balance as at 31 March 2018 is £1,910,000, but there is a commitment to fund £500,000 for Superfast Broadband. The actual available balance is therefore £1,410,000.

<b>Strategic Initiatives Fund</b>	
	£ '000
<b>Opening Balance</b>	<b>7,492</b>
<b>Original Budgetted items</b>	
Surplus from 17/18 budget setting	564
Support for consultancy relating to Aspire (CRP) Ltd	(450)
Transfer to New Depot Site reserve	(2,000)
Transfer to Pension Reserve	(770)
Transfer to Transformation Reserve	(1,000)
<b>In year transfers</b>	
Transfer to Planning Reserve to support the Local Plan	(691)
Transfer of Capital Financing slippage	(366)
Economic Development Essex Joint Initiative	(10)
Contribution to Local Highways Panel	(50)
Revenue contribution to GDPR	(9)
Contribution to Carver Barracks	(500)
Contribution to Harlow College	(300)
<b>Closing Balance 31 March 2018</b>	<b>1,910</b>
<b>Funds to be drawdown 2018/19</b>	
Superfast Broadband - Joint Essex initiative	(500)
<b>Actual Funds Available</b>	<b>1,410</b>

## Housing Revenue Account (HRA)

- The HRA is predicting a surplus of £2,994,000, this is made up of £134,000 underspend in service provision and £2,860,000 reduction in revenue funding for capital projects. A summary of the budget is shown in the table below and full details of the budget are shown in Appendix D.

£'000	2016/17	2017/18			
	Outturn	Original Budget	Current Budget	Final Outturn	Variance
Total Service Income	(15,412)	(15,222)	(15,222)	(15,321)	(98)
Total Service Expenditure	4,304	4,251	4,251	4,348	96
Total Corporate Items	7,617	10,329	10,329	10,197	(132)
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(3,491)</b>	<b>(642)</b>	<b>(642)</b>	<b>(776)</b>	<b>(134)</b>
Funding of Capital Programme from HRA	3,220	2,449	9,165	4,033	(5,132)
Use of Reserves	271	(1,807)	(5,529)	(3,257)	2,272
Total Use of Reserves/Funding	3,491	642	3,636	776	(2,860)
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>2,994</b>	<b>0</b>	<b>(2,994)</b>

- The reduction in the capital funding requirement is directly related to the slippage in capital projects as shown in Appendix E.
- The table below details the current reserves position and shows that an estimated drawdown on usable reserves for the current year is £1,257,000.

Reserve	Actual Balance	Forecast transfer from HRA	Forecast Transfer to HRA	Transfer between Reserves	Estimated Balance
£'000	1st April 2017				31st March 2018
<b><u>RINGFENCED RESERVES</u></b>					
Working Balance	498	13	0	0	511
	498	13	0	0	511
<b><u>USABLE RESERVES</u></b>					
<b><u>Revenue Reserves</u></b>					
Transformation / Change Management	180	0	0	0	180
Revenue Projects	60	0	0	0	60
	240	0	0	0	240
<b><u>Capital Reserves</u></b>					
Capital Projects	3,809	166	0	0	3,975
Potential Development Projects	2,298	0	(1,118)	0	1,180
Sheltered Housing Projects	318	0	(318)	0	0
	6,425	166	(1,436)	0	5,155
<b>TOTAL USABLE RESERVES</b>	<b>6,665</b>	<b>166</b>	<b>(1,436)</b>	<b>0</b>	<b>5,395</b>
<b>TOTAL RESERVES</b>	<b>7,163</b>	<b>179</b>	<b>(1,436)</b>	<b>0</b>	<b>5,906</b>

## Capital Programme

25. The Capital Programme is forecasting a total in year spend of £10,102,000 against the budget of £20,145,000, giving a total underspend of £10,343,000. The underspend is made up of £10,050,000 slippage and £293,000 actual net underspend.

26. The slippage is made up of £4,793,000 General Fund projects and £5,257,000 is for Housing Revenue projects.

27. The key items in the Capital Programme are where slippage is requested are;

### General Fund

- Vehicle Replacement Programme – Orders have been deferred pending progress on review of trade waste and testing alternative 26T/32T vehicle scenarios for domestic collections. This testing was put on hold because route planning has not been carried out while depot relocation decisions remain to be confirmed.
- New Depot Site – The purchase of the site is subject to planning permission being granted. Issues have been raised with regards to the number of vehicle movements arising from the remainder of the site (which is only an outline application) and the impact that may have on the local road network; this is having to be addressed through additional studies. It is anticipated that the application will go to the March 2018 Planning Committee meeting for a decision.

### Housing Revenue

- Reynolds Court - The contract has been reprogrammed to take account of issues encountered in completing Phase 1, including asbestos removal, Statutory Undertaker delays, design issues and bad weather. The contract is now due to complete in October 2018.
- Hatherley Court - When the building was originally built, it was not constructed to a very high standard; this led to unforeseen issues that needed to be rectified prior to the planned refurbishment work. Phase 1 is due to be completed in April 2018 with phase 2 later in 2018.

28. The capital programme is set out in more detail in Appendix E which includes a separate table detailing the current level of S106 balances held.

## Treasury Management

29. The council loaned Aspire (CRP) Ltd £47,250,000 on the 3<sup>rd</sup> May to purchase the 50% share in Chesterford Research Park. The loan agreement is as follows;

- I. Interest fixed rate @ 4% pa
- II. No annual repayments, interest only with full repayment at the end of year 50

30. The initial loan to Aspire (CRP) Ltd was funded by using the Council's available cash balances and short term borrowing from other Local Authorities.

31. On the 3<sup>rd</sup> July the council entered into a loan agreement with Phoenix Life Limited to borrow £37,000,000 over 40 years to fund part of the investment of £47,250,000 in Aspire (CRP) Ltd. Due to the councils predicted future cash flows the total investment did not need to be borrowed externally and we will continue to fund the remaining £10,250,000 from internal cash balances and short term borrowing from other Local Authorities.

32. The structure of the loan is as follows;

- III. The loan profile is set to be drawn down in 3 separate stages
  1. £10,000,000 on the 3<sup>rd</sup> July 2017
  2. £12,000,000 on the 3<sup>rd</sup> July 2020
  3. £15,000,000 on the 3<sup>rd</sup> July 2021
- IV. No principal repayments will be made until 5<sup>th</sup> January 2022.
- V. Fixed rate of interest @ 2.86% for all 3 drawdown

33. A further loan was requested by Aspire (CRP) Ltd for the sum of £60,000, this is due for repayment on the 31<sup>st</sup> March 2018 and interest will be charged at 4%. The net benefit of interest versus cost of borrowing is detailed in the table below.

<b>Outturn Forecast 2017/18</b>		<b>£ '000</b>
<b>Borrowing Costs:</b>		
Interest on Short Term borrowing		37,410
Interest on LT borrowing for year		211,560
		<u>248,970</u>
<b>Interest received:</b>		
Interest on Short Term investments GF		(17,471)
Interest on Short Term investments HRA		(9,949)
Interest on Aspire Loan		(1,732,500)
Interest on Short Term Aspire Loan		(1,830)
		<u>(1,761,750)</u>
<b>Net Benefit to UDC</b>		<b><u>(1,512,780)</u></b>

34. Investment and borrowing activity during the period 1 April to 30 December 2017 has been set out in Appendix F.

### Risk Analysis

35.

Risk	Likelihood	Impact	Mitigating actions
Actual income and expenditure will vary from forecast, requiring adjustments to budget and/or service delivery. Detailed risks are detailed in point 21 in the main body of the report.	2 – some variability is inevitable	2 – budget will be closely monitored and prompt action taken to deal with variances	Budgetary control framework

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



APPENDIX A

GENERAL FUND SUMMARY

£000	2016/17 Outturn	April to December			2017/18			
		Current Budget	Actuals to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance Against Current Budget
<b>Portfolio Budgets</b>								
Community & Partnerships	779	1,321	601	(719)	1,012	1,555	1,390	(165)
Housing & Economic Development	1,353	1,163	970	(192)	1,606	1,563	1,489	(74)
Environmental	2,492	2,176	2,283	108	3,111	3,111	3,394	283
Finance & Administration	5,164	4,696	5,330	635	5,720	5,879	5,915	35
<b>Sub-total - Portfolio and Committee Budgets</b>	<b>9,787</b>	<b>9,355</b>	<b>9,185</b>	<b>(169)</b>	<b>11,448</b>	<b>12,108</b>	<b>12,187</b>	<b>80</b>
<b>Corporate Items</b>								
Capital Financing Costs	3,056	0	38	38	1,861	5,540	1,949	(3,591)
Interest Charge	0	0	5	5	0	0	249	249
Investment Income	(143)	(65)	(5)	60	(65)	(65)	(1,752)	(1,687)
Pension Fund - Added Years	103	92	27	(65)	92	92	74	(18)
Pension Fund - Deficit	0	770	977	207	770	770	977	207
Apprenticeship Levy	0	0	0	0	51	0	0	0
Efficiencies and Income Opportunities	0	0	0	0	(200)	(200)	0	200
Recharge to HRA	(1,594)	0	0	0	(1,507)	(1,507)	(1,507)	0
HRA Share of Corporate Core	(334)	0	0	0	(293)	(293)	(293)	0
<b>Sub-total - Corporate Items</b>	<b>1,088</b>	<b>797</b>	<b>1,042</b>	<b>244</b>	<b>710</b>	<b>4,338</b>	<b>(304)</b>	<b>(4,641)</b>
<b>Sub-total Budgets</b>	<b>10,875</b>	<b>10,152</b>	<b>10,227</b>	<b>75</b>	<b>12,158</b>	<b>16,445</b>	<b>11,884</b>	<b>(4,562)</b>
<b>Funding</b>								
Council Tax - Collection Fund Balance	(152)	0	0	0	(193)	(193)	(193)	(0)
DCLG Other Funding	0	0	0	0	0	0	0	0
New Homes Bonus	(4,283)	(943)	(946)	(3)	(3,772)	(3,772)	(3,772)	0
BRR - UDC Share (net of tariff)	(2,407)	0	0	0	(2,238)	(2,238)	(2,313)	(75)
BRR - Levy/(Safety Net) Payment	0	0	0	0	529	529	195	(334)
BRR - Section 31 Funding	(517)	0	0	0	(722)	(722)	(731)	(9)
BRR - Collection Fund Balance	(231)	0	0	0	1,009	1,009	1,372	363
BRR - Renewable Energy Schemes	(332)	0	0	0	(136)	(136)	(136)	0
Rural Service Delivery Grant	(338)	(71)	(112)	(41)	(285)	(285)	(285)	0
Settlement Funding	(684)	(64)	(60)	3	(255)	(255)	(255)	0
<b>Sub-total - Funding</b>	<b>(8,410)</b>	<b>(1,078)</b>	<b>(1,118)</b>	<b>(40)</b>	<b>(6,064)</b>	<b>(6,064)</b>	<b>(6,119)</b>	<b>(56)</b>
<b>Net Operating Expenditure</b>	<b>2,465</b>	<b>9,074</b>	<b>9,109</b>	<b>35</b>	<b>6,094</b>	<b>10,382</b>	<b>5,764</b>	<b>(4,617)</b>
<b>Transfer to/(from) Reserves</b>								
Working Balance	22	0	0	0	(13)	(13)	82	95
Business Rates	535	0	0	0	0	0	0	0
Department for Work and Pensions	(65)	0	0	0	0	0	0	0
Licensing	(17)	0	0	0	0	0	78	78
Transformation	(194)	0	0	0	(100)	(100)	(118)	(18)
Pension Reserve	0	0	0	0	(770)	(770)	(770)	0
Economic Development	(74)	0	0	0	0	(63)	(63)	0
Elections	25	0	0	0	25	25	25	0
Homelessness	0	0	0	0	(40)	(40)	24	64
Health and Wellbeing	27	0	0	0	0	0	(22)	(22)
Planning and Development	(464)	0	0	0	(275)	(275)	(560)	(285)
Strategic Initiatives	2,296	0	0	0	114	(745)	(755)	(10)
Capital Slippage	0	0	0	0	0	(366)	(198)	168
Waste Depot Relocation Project	0	0	0	0	0	(3,000)	(120)	2,880
New Homes Bonus Ward Member	(1)	0	0	0	0	0	0	0
Voluntary Sector	(41)	0	0	0	0	0	0	0
Waste Management	70	0	0	0	0	0	0	0
Private Finance Initiative	87	0	0	0	0	0	92	92
<b>Sub-total - Movement General Fund Reserves</b>	<b>2,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,059)</b>	<b>(5,347)</b>	<b>(2,304)</b>	<b>3,042</b>
<b>COUNCIL TAX REQUIREMENT</b>	<b>4,671</b>	<b>9,074</b>	<b>9,109</b>	<b>35</b>	<b>5,034</b>	<b>5,035</b>	<b>3,460</b>	<b>(1,575)</b>

**APPENDIX A (continued)**

**COMMUNITY PARTNERSHIPS & ENGAGEMENT PORTFOLIO**

Description	2016/17 Actual	April - December			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Community Information	48	47	25	(22)	49	49	48	(0)
Day Centres	22	39	37	(1)	46	46	51	5
Emergency Planning	45	33	31	(2)	47	47	46	(1)
Grants & Contributions	386	866	343	(522)	376	876	845	(32)
Leisure & Performance	73	124	105	(19)	163	163	131	(32)
Saffron Walden Museum	163	162	119	(42)	202	202	189	(13)
New Homes Bonus	99	32	38	6	78	78	78	0
Private Finance Initiative	(57)	(15)	(122)	(107)	50	50	(43)	(93)
Community Partnerships	0	32	30	(3)	0	43	44	1
Renovation Grants	0	0	(6)	(6)	0	0		0
	<b>779</b>	<b>1,321</b>	<b>601</b>	<b>(719)</b>	<b>1,012</b>	<b>1,555</b>	<b>1,390</b>	<b>(165)</b>

**ENVIRONMENT PORTFOLIO**

Description	2016/17 Actual	April - December			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Animal Warden	32	22	24	2	32	32	34	2
Grounds Maintenance	255	220	203	(17)	289	289	285	(4)
Car Park	(643)	(433)	(527)	(95)	(592)	(592)	(653)	(61)
Development Control	(352)	(196)	(63)	133	(231)	(231)	(85)	145
Depots	55	49	31	(18)	58	58	48	(10)
Env Management & Admin	44	0	0	0	0	0	0	0
Street Cleansing	296	223	234	11	302	302	317	16
Housing Strategy	45	29	57	28	112	47	67	20
Highways	(11)	(2)	14	17	(3)	(3)	(2)	1
Local Amenities	23	8	13	5	8	8	8	(0)
Licensing	(208)	(60)	(133)	(73)	(55)	(55)	(128)	(73)
Vehicle Management	373	276	422	146	380	380	507	127
Public Health	565	503	472	(31)	682	682	656	(27)
Planning Management	402	318	305	(13)	421	421	416	(5)
Planning Policy	789	430	605	175	571	636	820	184
Planning Specialists	164	143	128	(15)	198	198	184	(14)
Waste Management	239	314	220	(94)	487	487	496	9
Community Safety	153	108	86	(22)	154	154	161	7
Street Services	271	223	191	(32)	297	297	263	(34)
	<b>2,492</b>	<b>2,176</b>	<b>2,283</b>	<b>108</b>	<b>3,111</b>	<b>3,111</b>	<b>3,394</b>	<b>283</b>

**APPENDIX A (continued)**

**FINANCE & ADMINISTRATION PORTFOLIO**

Description	2016/17 Actual	April - December			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Enforcement	72	0	0	0	0	0	0	0
Benefits Admin	156	154	135	(19)	234	234	229	(5)
Business Improvement	47	0	0	0	0	0	0	0
Corporate Management	673	621	589	(31)	761	819	829	10
Conveniences	21	20	20	0	20	20	20	0
Central Services	382	298	279	(19)	396	396	396	(0)
Corporate Team	257	498	837	339	615	665	614	(51)
Conducting Elections	(32)	1	87	86	1	1	8	7
Electoral Registration	45	48	46	(2)	59	59	62	3
Financial Services	1,076	968	1,191	223	1,136	1,134	1,122	(12)
Housing Benefits	104	11	(29)	(39)	247	247	(93)	(340)
Human Resources	306	239	185	(54)	246	297	338	41
Internal Audit	113	98	98	0	129	131	135	4
Information Technology	1,151	1,043	1,026	(17)	1,233	1,233	1,279	45
Land Charges	(110)	(56)	(84)	(28)	(73)	(73)	(96)	(23)
Legal Services	221	77	220	143	97	97	301	204
Local Taxation	(61)	0	0	0	(110)	(110)	(85)	25
Non Domestic Rates	(146)	0	0	0	(145)	(145)	(144)	1
Office Cleaning	147	135	146	10	181	181	190	9
Offices	472	246	330	83	282	282	434	152
Revenues Admin	491	372	353	(18)	527	527	508	(19)
Council Tax Discounts	(218)	(77)	(100)	(23)	(117)	(117)	(133)	(15)
	<b>5,164</b>	<b>4,696</b>	<b>5,330</b>	<b>635</b>	<b>5,720</b>	<b>5,879</b>	<b>5,915</b>	<b>35</b>

**HOUSING & ECONOMIC DEVELOPMENT PORTFOLIO**

Description	2016/17 Actual	April - December			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Building Surveying	(127)	(86)	(76)	10	(107)	(107)	(101)	6
Committee Admin	205	146	151	5	238	195	200	5
Customer Services Centre	367	315	294	(20)	419	419	396	(23)
Democratic Representation	316	244	241	(3)	324	324	332	9
Economic Development	189	136	165	28	181	181	235	54
Energy Efficiency	34	16	16	0	44	44	35	(10)
Housing Grants	10	3	0	(3)	3	3	0	(3)
Health Improvement	105	98	80	(18)	126	126	147	20
Homelessness	175	163	26	(137)	212	212	103	(109)
Lifeline	(186)	(104)	(151)	(47)	(139)	(139)	(153)	(14)
Communications	264	232	225	(7)	304	304	294	(10)
	<b>1,353</b>	<b>1,163</b>	<b>970</b>	<b>(192)</b>	<b>1,606</b>	<b>1,563</b>	<b>1,489</b>	<b>(74)</b>

## APPENDIX B

### GENERAL FUND RESERVES

Reserve £'000	Balance 1st April 2017	Forecast Transfer from General Fund	Forecast Transfer To General Fund	Forecast Transfer Between Reserves	Balance 31st March 2018
<b>RINGFENCED RESERVES</b>					
Business Rates	1,035				1,035
Department for Work and Pensions	71				71
Licensing	0	78			78
Working Balance	1,268	82			1,350
<b>TOTAL RINGFENCED RESERVES</b>	<b>2,374</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>2,534</b>
<b>USABLE RESERVES</b>					
<u>Financial Management Reserves</u>					
Medium Term Financial Strategy	1,000				1,000
Transformation	766		(118)	1,000	1,648
	1,766	0	(118)	1,000	2,648
<u>Contingency Reserves</u>					
Emergency Response	40				40
	40	0	0	0	40
<u>Service Reserves</u>					
Economic Development	121		(63)		58
Elections	50	25			75
Homelessness	40	64	(40)		64
Health and Wellbeing	27		(22)		5
Neighbourhood Planning	110		(15)		95
Planning	348		(545)	691	494
Housing Strategy	34				34
Development Control	27				27
Strategic Initiatives	7,492	564	(1,319)	(4,827)	1,910
Capital Slippage	0	168	(366)	366	168
Pension Reserve	0		(770)	770	0
New Homes Bonus Ward Member	38				38
Voluntary Sector	0				0
Waste Depot Relocation Project	1,488		(120)	2,000	3,368
Waste Management	201				201
Private Finance Initiative	87	92			179
	10,061	913	(3,260)	(1,000)	6,714
<b>TOTAL USABLE RESERVES</b>	<b>11,867</b>	<b>913</b>	<b>(3,377)</b>	<b>0</b>	<b>9,403</b>
<b>TOTAL RESERVES</b>	<b>14,241</b>	<b>1,073</b>	<b>(3,377)</b>	<b>0</b>	<b>11,936</b>

## GENERAL FUND VARIANCES

<b>Quarter 3 Variances</b>		
<b>Service Area</b>	<b>Amount (£)</b>	<b>Description of variance</b>
	(under)/over spends	
<b>Service variances funded from Revenue</b>		
Planning Policy	(22,000)	Vacancy saving on substantive posts
	17,260	Advertising costs of Local Plan
Development Control	(27,000)	Agency staff to cover increased workload, plus consultancy costs net of increased income
Legal Services	138,740	Net cost of interim agency staff for vacant post of Head of Legal and Senior Solicitor and vacancy saving
	35,000	Reduced fee income and increased external legal fees
Public Health	(23,080)	Net income increase for food and animal inspections
Corporate Management	(98,650)	Vacancy saving for Head of Legal substantive post - (see cost of agency in Legal Services)
	130,000	Data Protection Enhancements relating to the requirements of GDPR
Vehicle Management	133,000	Consultancy work for review of workshop plus cost of parts higher than expected
Corporate Team	(50,000)	Reimbursement of income for Aspire Directors
Offices	88,590	Ad hoc Repairs needed to Fitch Green, Museum schoolroom and London Road. Wedding income lower than forecasted
	28,550	Increased cost of equipment for offices to let to tenants
Waste Management	76,140	Net cost of agency and savings in vacant substantive posts, plus vehicle hire costs and increased income from paying services
Housing Benefit	(340,090)	Net effect of subsidy reduction due to current claimant caseload (refer to risks at point 21)
Car Parking	(57,000)	Review of income budgetted, original budget overly prudent
Revenue Admin	(27,650)	One off DCLG funding and staff savings due to mid year review and restructure
Council Tax Discounts	(21,170)	One off DCLG funding
Grants and Contributions	26,310	Reprofiling of the contingency grant allocations
Homelessness	(22,000)	Delay in recruitment
Human Resources	(18,800)	Apprentiship Levy lower than anticipated
Various	(39,338)	Other minor variances
	<b>(73,188)</b>	
<b>Service variance - Items funded from/(allocated to reserves)</b>		
Private Finance Initiative	(92,510)	Forecast is based on actual payments and budget based on model, moved to reserves for potential future years shortfalls
Homelessness Grant	(64,400)	Grant, this has been allocated to the reserve to support clients in hardship
Corporate Management	(40,000)	Drawdown for Management Development consultancy reduced
Health Improvement	22,000	Additional spend related to the Health and Wellbeing initiatives
Human Resources	51,700	Implementation of phase 2 of new HR system.
Economic Development	73,000	Expenditure related to the vitality and viability of Town Centres as per ED strategy and £10k re joint initiative West Essex and LSCC
Development Control	100,000	Legal Fees for 4 Public Inquiries (planning appeals)
Housing Strategy	15,000	Community led housing support
Planning Specialists	(16,000)	Historic England grant income for enforcement work
Licensing	(80,500)	Additional income due to new tariff structure
Planning Policy	185,000	Agency and consultancy relating to the Local Plan, plus £15,000 for neighbourhood plans.
	<b>153,290</b>	
<b>Total Service Variance</b>	<b>80,102</b>	

APPENDIX D

HOUSING REVENUE ACCOUNT

£000	Current Budget to December	Actual to December	Variance to December	Original Budget Full Year	Current Budget Full Year	Forecast Full Year	Outturn Full Year	Forecast Full Year	Variance
<b>Housing Revenue Account Income</b>									
Dwellings Rent	(10,620)	(10,705)	(85)	(14,160)	(14,160)	(14,256)	(14,256)	(14,256)	(96)
Garage Rents	(154)	(146)	9	(206)	(206)	(194)	(194)	(194)	12
Land Rents	(3)	(3)	(1)	(3)	(3)	(3)	(3)	(3)	0
Charges for Services & Facilities	(640)	(647)	(7)	(853)	(853)	(865)	(865)	(865)	(12)
Contributions Towards Expenditure	0	(1)	(1)	0	0	(2)	(2)	(2)	(2)
<b>Total Service Income</b>	<b>(11,417)</b>	<b>(11,502)</b>	<b>(85)</b>	<b>(15,222)</b>	<b>(15,222)</b>	<b>(15,321)</b>	<b>(15,321)</b>	<b>(15,321)</b>	<b>(98)</b>
<b>Housing Finance &amp; Business Management</b>									
Business & Performance Management	92	89	(3)	122	122	122	122	122	0
Rents, Rates & Other Property Charges	56	70	14	75	75	75	75	75	0
	148	159	11	197	197	197	197	197	0
<b>Housing Maintenance &amp; Repairs Services</b>									
Common Service Flats	142	86	(56)	189	189	189	189	189	0
Estate Maintenance	110	44	(66)	147	147	87	87	87	(60)
Housing Repairs	1,742	1,920	178	2,323	2,323	2,508	2,508	2,508	185
Housing Sewerage	40	40	1	53	53	53	53	53	0
Newport Depot	13	10	(3)	17	17	17	17	17	0
Property Services	226	226	(1)	302	302	307	307	307	5
	2,273	2,326	53	3,030	3,030	3,161	3,161	3,161	131
<b>Housing Management &amp; Homelessness</b>									
Housing Services	299	295	(4)	399	399	403	403	403	4
Sheltered Housing Services	469	432	(37)	625	625	587	587	587	(38)
Supporting People	0	0	0	0	0	0	0	0	0
	768	726	(42)	1,024	1,024	990	990	990	(34)
<b>Total Service Expenditure</b>	<b>3,188</b>	<b>3,211</b>	<b>23</b>	<b>4,251</b>	<b>4,251</b>	<b>4,348</b>	<b>4,348</b>	<b>4,348</b>	<b>96</b>
<b>Corporate Items</b>									
Bad Debt Provision	0	0	0	178	178	100	100	100	(78)
Depreciation - Dwellings (to MRR)	0	0	0	3,355	3,355	3,355	3,355	3,355	0
Depreciation - Non-Dwellings (to MRR)	0	0	0	209	209	209	209	209	0
Impairment - Non-Dwellings	0	0	0	0	0	0	0	0	0
Interest / Costs - HRA Loan	1,313	1,308	(5)	2,625	2,625	2,625	2,625	2,625	0
Repayment of Loan	0	0	0	2,000	2,000	2,000	2,000	2,000	0
Investment Income	0	0	0	(15)	(15)	(55)	(55)	(55)	(40)
Recharge from General Fund	0	0	0	1,507	1,507	1,507	1,507	1,507	0
HRA Share of Corporate Core	0	0	0	293	293	293	293	293	0
Pension Fund - Added Years	10	7	(3)	19	19	19	19	19	0
Pension Fund - Deficit	158	200	42	158	158	158	158	158	0
Right to Buy Admin Cost Allowance	0	(10)	(10)	0	0	(14)	(14)	(14)	(14)
<b>Total Corporate Items</b>	<b>1,480</b>	<b>1,504</b>	<b>24</b>	<b>10,329</b>	<b>10,329</b>	<b>10,197</b>	<b>10,197</b>	<b>10,197</b>	<b>(132)</b>
<b>TOTAL EXPENDITURE</b>	<b>4,668</b>	<b>4,716</b>	<b>47</b>	<b>14,580</b>	<b>14,580</b>	<b>14,545</b>	<b>14,545</b>	<b>14,545</b>	<b>(36)</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(6,749)</b>	<b>(6,787)</b>	<b>(38)</b>	<b>(642)</b>	<b>(642)</b>	<b>(776)</b>	<b>(776)</b>	<b>(776)</b>	<b>(134)</b>
Funding from Capital Receipts Reserve for HRA Loan	0	0	0	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	0
<b>Funding of Capital Programme from HRA</b>									
Funding of Action Plan Capital Items	0	0	0	0	0	0	0	0	0
Funding of Capital from Revenue	6,874	0	(6,874)	2,449	9,165	4,033	4,033	4,033	(5,132)
	6,874	0	(6,874)	2,449	9,165	4,033	4,033	4,033	(5,132)
<b>Transfers to/from (-) Reserves</b>									
Capital Projects Reserve	(1,334)	0	1,334	510	(1,778)	166	166	166	1,944
Potential Developments (New Builds)	(1,075)	0	1,075	0	(1,433)	(1,118)	(1,118)	(1,118)	315
Sheltered Housing Reserve	(239)	0	239	(317)	(318)	(318)	(318)	(318)	0
Transformation Reserve	0	0	0	0	0	0	0	0	0
Working Balance	0	0	0	0	0	13	13	13	13
	(2,647)	0	2,647	193	(3,529)	(1,257)	(1,257)	(1,257)	2,272
<b>Total Use of Reserve / Funding</b>	<b>4,227</b>	<b>0</b>	<b>(4,227)</b>	<b>2,642</b>	<b>5,636</b>	<b>2,776</b>	<b>2,776</b>	<b>2,776</b>	<b>(2,860)</b>
<b>(SURPLUS)/DEFICIT</b>	<b>(2,522)</b>	<b>(6,787)</b>	<b>(4,265)</b>	<b>0</b>	<b>2,994</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,994)</b>

APPENDIX E

CAPITAL PROGRAMME

£'000	Cost Code	Actuals to December	Budget adjustment			Forecast Outturn	Forecast to Budget Variance	Requested Slippage to 18/19
			Original Budget 2017-18	Slippage from 2016-17	as agreed by Cabinet/Other budget virements			
<b>Community and Partnerships</b>								
S/W Motte & Bailey Castle	CGF119/6801	42	0	0		42	42	
Community Project Grants	CGF502/6842	48	110	38		68	(80)	
CCTV Thaxted	CGF506/6842	35	0	30		35	5	
<b>Community and Partnerships</b>		<b>126</b>	<b>110</b>	<b>68</b>	<b>0</b>	<b>145</b>	<b>(33)</b>	<b>0</b>
<b>Environmental Services</b>								
Vehicle Replacement - Recycling	CGF601/6823	0	512	560	(1,072)	0	0	
Vehicle Replacement - Cleansing	CGF602/6823	144	861	0	1,072	1,933	(1,589)	1,589
Household Bins	CGF300/6822	42	70	0		70	0	
Kitchen Caddies	CGF304/6822	7	10	0		10	0	
Garden Waste Bins	CGF308/6822	6	20	0		20	(10)	
Trade Waste Bins	CGF301/6822	17	10	0		10	10	
Lower Street Car Park Extension	CGF126/6801	0	0	102		102	(102)	102
White Street Car Park	CGF108/6801	12	0	0		0	12	
Car Parking Machine Replacement	CGF321/6822	0	92	0		92	(92)	92
<b>Total Environmental Services</b>		<b>228</b>	<b>1,575</b>	<b>662</b>	<b>0</b>	<b>2,237</b>	<b>(1,771)</b>	<b>1,783</b>
<b>Finance &amp; Administration</b>								
<b>IT Schemes</b>								
Minor Items IT	CGF401/6834	8	20	0		20	0	
PSN CoCo Works	CGF425/6824	62	30	20		50	12	
Mobile working - Housing	CGF422/6824	5	0	0		0	0	
PCI Compliance - Cash Receipting	CGF428/6824	29	0	29		29	0	
PCI Compliance - Direct Debits	CGF429/6824	0	0	18		18	0	
Committee management system	CGF431/6824	4	0	20		20	0	
Laptops and Tablets	CGF432/6824	3	0	13		13	0	
Scanning stations	CGF312/6822	0	0	0		0	0	
<b>New Schemes</b>								
Core Switches - replacement	CGF433/6824	50	40	0		40	0	
Replacement Switches ( <i>Insurance Claim Only</i> )	CGF430/6824	7	0	0		0	8	
Replacement Electoral System	CGF434/6824	0	30	0		30	(30)	30
Hot Desking/Mobile working	CGF435/6824	5	45	0		45	0	
Cash Deposit Machine	CGF436/6824	0	0	0	13	13	0	
<b>UDC Asset work</b>								
<b>Council Offices Improvements</b>								
- London Rd Building works	CGF112/6801	50	58	0		58	0	
- London Rd Electrical	CGF316/6822	0	54	0		54	0	
- London Rd Heating	CGF315/6822	5	0	36		36	0	
Stansted Conveniences - Grant	CGF527/6841	0	0	30		30	0	
New Depot	CGF103/6801	66	0	1,485	1,515	3,000	(2,880)	2,880
Museum Buildings work	CGF123/6801	0	20	0		20	0	
Day Centres Cyclical Improvements	CGF115/6801	17	25	19		44	0	
<b>Total Finance &amp; Administration</b>		<b>311</b>	<b>322</b>	<b>1,670</b>	<b>1,528</b>	<b>3,520</b>	<b>(2,890)</b>	<b>2,910</b>
<b>Housing and Economic Development</b>								
Disabled Facilities Grants	CGF503/6841	226	260	0		260	65	
Empty Dwellings	CGF505/6841	1	50	0	(14)	36	(26)	
Private Sector Renewal Grants	CGF500/6841	3	70	45		115	(45)	
Air Quality Equipment - Saffron Walden	CGF322/6822	7	0	0	14	14	2	
Compulsory Purchase Order	CGF125/6821	0	300	0		300	(300)	
Superfast Broadband	CGF528/6841	0	0	100		100	(100)	100
Harlow College Grant	CGF531/6841	0	0	0		0	300	
<b>Total Housing and Economic Development</b>		<b>237</b>	<b>680</b>	<b>145</b>	<b>0</b>	<b>825</b>	<b>(404)</b>	<b>100</b>
<b>Total General Fund</b>		<b>901</b>	<b>2,687</b>	<b>2,545</b>	<b>1,528</b>	<b>6,760</b>	<b>(5,098)</b>	<b>4,793</b>

APPENDIX E continued...

CAPITAL PROGRAMME

£'000	Cost Code	Actuals to December	Budget adjustment			Forecast Outturn	Forecast to Budget Variance	Requested Slippage to 18/19	
			Original Budget 2017-18	Slippage from 2016-17	as agreed by Cabinet/Other budget virements				Current Budget 2017-18
<b>Housing Revenue Account</b>									
HRA Repairs	HRA TAB	2,229	3,255	0		3,255	3,255	0	
UPVC Fascia's and Guttering	CHR223/6812	23	100	47		147	147	0	
Cash Incentive Scheme Grants	CHR500/6841	24	50	5		55	55	0	
Light Vans Replacement Programme	CHR300/6823	0	87	0		87	87	0	
Mobile Working Housing	CHR401/6824	11	0	65		65	65	0	
Housing Contractors Portal & SAM	CHR402/6824	0	0	29		29	29	0	
<b>Business Plan Items</b>									
Energy Efficiency Schemes	CHR301/6822	0	0	59		59	59	0	
External Wall Insulation		0	0	0		0	0	0	
Resurfacing access roads	CHR111/6801	0	0	150		150	150	0	
<b>New Builds</b>									
Unidentified	CHR105/6801	7	1,200	166		1,366	10	(1,356)	
CHP Site - Radwinter	CHR115/6801	1,125	0	0		0	1,125	1,125	
Catons Lane	CHR106/6801	24	0	104		104	24	(80)	
Sheds Lane	CHR112/6801	151	0	577		577	375	(202)	
Frambury Lane	CHR114/6801	3	0	0		0	5	5	
Newton Grove	CHR113/6801	38	0	0		0	40	40	
The Moors	CHR116/6801	18	0	0		0	18	18	
<b>Redevelopment Scheme</b>									
<b>Sheltered Schemes</b>									
Reynolds Court	CHR107/6801	1,566	1,122	3,899		5,021	2,101	(2,920)	
Hatherley Court	CHR108/6801	296	0	1,660		1,660	535	(1,125)	
Walden Place	CHR109/6801	0	400	410		810	60	(750)	
<b>Total HRA</b>		<b>5,515</b>	<b>6,214</b>	<b>7,171</b>	<b>0</b>	<b>13,385</b>	<b>8,140</b>	<b>(5,245)</b>	<b>5,257</b>
<b>CAPITAL PROGRAMME TOTAL</b>		<b>6,416</b>	<b>8,901</b>	<b>9,716</b>	<b>1,528</b>	<b>20,145</b>	<b>10,102</b>	<b>(10,343)</b>	<b>10,050</b>



APPENDIX E continued...

SECTION 106 BALANCES

With Conditions	31 March 2017	Income	Adjustment	Drawn Down - Capital/Revenue	Balance at 31 Dec 2017
	£'000	£'000		£'000	£'000
<b>S106 Receipts in Advance</b>					
Priors Green, Takeley	146	-	-	-	146
Land north of Ingrams, Felsted	10	-	-	-	10
Rochford Nurseries/Foresthall Park, Stansted	763	-	(129)	(312)	322
The Orchard, Elsenham	42	-	-	-	42
Wedow Road, Thaxted	54	-	-	-	54
Sector 4 Woodlands Park, Gt Dunmow	10	-	-	-	10
Keers Green Nurseries, Aythorpe Roding	120	-	-	-	120
Land adjacent to S/W Hospital	31	-	-	-	31
Land at Blossom Hill Farm, Henham	33	-	-	-	33
Land at Webb & Hallett Road, Flitch Green, Felsted	33	-	-	-	33
Land south side of Radwinter Road	-	49	-	-	49
<b>Total</b>	<b>1,242</b>	<b>49</b>	<b>(129)</b>	<b>(312)</b>	<b>850</b>

Other Bodies	31 March 2017	Income	Adjustment	Transferred to other bodies	Balance at 31 Dec 2017
	£'000	£'000		£'000	£'000
<b>S106 Receipts in Advance</b>					
Sector 4 Woodlands Park (Helena Romanes School)	165	-	-	-	165
Brewers End, Takeley	31	-	-	-	31
Land adj Hailes Wood, Elsenham	10	-	-	-	10
Land at Flitch Green, Felsted	67	-	-	-	67
Land adjacent to S/W Hospital	16	152	-	(86)	82
Land south of Foxley House, Rickling Green	-	20	-	(20)	-
Ashdon Road Commercial Centre	129	507	-	(501)	135
Land south of Stansted Road, Elsenham	53	380	-	-	433
Land south of Ongar Road, Dunmow	45	-	-	(28)	17
Land at 119 Radwinter Road, adj S/W Hospital	15	-	-	-	15
Land North of Ongar Road, Gt Dunmow	143	-	-	-	143
Willow Tree Cottage/The Acorns Takeley	17	-	-	-	17
Land at Bury Water Lane, Newport	-	551	-	(522)	29
Land at the North side of Stansted Road, Elsenham	-	675	-	(675)	-
Elms Farm Stansted	-	236	-	(236)	-
Land south side of Radwinter Road	-	36	-	-	36
Land at Elsenham Nurseries	-	196	-	(182)	14
<b>Grants and Contributions to Other Bodies</b>	<b>691</b>	<b>2,753</b>	<b>-</b>	<b>(2,250)</b>	<b>1,194</b>

Without Conditions	31 March 2017	Income	Adjustment	Drawn Down - Capital	Balance at 31 Dec 2017
	£'000	£'000		£'000	£'000
<b>S106 Unapplied</b>					
Affordable Housing;	621	-	-	-	621
-Land rear of Herb of Grace, 25 Parsonage Downs, Du	-	26	-	-	26
-Land at Hartford End Brewery, Hartford End, Chelms	-	278	-	-	278
Drawn Down	-	-	-	-	-
Affordable Housing	621	304	-	-	925
Dunmow Eastern Sector	18	-	-	-	18
Woodlands Park, Gt Dunmow	83	-	-	-	83
Bell College, Saffron Walden	15	-	-	-	15
Priors Green, Takeley	8	-	-	-	8
Foresthall Park, Stansted	30	130	-	(19)	141
Lt Walden Road/Ashdon Road, Saffron Walden	98	-	-	-	98
Oakwood Park, Takeley	5	-	-	-	5
<b>Total</b>	<b>878</b>	<b>434</b>	<b>-</b>	<b>(19)</b>	<b>1,293</b>

## TREASURY MANAGEMENT

## April – December 2017 investments

Date of Investment	Counterparty	Amount (£)	Date of Repayment	Interest Rate
03/04/2017	DMO	9,000,000	06/04/2017	0.10%
06/04/2017	Suffolk County Council	9,000,000	12/04/2017	0.15%
11/04/2017	DMO	20,000,000	18/04/2017	0.10%
12/04/2017	DMO	10,000,000	18/04/2017	0.10%
18/04/2017	Dumfries & Galloway	5,000,000	02/05/2017	0.15%
18/04/2017	DMO	31,000,000	19/04/2017	0.10%
19/04/2017	Coventry Building Society	2,000,000	02/05/2017	0.18%
19/04/2017	DMO	26,000,000	20/04/2017	0.10%
20/04/2017	DMO	21,000,000	02/05/2017	0.10%
25/04/2017	DMO	1,000,000	27/04/2017	0.10%
02/05/2017	DMO	29,000,000	03/05/2017	0.10%
05/05/2017	DMO	2,000,000	08/05/2017	0.10%
08/05/2017	DMO	2,000,000	15/05/2017	0.10%
15/05/2017	DMO	5,000,000	18/05/2017	0.10%
18/05/2017	DMO	1,000,000	22/05/2017	0.10%
25/05/2017	DMO	3,500,000	01/06/2017	0.10%
01/06/2017	DMO	8,000,000	05/06/2017	0.10%
02/06/2017	Stockport Met.Bor.Council	4,000,000	03/07/2017	0.13%
05/06/2017	DMO	6,000,000	07/06/2017	0.10%
07/06/2017	DMO	2,000,000	19/06/2017	0.10%
15/06/2017	DMO	3,000,000	19/06/2017	0.10%
05/07/2017	Coventry Building Society	6,000,000	18/07/2017	0.12%
05/07/2017	DMO	4,000,000	10/07/2017	0.10%
17/07/2017	DMO	3,000,000	19/07/2017	0.10%
18/07/2017	DMO	2,000,000	20/07/2017	0.10%
20/07/2017	DMO	1,000,000	24/07/2017	0.10%
25/07/2017	DMO	1,500,000	01/08/2017	0.10%
01/08/2017	DMO	1,000,000	07/08/2017	0.10%
01/08/2017	DMO	5,500,000	02/08/2017	0.10%
02/08/2017	DMO	5,500,000	08/08/2017	0.10%
08/08/2017	DMO	6,000,000	15/08/2017	0.10%
15/08/2017	DMO	10,000,000	17/08/2017	0.10%
17/08/2017	DMO	5,000,000	21/08/2017	0.10%
21/08/2017	DMO	2,000,000	24/08/2017	0.10%
24/08/2017	DMO	1,000,000	31/08/2017	0.10%
01/09/2017	DMO	10,000,000	04/09/2017	0.10%
04/09/2017	DMO	10,000,000	19/09/2017	0.10%
15/09/2017	DMO	2,000,000	29/09/2017	0.10%
19/09/2017	DMO	2,000,000	28/09/2017	0.10%
21/09/2017	DMO	1,000,000	29/09/2017	0.10%
02/10/2017	DMO	4,000,000	06/10/2017	0.10%
02/10/2017	DMO	2,000,000	18/10/2017	0.10%
16/10/2017	DMO	4,000,000	17/10/2017	0.10%
16/10/2017	Leeds City Council	6,000,000	17/04/2018	0.41%
17/10/2017	DMO	3,000,000	18/10/2017	0.10%
18/10/2017	DMO	1,000,000	19/10/2017	0.10%
19/10/2017	DMO	1,000,000	23/10/2017	0.10%
19/10/2017	DMO	2,500,000	25/10/2017	0.10%
19/10/2017	Blackpool Borough Council	2,000,000	27/04/2018	0.40%
25/10/2017	DMO	2,000,000	27/10/2017	0.10%
25/10/2017	DMO	1,000,000	30/10/2017	0.10%
25/10/2017	DMO	1,000,000	01/11/2017	0.10%
30/10/2017	DMO	1,000,000	02/11/2017	0.10%
01/11/2017	DMO	1,000,000	16/11/2017	0.10%
01/11/2017	DMO	3,000,000	20/11/2017	0.10%
15/11/2017	DMO	4,000,000	16/11/2017	0.25%
01/12/2017	DMO	4,000,000	19/12/2017	0.25%
06/12/2017	DMO	1,500,000	21/12/2017	0.25%
07/12/2017	DMO	1,500,000	14/12/2017	0.25%
11/12/2017	Central Bedfordshire Council	1,500,000	22/01/2018	0.30%
15/12/2017	DMO	4,000,000	19/12/2017	0.25%
21/12/2017	DMO	1,000,000	22/12/2017	0.25%
<b>Average interest rate</b>				<b>0.13%</b>

## April – December 2017 borrowing

Date of borrowing	Institution	Amount (£)	Date of Repayment	Interest Rate
03/05/2017	Lancashire CC Pension Fund	9,000,000	02/06/2017	0.22%
03/05/2017	Manchester CC	10,000,000	02/06/2017	0.25%
22/05/2017	Manchester CC	2,000,000	05/06/2017	0.18%
02/06/2017	Manchester CC	10,000,000	03/07/2017	0.22%
02/06/2017	Lancashire CC Pension Fund	9,000,000	03/07/2017	0.22%
19/06/2017	Newport City Council	2,500,000	03/07/2017	0.15%
03/07/2017	Manchester City Council	9,000,000	03/08/2017	0.18%
03/07/2017	Edinburgh City Council	4,000,000	10/07/2017	0.22%
03/08/2017	Manchester City Council	9,000,000	01/09/2017	0.18%
01/09/2017	Manchester City Council, (rollover Of 10)	9,000,000	29/09/2017	0.18%
29/09/2017	London Borough of Newham	2,000,000	01/11/2017	0.25%
29/09/2017	Lancaster City Council	4,000,000	06/10/2017	0.30%
17/10/2017	Sedgemoor District Council	5,000,000	17/04/2018	0.44%
19/10/2017	Wirral Metropolitan Borough Council	5,000,000	19/04/2018	0.45%
<b>Average interest rate</b>				<b>0.25%</b>
05/07/2017	Phoenix	10,000,000		2.86%

## Balances on call/deposit accounts

Counterparty	Amount (£)	Average Interest Rate
CCLA	1,000,000	0.23%
Bank of Scotland CA	1,000,000	0.19%
FIBCA	1,000,000	0.11%

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# Agenda Item 8

<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Budget Covering Report - 2018/19		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. This is a covering report which lists all the budget reports and strategies to be presented to Members for 2018/19, giving an overview of what is included in each report and any recommendations as appropriate.
2. The Scrutiny Committee reviewed all of the Budget Reports on the 6 February 2018 and will provide a separate report at this Cabinet meeting.

## Recommendations

3. The Cabinet is requested to recommend, for approval, by Full Council the reports and recommendations as listed in the table at point 7. All reports will be presented individually but this report allows for the recommendations to be voted on as one item.

## Financial Implications

4. All financial implications are included in the individual reports as listed in the table below

## Background Papers

5. None

## Impact

- 6.

Communication/Consultation	N/A
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A

Ward-specific impacts	N/A
Workforce/Workplace	N/A

7. Table of Budget 2018/19 recommendations

Report	Purpose	Recommendation(s)
Equalities Impact Assessment (attached to this covering report)	To demonstrate consideration of the impact on minority groups	
Robustness of Estimates and Adequacy of Reserves  Reserves Strategy	<p>A statutory report which sets out the key risks in the General Fund budget, and advice about safe levels of contingency reserves.</p> <p>This is a new report and sets out a new strategy for the reserves and details the purpose and lifespan of these reserves.</p>	<p>The Cabinet is requested to recommend for approval by Full Council.</p> <p>That the Council takes account of the advice in the report when determining the 2018/19 General Fund budget and Council Tax.</p> <ul style="list-style-type: none"> <li>• That the Council approves the risk assessment relating to the robustness of estimates as detailed in the report</li> <li>• That the Council sets the minimum safe contingency level for 2018/19 at £1.402 million in line with the specified calculation detailed in point 9 and this to be held in the Working Balance Reserve.</li> <li>• That the Council agrees that no transfers to or from the Working Balance should be built into the 2018/19 budget outside of maintaining the minimum safe contingency level.</li> <li>• That the attached Reserves Strategy is adopted</li> </ul>

Medium Term Financial Strategy	A five year plan ensuring that the General Fund remains in a stable and sustainable position, including indicative levels of Council Tax.	The Cabinet is requested to recommend, for approval by Full Council the Medium Term Financial Strategy.
Treasury Management Strategy	Details how cash flow will be managed, and a strategy for prudent borrowing and investment.	The Cabinet is requested to recommend, for approval by Full Council the Treasury Management Strategy and appendix
Capital Programme	A five year plan setting out capital expenditure on the Council's assets including buildings, vehicles and ICT and the associated financing of these programmes	The Cabinet is requested to recommend, for approval by Full Council the 5 year Capital Programme
General Fund Budget and Council Tax	Detailed budget for all services except Council Housing, and proposals for the district council share of the Council Tax bill	The Cabinet is requested to recommend, for approval by Full Council; <ul style="list-style-type: none"> <li>• General Fund Council Tax requirement of £5,330,374 summarised in paragraphs 17-24</li> <li>• The schedule of fees and charges in Appendix F</li> </ul>
Housing Revenue Account Budget and EqIA	Covers spending plans for council housing in the district from 2018/19 with a 5 year forecast. The report contains proposals for rents and service charges. The proposals have been endorsed by the Tenants Forum and Housing Board. 2018/19 is the seventh year of the self-financing arrangements and the 30 year plan approved by the Council in 2012.	The Cabinet is requested to recommend, for approval by Full Council Housing Revenue Account

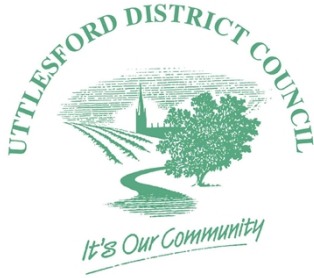
**Risk Analysis**

8.

Risk	Likelihood	Impact	Mitigating actions
Included in the individual reports			

- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.





# Uttlesford District Council

## Fast-track equality impact assessment (EqIA) tool

### What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

### What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


### How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.





The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

*If there is insufficient space to answer a question, please use a separate sheet.*

General information		
1	Name of strategy, policy, project, contract or decision.	Budget 2018/19
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To set The Council's Medium Term Financial Strategy, Council Tax and Annual Budget for 2018/19, in line with the Corporate Priorities and taken into account the budget consultation responses from Local Residents and Businesses
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Adrian Webb, Director of Finance and Corporate Services
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes – all departments
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input checked="" type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 


**Analysing performance data**

<p>8</p>	<p>Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?</p>	<p> <input type="checkbox"/> Yes *  <input type="checkbox"/> No*  <input type="checkbox"/> Insufficient   <input checked="" type="checkbox"/> Not applicable  </p> <p><i>*Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:</i></p> <p>No specific groups are referred to in the document and none of the information within it will have a differential impact on any group.</p>
<p>9</p>	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p>	<p> <input type="checkbox"/> Yes *  <input type="checkbox"/> No*  <input type="checkbox"/> Insufficient   <input checked="" type="checkbox"/> Not applicable  </p> <p><i>*Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:</i></p> <p>No specific groups are referred to in the document and none of the information within it will have a differential impact on any group.</p>

## Checking delivery arrangements

10 You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.

*If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.*


	Yes	No 	N/A
The <a href="#">premises</a> for delivery are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<a href="#">Consultation</a> mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<a href="#">Participation</a> mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why giving details of any legal justification.

**Checking information and communication arrangements**

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

*If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.*



	Yes	No 	N/A
<a href="#">Customer contact</a> mechanisms are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.


**Future Impact**

12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.




Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes \* 
- Insufficient evidence 

\*Please state any potential issues Identified.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No* </p> <p><input checked="" type="checkbox"/> Not applicable</p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

**Making a judgement – conclusions and next steps**

14	<p>Following this fast-track assessment, please confirm the following:</p> <p><input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified  No further action required. Complete this form and implement any actions you identified in Q13 above</p> <p><input type="checkbox"/> There is insufficient evidence to make a robust judgement.  Additional evidence gathering required (go to Q17 on Page 7 below).</p> <p><input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.  Action planning required (go to Q18 on Page 8 below).</p>
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15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>
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**Completion**

16	<p>Name and job title</p> <p>Angela Knight Assistant Director, Resources</p>
	<p>Name/s of any assisting officers and people consulted during assessment:</p> <p>CMT, Cabinet Members, Local residents and Businesses all consulted</p> <p>Date:</p> <p>23 January 2018</p> <p>Date of next review:</p> <p>January 2019</p> <p><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></p>

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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Section 25 - Robustness of Reserves and Adequacy of Estimates 2018/19		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. As part of the annual budget setting process, the Section 151 Officer is required to give the Council formal advice on the robustness of estimates and the adequacy of reserves. This is so Members can set a budget in full awareness of the risks and uncertainties, and ensure that adequate contingency reserves exist.
2. The advice, known as the “Section 25 report”, is being considered by Cabinet tonight and then by Full Council on 22 February as part of the budget approval process.
3. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

## Recommendations

4. The Cabinet is requested to recommend, for approval by Full Council
  - a. That the Council takes account of the advice in the report when determining the 2018/19 General Fund budget and Council Tax.
  - b. That the Council approves the risk assessment relating to the robustness of estimates as detailed in the report
  - c. That the Council sets the minimum safe contingency level for 2018/19 at £1.402 million in line with the specified calculation detailed in point 9 and this to be held in the Working Balance Reserve.
  - d. That the Council agrees that no transfers to or from the Working Balance should be built into the 2018/19 budget outside of maintaining the minimum safe contingency level.
  - e. That the attached Reserves Strategy is adopted

## Financial Implications

5. Included in the body of the report

## Background Papers

6. None  
**Impact**  
 7.

Communication/Consultation	A comprehensive budget consultation exercise was undertaken with in excess 1,800 responses
Community Safety	No specific implications
Equalities	No specific implications
Health and Safety	No specific implications
Human Rights/Legal Implications	No specific implications
Sustainability	The report is prepared in order to comply with Section 25 Local Government Act 2003
Ward-specific impacts	No specific implications
Workforce/Workplace	No specific implications
	No specific implications

**Section 25 report**

8. Section 25 of the Local Government Act 2003 requires each local authority, when setting its annual General Fund budget and level of Council Tax, to take account of a report from its Section 151 Officer on the robustness of estimates and adequacy of reserves.
9. This document is the report made under Section 25 by the Director of Finance and Corporate Services, as UDC's Section 151 Officer, applicable to the setting of the General Fund budget and Council Tax for 2018/19.
10. The purpose of this requirement is to ensure that when deciding on its budget for a financial year, a local authority is formally made aware of any issues of risk and uncertainty by the Section 151 Officer. The local authority is then expected to ensure that its budget provides for a prudent level of reserves to be maintained.
11. The Director of Finance and Corporate Services has assessed that the minimum safe contingency level for the Working Balance is £1.402 million. This sum is calculated using the following formula  

$$(\text{Total gross service expenditure} + \text{total gross service income} + \text{capital financing costs} + \text{investment income} + \text{investment cost} + \text{recharge to HRA} + \text{HRA share of corporate costs}) \times 2\%$$

12. Section 26 of the Act empowers the Secretary of State to set a minimum level of reserves for which a local authority must provide in setting its budget. Section 26 would only be invoked as a fall back in circumstances in which a local authority does not act prudently, disregards the advice of its Section 151 Officer, and where the financial stability of the Council is at risk.

### **Basis of advice for the Section 25 report**

13. In forming the advice for this report, the Director of Finance and Corporate Services has considered the following:

- The requirement that a safe level of contingency is established and maintained in the Council's Medium Term Financial Strategy
- The degree to which the Council's financial plans are aligned to the Council's statutory obligations, local priorities and policy objectives.
- The adequacy of the information systems underpinning the Council's financial management processes.
- Risks associated with the Council's activities, as identified within the risk register.
- The level of earmarked and ringfenced reserves within the General Fund.
- The degree to which uncertainties exist within the draft 2018/19 budget.

### **Robustness of Estimates**

14. There has been detailed scrutiny, review and challenge of budgets by managers, finance officers and CMT. The aim has been to ensure that the budget is based upon realistic estimates, for example, ensuring that contractual commitments are provided for, salary budgets reflect the approved establishment and current staff in post, and income budgets are based on an assessment of price and demand.

15. No budget can ever be completely free from risk. Necessarily, assumptions are made which means that the budget will always contain an amount of uncertainty.

16. The MTFS has been prepared based on the following principles and assumptions;

I. £50k of unavoidable/statutory growth has been built in annually from 2019/20 and there is no capacity for any further growth without the need for compensating savings.

II. There are no new capital items in 2019/20 and 2020/21 other than those identified in the current 5 year rolling capital programme, unless supported by associated financing income.

III.Strategic Initiatives Fund should maintain a balance of £1m as earmarked contingency funds for the Local Plan and any funds above this level will be subject to the current SIF spending criteria ( as detailed in the reserves strategy).

IV.The surplus identified from the 2018/19 budget setting is allocated to the Garden Communities Reserves

V.Any in year surpluses are allocated to the Development Reserve, which is earmarked for future projects, for example, the new depot at Little Canfield.

VI.The MTFs reserve is used as a contingency for the loan repayment relating to the investment made through Aspire (CRP) Ltd.

17. The analysis below sets out the major risks applicable to 2018/19 and an indication of the possible impact.

18. It is not possible to give a precise estimate of the impact of each identified risk. As a general guide, the following broad definitions have been used:

Probability	Low	Possible, but unlikely
	Medium	Probable
	High	Almost certain
Impact	Low	Possible variance of £5,000 to £20,000
	Medium	Possible variance of £20,001 to £50,000
	High	Possible variance of over £50,000

Risk item	Probability	Impact	Overall Risk of budget variance
<p><b>Waste &amp; Recycling</b> – This continues to be one of the most complex financially and at greatest risk of volatility. Fuel costs and disposal costs, particularly around cost of dry recycling disposal are variable. Other budget risks have been identified regarding trade waste and green waste, all of which have income budgets that depend upon accuracy of forecasting activity levels.</p> <p>China has announced that it will be banning foreign waste; this includes mixed plastics, mixed textiles and mixed paper. It is unclear on what impact this will have on the recyclable market but it will change the way these are disposed of and could incur extra costs being passed to councils. The Council has mitigated this risk by using an MRF contractor that separates out different polymers and sells target</p>	Medium	High (adverse or favourable)	Medium

Risk item	Probability	Impact	Overall Risk of budget variance
<p>materials on to processors for manufacture into new polymer products. It is more exposed to world market conditions for other materials however.</p> <p>The Council maintains a Waste Management reserve to mitigate the risk. The budget is based on current disposal costs</p>			
<p><b>Local Plan</b> – Additional consultancy spend or resources may be needed in order to maintain the Local Plan process to the current timetable; although a Planning Reserve exists to meet additional costs, there has been significant pressure on this and a balance from the Strategic Initiative Reserve has now been earmarked to support the cost of the Local Plan.</p>	Medium	High (adverse)	Medium
<p><b>Planning appeals.</b> A risk of costs of defending appeals and the meeting of costs awarded against the planning authority. The current position of the Local Plan process raises the risk levels in this area.</p>	Medium	High (adverse)	Medium
<p><b>Business Rates Appeals.</b> The way in which Business Rates is accounted for increases the risk around the forecasts.</p> <p>The key area of risk still remains with appeals; the 2017 reset of business valuation could lead to further appeals.</p>	Medium	High (adverse)	Medium
<p><b>75% Business Rates Retention.</b> Due to the uncertainty of the increased responsibilities and the precise funding mechanism, it is still difficult to predict the financial implications of the new scheme.</p>	High	High (adverse or favourable)	High
<p><b>Savings.</b> Work continues to find ways of achieving the same or improved outcomes at lower cost. It is probable that some savings opportunities will be realized with unbudgeted savings arising in 2018/19. Where budgets have already been reduced because of identified savings, the revised budget level is untested so there is an inherent risk of adverse variances.</p>	Medium	Medium (adverse or favourable)	Medium

Risk item	Probability	Impact	Overall Risk of budget variance
<p><b>Commercialisation.</b> Creation of Council wholly owned subsidiaries and other income generating projects is providing increased income to support the council with the funding reductions. If the financial return reduces this would have a detrimental effect on the overall financial position of the council.</p>	Low	High (adverse)	Medium
<p><b>Car Park Income.</b> The budget is based on the existing tariff and charging periods as detailed in the fees and charges section of the budget report. If during the year the Council decides to make changes, this will affect the income. For example if the charging period is shortened, or if the Christmas/New Year free periods are extended, income will reduce.</p>	Medium	Low (adverse or favourable)	Low
<p><b>Fees &amp; Charges income.</b> If economic conditions deteriorate or demand fluctuates there may be unbudgeted loss of income. Building Control, Planning, Land Charges, Licensing, Lifeline and Food Imports are all income streams where risk of volatility has been noted.</p>	Medium	High (adverse)	Medium
<p><b>Treasury management.</b> Investment risks are spread between various counterparties including UK banks. In the unlikely event of a banking failure, this could have a serious impact on the Council; this is mitigated by specific limits being applied to each counterparty as a percentage of our total investments.</p>	Low	High (adverse)	Medium
<p><b>Reforms to Housing &amp; Council Tax Benefit.</b> The Council has approved a Local Council Tax Support Scheme that will require non-vulnerable working age people to contribute to their Council Tax liability.</p> <p>Housing benefit reforms and benefit caps have had an adverse impact on amount of claimants benefit awards and this could have an impact on collection rates and increased claims for discretionary housing payments.</p>	Medium	Medium (adverse)	Medium

Risk item	Probability	Impact	Overall Risk of budget variance
<p><b>Universal Credit</b> – This has now entered the second stage, where all new claimants (excluding Pensioners) now receive Universal Credit (previously only single working age). It was anticipated this would reduce the level of support and administration of Housing Benefits required. Implications are primarily around the Working Balance level.</p> <p>The administration of UC, with significant delays in housing payments being issued has led to a rise in both rent arrears and could led to an increase in homelessness.</p>	Medium	Medium (adverse)	Medium
<p><b>Supplies &amp; Services contracts.</b> Where contracts have indexation clauses, estimates have been made of the inflationary increase that will be applied. In addition some contracts are due to be re-tendered during the year which could affect the base price. Accordingly there is an inherent risk of price volatility.</p>	Medium	Medium (adverse or favourable)	Medium
<p><b>Capital Financing costs.</b> These are influenced by variable factors such as cash flow, variations in the Capital Programme and availability of capital receipts. In some circumstances greater revenue financing of capital expenditure may make economic sense over the longer term.</p>	Medium	Low (adverse or favourable)	Low

19. Taking all of the above issues into consideration, the Director of Finance and Corporate Services is unable to provide a full assurance that there will be no unforeseen variances. This is an expected and acceptable situation for any organisation that has to deal with a large number of variables. Provided that the minimum safe level of balances is maintained (as set out in the attached Reserves Strategy), any variations arising as a result of any lack of robustness in the estimates should be manageable.

20. The risks identified will be proactively monitored and mitigating action taken as soon as reliable trends emerge. Budget monitoring reports will be presented to Members at quarterly intervals during the financial year, which will set out the latest financial position and action being taken, where applicable.

## Adequacy of reserves

21. Attached is the Reserves Strategy which sets out the purpose, risks and calculation for each reserve held by the council.

22. It is the opinion of the Director of Finance and Corporate Services that the reserves as set out in the Strategy are adequate and appropriate.

## Risk Analysis

23.

Risk	Likelihood	Impact	Mitigating actions
Actual events may differ from the assumptions and estimates used to produce the draft budget, which will lead to variances from the budget.	4 (variances will occur requiring action to be taken)	3 (potential impact which could adversely affect the council's financial position if not managed)	Budget monitoring and corrective action taken as necessary.  Maintain sufficient reserves and Working Balance.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.





# **Uttlesford District Council**

## **Reserves Strategy**

### **2018/19**



**Prepared by:**  
**Angela Knight**  
**Uttlesford District Council**  
**January 2018**



## Reserves Strategy

### 1 Background

- 1.1 Reserves are an essential part of good financial management. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. The level, purpose and planned use of reserves are important factors for the Council to consider in developing the Medium Term Financial Strategy (MTFS) and setting the annual budget.
- 1.2 In setting the budget, the Council decides what it will spend and how much income it needs from fees, charges and council tax to supplement government funding. The Council may choose to fund some of its spending from its reserves, or set aside some of its income to increase reserves for future spending.
- 1.3 Having the right level of reserves is important. If reserves are very low, there may be little resilience to financial shocks and sustained financial challenges.
- 1.4 There is no available guidance on the minimum level of un-earmarked reserves that should be maintained. In 2003 CIPFA stated that each authority should determine what a prudent level of reserves is based upon their own circumstances, risks and uncertainties.
- 1.5 Councils are therefore free to determine the level of reserves they hold, although Audit will report/give an opinion on what in their opinion is reasonable. Members are responsible for ensuring that the Council's reserves are part of the MTFS and need to be appropriate for our circumstances. The Section 151 Officer has a duty to provide members with advice on the level of reserves.
- 1.6 Councils face significant financial challenges. The unprecedented reduction in government funding from 2010/11 to 2018/19 and the inevitable continuation of that trend, a decline in other income, rising costs and growing demand for many services are all testing the Councils' financial management and resilience.
- 1.7 The introduction of local business rates retention and new arrangements for providing council tax support in 2013/14 have created additional risks to the Council's finances.
- 1.8 Current and future financial challenges pose significant and increasing risks for the Council. The Council can consider using reserves to balance competing pressures for example:
  - Using reserves to offset funding reductions and protect services – although this can only be a short-term strategy as reserves are a one-off funding resource – or invest in making changes that reduce the cost of providing services in the longer-term.
  - Increasing reserves to strengthen resilience against future, uncertain cost pressures.

## 2 The approach to setting the Reserves Strategy.

2.1 The Reserves Strategy is integral to the MTFS and the annual budget setting process. Therefore the MTFS will include:

- Information showing the current level of reserves.
- Consideration of the forward strategy for reserves needed to support the Council's MTFS.
- A summary of the financial risks facing the Council, how it will mitigate these risks, and the minimum and maximum level of residual risk for which the council may need to hold funds in its reserves.

2.2 Reserves will be monitored throughout the year as part of the quarterly financial monitoring and the level of reserves reported as part of the year-end accounting processes.

## 3 Why the Council holds reserves

3.1 We use different terms to refer to the reserves depending on why they are held. Terms we use in this report have the following meanings:

- Available earmarked reserves – funds we choose to set aside to meet known or predicted future spending or ring-fenced by previous Council decisions.
- Working balances (unallocated reserves) to manage cash flows, funds to protect annual budgets against multiple, less predictable, costs and uncommitted accumulated surpluses.
- Other reserves the Council holds which are not available to fund their general spending: some reserves with statutory restrictions on how they can be spent, such as capital receipts or Housing Revenue Account reserves;
- Total reserves – the sum of earmarked and ring-fenced reserves.

3.2 Available earmarked reserves include funds for contingent spending that is hard to predict (risk-based reserves) – for example, Transformation Reserve to cover the cost of implementing changes in working practices including new ways of working and the costs associated with a reduction in staffing levels.

3.3 Reserves are distinct from provisions. Provisions are funds set aside for probable future liabilities where the timing and amounts are uncertain.

### Ring-fenced income

3.4 The Council must spend some of its income on specific purposes, for example, some ring-fenced grants, or property developers' contributions for local environmental improvements. Spending ring-fenced income before the end of a financial year is not always possible or desirable. The Council will carry forward unspent ring-fenced income from one financial year to the next in its reserves.

### **Delivering a balanced budget**

- 3.5 The Council, in common with other organisations, need financial reserves to help manage unforeseen circumstances and to smooth the impact of known spending requirements over time. The Council will use reserves for such purposes to enable it to manage variations between its planned and actual budgets that result from unpredictable spending and income. Reserves will also be used by the Council to plan its finances strategically to support activities over the medium and long term.
- 3.6 The Local Government Finance Act 1992 requires the Council to calculate its expected outgoings and income for the year – including any additions to or use of reserves. Where expected outgoings exceed expected income, the difference is the authority's council tax requirement for that year.
- 3.7 If unplanned costs are incurred during the year that are not funded externally – for example, by a grant from government or an insurance policy – or the Council experiences a shortfall in expected income, there will be few options if it is to deliver to budget. Raising extra income or making in-year savings may have an unacceptable impact on service users. Therefore the Council may want to consider using reserves to balance spending and income.
- 3.8 The 2018/19 Budget identifies a surplus of £105,000 which will be allocated to the Garden Communities Reserve.

### **4 Reserves and the management of risks**

- 4.1 With regard to the Council's financial stability reserves are used to manage risks. There are certain earmarked reserves that have been set aside for specific risks, for example: Business Rates Retention. These reserves and the potential pressures that need to be managed are reviewed as part of the budget setting process.
- 4.2 The Council also manages unforeseen financial shocks by maintaining a Working Balance. For the General Fund the Council's agreed policy is to maintain working balances in line with the following formula;

(Total gross service expenditure + total gross service income + capital financing costs + investment income + investment cost + recharge to HRA + HRA share of corporate costs) x 2%

For the HRA the same principal of 2% of total expenditure and 2% of total income is applied.

## Increasing Financial Risks

4.3 The risk environment for local government funding has significantly increased. This strategy identifies the following issues which have increased risk over recent years:

- The partial retention of locally collected business rates to replace some government funding – this means that future changes in funding will be linked to changes in the local business rates base, rather than to government assessment of need.
- The new system of business rate retention passes the risk of non-collection from Central Government to the Council. The intention is that the Council will take on 75% retention from 2020. Central Government have stated that this will be fiscally neutral to the council, but this will come with additional responsibilities and the associated financial risks.
- The Council has also taken responsibility for the settlement of any outstanding Business Rates appeals.
- New Homes Bonus reforms, has seen reductions in the allocations and changes to the scheme from 2017/18, with possible further reforms expected in future years.
- Revenue Support Grant has been completely withdrawn in 2018/19.
- The transfer of responsibility for council tax support to the Council.
- The necessity to pass on a proportion of the reduction in Council Tax Support to working age claimants may increase Council tax non-recovery risk.
- Welfare reforms including the benefits cap and the impact on Housing Benefit as part of the introduction of Universal Credit which could impact on rent collection and potentially increase the level of homeless people seeking accommodation in the district.
- The Government is continuing experience difficulties with regard to managing the deficit and this increases the likelihood of further funding reductions.
- Unexpected changes in grant regimes.

### On-going risks in the current strategy.

4.4 In addition to the risks identified in 4.3 above there are still the risks that are normally managed within the MTFS:

- Service budgetary control.
- Service spending pressures, e.g. unavoidable demand.
- Exceptional inflation beyond that provided for within the annual budget.

4.5 The prospect of further changes to the way councils are funded beyond 2018/19 means that it is prudent to retain sufficient reserves so that any future spending reductions can be implemented in a planned and efficient fashion.

## 5 Budgeted Reserves

5.1 The forecast value of General Fund Usable Reserves as at 31 March 2018 is £8.940 million reducing to £6.494 million by 31 March 2019.

5.2 The table below summarises the General Fund Reserves at the end of the last financial year and the forecast end position for 2018/19.

£' 000	1.4.2017	2017.18			2017.18	31.3.2018	2018.19			2018.19	31.3.2019
	Actual	Transfers between reserves	additions	deductions	Net Movement	Forecast	Transfers between reserves	additions	deductions	Net Movement	Forecast
<b>USABLE RESERVES</b>											
<u>Financial management Reserves</u>											
MTFS Reserve	1,000				0	1,000			(450)	(450)	550
Transformation Reserve	766	1,000		(118)	882	1,648	(550)		(80)	(630)	1,018
<u>Contingency Reserves</u>					0					0	
Emergency Response	40				0	40				0	40
<u>Service Reserves</u>					0					0	
New waste depot site	1,488	2,000		(3,000)	(1,000)	488			(488)	(488)	0
Planning*	519	691		(650)	41	560	550		(814)	(264)	296
Garden Communities	0				0	0			105	105	105
Developments	0				0	0				0	0
Waste Management	201				0	201				0	201
Homelessness	40		64	(40)	24	64				0	64
Economic Development	121			(63)	(63)	58				0	58
Elections	50		25		25	75		25		25	100
Strategic Initiatives Fund	7,492	(4,827)	564	(1,310)	(5,573)	1,919			(500)	(500)	1,419
New Homes Bonus Ward Members	38				0	38				0	38
Voluntary Sector Grants	0				0	0				0	0
Health and Wellbeing	27			(22)	(22)	5			(5)	(5)	0
Capital Slippage	0	366	92	(366)	92	92				0	92
Private Finance Initiative	87		96		96	183		80		80	263
<b>TOTAL USABLE RESERVES</b>	<b>11,869</b>	<b>(770)</b>	<b>841</b>	<b>(5,569)</b>	<b>(5,498)</b>	<b>6,371</b>	<b>0</b>	<b>105</b>	<b>(2,232)</b>	<b>(2,127)</b>	<b>4,244</b>
<b>RING-FENCED RESERVES</b>											
Working Balance	1,268		118		118	1,386			16	16	1,402
Pension Reserve	0	770		(770)	0	0				0	0
Business Rates Reserve	1,034				0	1,034			(533)	(533)	501
Licensing Reserve	0		78		78	78		217	(19)	198	276
DWP Reserve	71				0	71				0	71
<b>TOTAL RING-FENCED RESERVES</b>	<b>2,373</b>	<b>770</b>	<b>196</b>	<b>(770)</b>	<b>196</b>	<b>2,569</b>	<b>0</b>	<b>217</b>	<b>(536)</b>	<b>(319)</b>	<b>2,250</b>
<b>TOTAL RESERVES</b>	<b>14,242</b>	<b>0</b>	<b>1,037</b>	<b>(6,339)</b>	<b>(5,302)</b>	<b>8,940</b>	<b>0</b>	<b>322</b>	<b>(2,768)</b>	<b>(2,446)</b>	<b>6,494</b>

\*this reserve is the total for Planning, Development Control and Neighbourhood Planning

5.3 It is also important to set out the criteria for the purpose, lifespan and risks associated with each reserve. This is attached as Appendix One.

### General Fund Ring-fenced Reserves

5.4 These reserves are held for specific purposes and cannot be used for anything other than the stated purpose.

£' 000	1.4.2017	2017.18		31.3.2018	2018.19		31.3.2019
	Actual	Net Movement	Forecast	Net Movement	Forecast		
Working Balance	1,268	118	1,386	16	1,402		
Pension Reserve*	0	0	0	0	0		
Business Rates Reserve	1,034	0	1,034	(533)	501		
Licensing Reserve	0	78	78	198	276		
DWP Reserve	71	0	71	0	71		
<b>TOTAL RING-FENCED RESERVES</b>	<b>2,373</b>	<b>196</b>	<b>2,569</b>	<b>(319)</b>	<b>2,250</b>		

\*the pension reserve shows a zero balance as the transfer for the triannual payment goes in and out in the same year

### Housing Revenue Account (HRA)

5.5 The table below summarises the HRA Usable Reserves at the start of the 2017/18 financial year and the forecast end position for the next two years.

£' 000	01.04.2017 Actual	31.03.2018 Forecast	31.03.2019 Forecast
<b>Usable Reserves</b>			
Transformation	180	180	180
Capital Projects	3,809	0	120
Potential Development Projects	2,298	0	0
Revenue Projects	60	60	60
Sheltered Housing Reserve	318	0	0
<b>Total Usable Reserves</b>	<b>6,665</b>	<b>240</b>	<b>360</b>
Major Repairs Reserve	163	325	453

### HRA Ring-fenced Reserve

5.6 This reserve is held for specific purposes and cannot be used for any other.

£' 000	Purpose	01.04.2017	31.03.2018	31.03.2019
HRA Working Balance	Maintained to protect the Council's budget from unexpected risks (calculation as set out in 4.2)	498	546	454

### Capital Receipts

5.7 This reserve identifies capital receipts which are available to finance capital expenditure in future years.

£' 000	01.04.2017	31.03.2018	31.03.2019
Housing Revenue	4,148	2,262	2,020
General Fund	382	382	382

5.8 Under the Right to Buy 1-4-1 agreement, for each sale of council dwellings the local authority must replenish housing stock using the retained receipt held in the capital receipts reserve; this is to ensure the government's plan to provide further social housing is continued whilst increasing home ownership is fulfilled. The Council can only use a 30% contribution of the capital receipts to fund a housing project. If the Council fails to replenish housing within 13 quarters then the capital receipts have to be repaid to Central Government.



## 6. Total Reserves

6.1 The table below sets out the total of reserves in each element of the council finances.

£' 000	01.04.2017	31.03.2018	31.03.2019	31.03.2020	31.03.2021	31.03.2022	31.03.2023
General Fund Earmarked	11,869	6,371	4,244	4,323	4,348	4,373	4,398
General Fund Ring-Fenced	2,373	2,569	2,250	2,575	2,250	2,550	2,850
<b>Total General Fund Reserves</b>	<b>14,242</b>	<b>8,940</b>	<b>6,494</b>	<b>6,898</b>	<b>6,598</b>	<b>6,923</b>	<b>7,248</b>
Capital Receipts	4,148	2,262	2,020	1,243	970	697	424
Housing Revenue Usable	6,665	240	360	282	1,480	2,678	3,876
Housing Revenue Ring-Fenced	498	546	454	452	465	477	489
<b>Total Housing Revenue Reserves</b>	<b>11,311</b>	<b>3,048</b>	<b>2,834</b>	<b>1,977</b>	<b>2,915</b>	<b>3,852</b>	<b>4,789</b>
<b>Total Reserves</b>	<b>25,553</b>	<b>11,988</b>	<b>9,328</b>	<b>8,875</b>	<b>9,513</b>	<b>10,775</b>	<b>12,037</b>

## 7. General Fund Reserves 5 year plan

7.1 The table below sets out the 5 year plan for the General Fund

£' 000	1.4.2017	2017.18	31.3.2018	2018.19	31.3.2019	2019/20	31.3.2020	2020/21	31.3.2021	2021/22	31.3.2022	2022/23	31.3.2023
	Actual	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast
<b>USABLE RESERVES</b>													
<u>Financial management Reserves</u>													
MTFS Reserve	1,000	0	1,000	(450)	550	450	1,000	0	1,000	0	1,000	0	1,000
Transformation Reserve	766	882	1,648	(630)	1,018	0	1,018	0	1,018	0	1,018	0	1,018
<u>Contingency Reserves</u>													
Emergency Response	40	0	40	0	40	0	40	0	40	0	40	0	40
<u>Service Reserves</u>													
New waste depot site	1,488	(1,000)	488	(488)	0	0	0	0	0	0	0	0	0
Planning*	519	41	560	(264)	296	(296)	0	0	0	0	0	0	0
Garden Communities	0	0	0	105	105	0	105	0	105	0	105	0	105
Developments	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste Management	201	0	201	0	201	0	201	0	201	0	201	0	201
Homelessness	40	24	64	0	64	0	64	0	64	0	64	0	64
Economic Development	121	(63)	58	0	58	0	58	0	58	0	58	0	58
Elections	50	25	75	25	100	(75)	25	25	50	25	75	25	100
Strategic Initiatives Fund	7,492	(5,573)	1,919	(500)	1,419	0	1,419	0	1,419	0	1,419	0	1,419
New Homes Bonus Ward Members	38	0	38	0	38	0	38	0	38	0	38	0	38
Voluntary Sector Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Health and Wellbeing	27	(22)	5	(5)	0	0	0	0	0	0	0	0	0
Capital Slippage	0	92	92	0	92	0	92	0	92	0	92	0	92
Private Finance Initiative	87	96	183	80	263	0	263	0	263	0	263	0	263
<b>TOTAL USABLE RESERVES</b>	<b>11,869</b>	<b>(5,498)</b>	<b>6,371</b>	<b>(2,127)</b>	<b>4,244</b>	<b>79</b>	<b>4,323</b>	<b>25</b>	<b>4,348</b>	<b>25</b>	<b>4,373</b>	<b>25</b>	<b>4,398</b>
<b>RING-FENCED RESERVES</b>													
Working Balance	1,268	118	1,386	16	1,402	0	1,402	0	1,402	0	1,402	0	1,402
Pension Reserve	0	0	0	0	0	325	325	(325)	0	300	300	300	600
Business Rates Reserve	1,034	0	1,034	(533)	501	0	501	0	501	0	501	0	501
Licensing Reserve	0	78	78	198	276	0	276	0	276	0	276	0	276
DWP Reserve	71	0	71	0	71	0	71	0	71	0	71	0	71
<b>TOTAL RING-FENCED RESERVES</b>	<b>2,373</b>	<b>196</b>	<b>2,569</b>	<b>(319)</b>	<b>2,250</b>	<b>325</b>	<b>2,575</b>	<b>(325)</b>	<b>2,250</b>	<b>300</b>	<b>2,550</b>	<b>300</b>	<b>2,850</b>
<b>TOTAL RESERVES</b>	<b>14,242</b>	<b>(5,302)</b>	<b>8,940</b>	<b>(2,446)</b>	<b>6,494</b>	<b>404</b>	<b>6,898</b>	<b>(300)</b>	<b>6,598</b>	<b>325</b>	<b>6,923</b>	<b>325</b>	<b>7,248</b>

The surplus of £105,000 for 2018.19 is included in the Garden Communities Reserve; however the identified surplus/deficits for future years are not included in the 5 year reserves plan

## 8. HRA Reserves 5 year plan

8.1 The table below sets out the 5 year plan for the HRA. The logic behind the reserves is contained within the HRA Business Plan.

£' 000	Balance	Balance	Balance	Balance	Balance	Balance	Balance
	01.04.2017	31.03.2018	31.03.2019	31.03.2020	31.03.2021	31.03.2022	31.03.2023
<b><u>RINGFENCED RESERVES</u></b>							
Working Balance	498	546	454	452	465	477	489
	<b>498</b>	<b>546</b>	<b>454</b>	<b>452</b>	<b>465</b>	<b>477</b>	<b>489</b>
<b><u>USABLE RESERVES</u></b>							
<u>Revenue Reserves</u>							
Revenue Projects	60	60	60	60	60	60	60
Transformation Reserve	180	180	180	180	180	180	180
	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>
<u>Capital Reserves</u>							
Capital Projects	3,809	0	120	42	394	746	2,501
Potential Projects Reserve	2,298	0	0	0	0	0	0
Sheltered Housing Projects Reserve	318	0	0	0	0	0	0
	<b>6,425</b>	<b>0</b>	<b>120</b>	<b>42</b>	<b>394</b>	<b>746</b>	<b>2,501</b>
<b>TOTAL USABLE RESERVES</b>	<b>6,665</b>	<b>240</b>	<b>360</b>	<b>282</b>	<b>634</b>	<b>986</b>	<b>2,741</b>
<b>TOTAL RESERVES</b>	<b>7,163</b>	<b>786</b>	<b>814</b>	<b>734</b>	<b>1,099</b>	<b>1,463</b>	<b>3,230</b>

## Appendix One

Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
MTFS Reserve	To help support any shortfall in budgets and to provide a contingency fund to support one year's repayment of the borrowing related to investments in the Council's wholly owned Company Aspire (CRP) Ltd	<ol style="list-style-type: none"> <li>1. Reduction and/or scheme changes in allocation of New Homes Bonus and changes to the level of retention and additional responsibilities arising whilst adjusting the budget to match the income/funding</li> <li>2. That income received from Aspire (CRP) Ltd does not meet the required loan repayments</li> </ol>	<p>Any shortfall in funding or business rates income, would in the medium to long term be met by service efficiencies/additional income to play a part in addressing the shortfall during the plan however the quick win easy savings are gone, we will be looking at significant changes in the way in which the council operates and this takes time to achieve</p> <p>Contingency of one full year loan repayment</p>
Transformation Reserve	To enable the council to change the way it operates in order to meet the financial challenges ahead	<ol style="list-style-type: none"> <li>1. Universal Credit – The Department for Work and Pensions have announced that TUPE does not apply to those staff working in the Benefits Section. It is possible that DWP will fund any related redundancy costs</li> <li>2. Resistance to change – it is essential the council adapts to new ways of working such as more automation of outgoing mail and better functionality and use of the council website. Failure to adopt new ways of working will seriously affect the future functioning of the council</li> <li>3. As the council transforms it is possible that a number of services will need to change in the way they are delivered or cease to be provided. This may lead to statutory redundancy being paid</li> </ol>	This is to support and enable customer service improvements to enhance customer interactions with the council

Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
Emergency Response	To support any resource requirement to a Local emergency	The emergency exceeds the scale anticipated and funds are inadequate	<p>Any large scale emergency would involve other agencies and Essex County</p> <p>The council learnt a lot from the Lebanese emergency and now has a policy to assist any such evacuees on their onward journey and not to provide on-going support therefore the reserve should be sufficient</p> <p>In case of larger emergencies it is likely that Central Government will reimburse the council</p>
New depot site	It is proposed to purchase land and provide the necessary buildings and utilities in the south of the district	<ol style="list-style-type: none"> <li>1. No piece of land is identified</li> <li>2. The reserve is insufficient to meet the total costs</li> </ol>	<ol style="list-style-type: none"> <li>1. The process has advanced and there is now a preferred option and a reserved site</li> <li>2. The land vacated would have residual value and whilst a proportion should be retained to provide additional income streams, some could be sold to cover additional costs. The reserve was increased in 2017/18 to enable a single depot site to be established</li> </ol>
Garden Communities	To support consultancy resource for the delivery project	Consultants and work required to produce a delivery plan exceeds the level of funds available	High level management team working on the project and the cost of consultancy to be assessed regularly against the delivery timescales
Developments	To provide funds for future developments and income generating projects	This reserve to be funded from in year budget revenue surpluses, if the council has no surplus funds the projects will not go ahead	<p>Initial project identified as the New Depot Site, this is a phased project and will be completed in stages</p> <p>No further projects proposed unless income generating or spend to save initiatives</p>



Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
Homelessness	To assist with the fluctuating demand for homelessness support. To be reviewed in March 2017	New legislation has increased the requirement on Local Authorities to provide housing to homeless people	Extra funding has been received from Central Government and the Homelessness Strategy has been updated to account for the new requirements
Economic Development	To assist with the promotion of economic development	The reserve is inadequate to fund the projects identified in the strategy	Specific projects identified in the strategy and ongoing monitoring of each one against funds available
Elections	Each year £25,000 is allocated to the reserve to fund future election costs. The reserve is used in UDC election years	1. The costs exceed the reserve amount	The reserve is to offset the impact of the cost of elections not to fully cover it. The amount is felt to be sufficient

Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
Strategic Initiatives Fund (SIF)	<p>£1m is retained to support in the delivery of the Local Plan</p> <p>Any funds over and above this are then allocated on the following basis;</p> <ul style="list-style-type: none"> <li>a. Support for the local economy</li> <li>b. Partnership working with voluntary sector organisations</li> <li>c. Community initiatives and services in rural locations</li> <li>d. “Spend to save” projects to make the Council more efficient and more resilient to funding changes in future years</li> <li>e. Putting some Council services onto a more commercial footing.</li> </ul>	<p>The Local Plan exceeds the current allocations set aside</p> <p>Insufficient projects that meet the criteria are identified</p>	<p>The Planning reserve is the first call on funds to support the Local Plan</p> <p>There are four key criteria that each initiative must meet to be considered for funding from the Strategic Initiatives Fund. The four criteria are</p> <ol style="list-style-type: none"> <li>1. The initiative demonstrably supports the Council’s corporate priorities, as set out in the Corporate Plan</li> <li>2. The initiative fulfils at least one of the five suggested uses for the Fund, as set out above</li> <li>3. The initiative results in tangible financial benefit to the Council, either by reducing future cost pressures, efficiency savings, or income generation</li> <li>4. The initiative does not give the Council any additional ongoing revenue budget commitments beyond the 2018/19 financial year</li> </ol>

Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
<p>New Homes Bonus (Ward Members)</p> <p style="text-align: center; font-size: 2em;">Page 68</p>	<p>An annual allocation of £2k is provided to each ward member, any unspent monies are c/fwd. into future years subject to meeting the criteria approved at 17 March 2016 Cabinet</p>	<p>That monies held are not spent within the timescales</p> <p>a) It has to be spent in the Member's Ward  b) Any unspent allocation can be carried forward to the following year, providing the amount is less than 50% of the allocation for that year. If it exceeds 50% of the in-year allocation only 50% shall be carried forward  c) It has to be for the good of the community  d) It must not commit the Council to expenditure in future years  e) The Member should be mindful of the financial status of the recipients  f) The Member should have no personal interest in the organisation receiving the award  g) In election year the money only becomes available from 1 June (i.e. to the newly elected Member)</p>	<p>Members are provided with an annual report of remaining funds</p>
<p>Voluntary Sector Grants</p>	<p>Contingency grants for one off support to voluntary organisations</p>	<p>That no organisations apply for a grant and the money remains unspent</p>	<p>Advertising and raising awareness of the funds available. If these funds are not allocated in 2018/19 they will be released back into the revenue budget in 2019/20</p>
<p>Health and Wellbeing</p>	<p>To support the Health and Wellbeing Strategy</p>	<p>Specific funding provided for the Health and Wellbeing agenda</p>	<p>Only £5,000 remaining and this will be drawn down in the financial year 2018/19</p>



Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
Capital Slippage	Financing budget from reserves and revenue contributions c/fwd. in line with associated projects in the capital programme slipping to future financial years	None, any unspent financing will be released back to either the original reserve or the revenue budget	Financing is aligned with the associated project within the capital programme and monitored on a regular basis
Private Finance Initiative Page 69	This reserve has been set up as part of the 2015/16 external audit process	The external audit indicated that there would be a possible shortfall in repayments by 2020	All extra income received from the PFI income share is allocated to the reserve. Further analysis of the PFI model shows that the current reserve will cover any shortfalls
Access Fund	This reserve was set up to pump prime the provision of cycle paths in the district. The intention is that the initial £200,000 would be replenished by appropriate S106 monies as they become available	1. No suitable S106 monies are available to continue the cycle path rollout	This is an Essex County Council responsibility which this Council contributes to by way of S106 monies. If no such money is available the Council will need to decide whether or not to invest more money from other reserves into this scheme  This reserve has a zero balance so is not included in the main reserves table.
Working Balance	Maintained to protect the Council's budget from unexpected risks	Calculation as set out in 4.2	MTFS and Transformation reserves are available to support the council in absorbing any significant reductions in funding and/or income

Reserves Strategy

Reserve	Purpose and lifespan	Risks	Mitigation and Calculation
Pension Reserve	This reserve is used to pay the Pension Fund Deficit. A reduction is given by actuary for a 3 year advance payment and this reserve is used to smooth the revenue cost over the applicable years	That the cost of the 3 year payment is higher than expected or the option for this is withdrawn	Regular updates from the actuary provides assurance on the option and the potential level of cost
Business Rates Retention	To manage any Collection Fund deficit, this is mainly due to any large appeals both lodged and anticipated	Fund is insufficient to meet demand	This is based on central government calculations which make this unlikely to happen. However should it do so the MTFs reserve would be available to support the timing delay
Licensing	A ring-fenced reserve that can only be spent on the taxi licensing service	The new fee schedule of licence renewal on either a 3 or 5 year basis, means that income and resource fluctuates annually	An excess income is held in the reserve to support service provision in the intermediate years
DWP	Amount of benefit subsidy currently being reviewed in light of the External Audit grant claim process	DWP seek to recover more money than in the reserve	This is the amount identified by the auditors and we are aware of this in the year prior to repayment if required  In 2018/19 no repayment to the DWP is required

<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Medium Term Financial Strategy 2018/19 - Covering Report		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. The purpose of the Medium Term Financial Strategy (MTFS) is to ensure the ongoing financial health and stability of the Council. The Strategy looks ahead in order to anticipate issues that may arise in the Council's finances. This enables measures to be taken and plans to be put in place ahead of the issues arising.
2. The key items announced in the 2018/19 Finance Settlement are
  - Council tax referendum base has been increased to 3% for 2 years (Police can increase by maximum of £12)
  - No change to the New Homes Bonus (deadweight remains at 0.4% and there were no adjustments for housing approved on appeal). Last year's settlement changed NHB from a 6 year to a 4 year scheme (2017/18 transitional year at 5 years)
  - The Essex Bid to become a pilot for 100% Business Rates was unsuccessful, but it is expected that further pilots will be accepted in 2019/20.
  - Business Rates Retention (non-pilot authorities) will move to 75% retention from 2020/21
3. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

## Recommendations

4. The Cabinet is requested to recommend, for approval by Full Council, The Medium Term Financial Strategy 2018/19 as attached.

## Financial Implications

5. Summary in the main body of this report and more detail in the Medium Term Financial Strategy.

## Background Papers

6. Central Government 2018/19 Provisional Financial Settlement.

## Impact

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	The Council has a legal duty to set a balanced budget.
Ward-specific impacts	None
Workforce/Workplace	None

## Forecasting the Council's Budget Requirement

7. It is relatively straightforward to forecast what the Council's costs and income will be, based on extrapolating the 2017/18 budget into future years, using prudent assumptions about inflation.
8. Where actual increases or reductions are not already known, the following annual inflation assumptions have been used:

Budget item	Annual inflation assumption used
Salaries	1%
Employer's pension	1.1% of salary
Other staff costs	0%
Members allowances	1%
Utilities & fuel	3%
Supplies & services (contractual)	3%
Supplies & services (non-contractual)	0%
Fees & charges income (except car parking)	2%
Car parking income	0%
Benefits case load	-1%
Benefits rent increases	-1%
Demand growth	£50,000 cumulative additional spend per year from 2018/19

9. The model also assumes that during the next few years, the Government will proceed with its policy intention to transfer Housing Benefit to the Universal Credit scheme. The model makes assumptions that benefits expenditure and related DWP subsidy grant income will be progressively removed from the Council's budget during the next few years. This has the effect of reducing gross expenditure and gross income, but the bottom line effect is slight because 98% of expenditure is met by grant.
10. Other assumptions:
  - No changes to the Council's priorities; existing levels of service provision to continue.
  - Capital financing costs are based on the draft five year capital programme and allied financing strategy.
  - Recharge of costs to Housing Revenue Account is based on actual cost apportionment of central and core services.
  - Investment income continues to remain low due to the interest rate decline.

#### **MTFS: Guiding principles**

11. The Council will continue to exercise prudence and discipline in its financial management. Costs will be controlled and kept under review, and income will be maximised wherever appropriate. Work will continue to identify ways to deliver services at a lower cost.
12. Inevitably, resource allocation decisions will be required based upon changing circumstances and priorities. Some budgets will need to be increased, and some reduced. The Council will seek to safeguard those activities that it considers to be highest priority as stated in the Corporate Plan unless there is no alternative.
13. The Council will endeavour to make savings in priority areas only if there is no significant adverse impact to quality and level of service provision. For example, the Council may find a more efficient means of delivering the service. Otherwise, the Council will not make savings that result in diminution in service quality in these areas unless there is no alternative e.g. inability to balance the budget.
14. The Council acknowledges the need to provide statutory services, and in many cases these will be consistent with Corporate Plan priorities. Where the link between the need to provide a statutory service and Corporate Plan priorities is not as strong, the Council will provide a level of service consistent with affordability.
15. Efficiency gains and partnership working will be explored as means of providing statutory services to an acceptable level at a lower cost. In some circumstances, the Council will consider reducing the level of service in order to make savings and redirect resources to the Council's highest priorities.
16. Subject to the above, unavoidable and essential growth items will be funded by making savings from elsewhere within the Council budget, or the generation of additional income. The Council will not make ongoing revenue commitments from non-recurring funding sources.

17. The Council will manage its budget as a corporate whole, if necessary transferring money from one activity to another if this is what is necessary to match limited resources to the highest priorities.
18. In ordinary circumstances the Council will not use reserves to fund any ongoing expenditure. In exceptional circumstances, the Council may use reserves for one-off items or to alleviate budget pressures within the context of an overall plan to achieve a balanced budget but will seek opportunities to replenish reserves consumed in this way.
19. The Council will ensure that all reserves are held for clearly defined purposes and the amounts kept under review as per the Reserves Strategy.
20. Investment in new initiatives and service improvements will be subject to a value for money assessment and a post-implementation review to assess whether the intended benefits were achieved.

### Risk Analysis

21.

Risk	Likelihood	Impact	Mitigating actions
Actual experience differs from the assumptions in the budget and business plan	4 some variation is inevitable	3 sums involved are potentially significant	Ensure MTFS has element of flexibility Maintain adequate reserves Robust monitoring Half yearly review by Cabinet

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



**Uttlesford District Council**  
**Medium Term Financial Strategy**  
**2018/19 – 2022/23**



**Prepared by:**  
**Angela Knight**  
**Uttlesford District Council**  
**January 2018**



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### Financial Outlook

The provisional settlement was announced on the 19 December 2017. The basis of local government funding has radically altered such that Councils' funding depends directly on growth and prosperity in their local economies.

The Council is facing ever decreasing funding allocations, the withdrawal of Revenue Support Grant and Rural Services Transition grant in 2018/19 and significant reductions in New Homes Bonus.

The government recognises that Local Authorities need to understand the level of revenue available for a period of more than one year and as such have provided a settlement that covers both 2018/19 and 2019/20.

A consultation on the method of distributing funding is currently being undertaken, the Fair Funding Review, this relates to how the centrally collected revenue (excluding Council Tax) and any other government grants/funding is allocated to councils across the country. This is calculated on a formula of needs basis. The new methodology will be implemented alongside the 75% Business Rates Retention scheme in 2020/21.

In the 2016/17 settlement Government offered all authorities the option to 'sign up' for a four year funding deal. This was to give authorities certainty and clarity over future years funding streams. The Council formally accepted the offer in October 2016 along with 97% of other Local Authorities and 2018/19 will be the third year of the agreement. Although it should be noted that the grants included in the settlement have little impact on the council's overall funding, as it does not include New Homes Bonus.

The key items announced in the 2018/19 settlement were;

- Council Tax - core increase in Band D from 2% to 3%, for 2018/19 and 2019/20
- Rural Services Delivery Grant - retained at the same level as 2017/18. Last year's settlement proposed a reduction in the 'pot' of £15.5m, but this has now been reversed and allocations will remain at the same level as previous years.
- New Homes Bonus – no changes, 4 year legacy payments and baseline maintained at 0.4%.
- Business Rates Retention – local share to increase from 50% to 75% from 2020/21, and will include transfer of public health and other grants.

Revenue Support Grant has now been completely withdrawn and Uttlesford are now reliant on the following sources of income and funding;

- New Homes Bonus
- Business Rates Retention Income
- Council Tax
- Rural Services Delivery Grant (indications are that this will reduce in future years)
- Fees and charges
- Investment income mainly from wholly owned subsidiaries

#### **New Home Bonus (NHB)**

The Government's target in the 2017/18 settlement was to reduce total payments from £1.5bn to £900m by 2019/20. The pressure on social care has meant the reductions were moved forward with a planned reduction of £250m in 2017/18 to create the new adult social care fund. The 2018/19

## Medium Term Financial Strategy

settlement made no amendments to the NHB scheme as announced in the previous year's settlement and the funding allocations are based on;

- Legacy payments reducing to 4 years in 2018/19 (6 years to 5 years in 2017/18)
- A 'deadweight' factor or notional baseline was introduced in 2017/18; NHB allocations will include a reduction for natural growth of 0.4%. This means that payments are made only on the increase in the number of properties above the notional baseline (average national growth). For Uttlesford, this equates to approximately 144 properties for 2018/19.

### Business Rates Retention

An Essex wide bid to become a pilot area for 100% Business Rates Retention was unsuccessful for 2018/19, it is expected that further pilot areas will be considered in 2019/20.

The original proposal for the roll out of 100% Business Rates Retention for all local authorities has been replaced with a revised scheme for 75% retention from 2020/21 for all non-pilot authorities.

The MTFs assumes a consistent level of Business Rates income for the 5 years as Government have said that any changes to the level of income retention will be fiscally neutral, whether it is 75% or 100%. The key questions that need to be confirmed are;

- Will there be extra responsibilities that local authorities will be required to take on?
- Will the appeals risk continue to be managed locally or will there be a central pot?

Appeals continue to be a challenge, although the financial risk has now reduced with any new appeals being subject to the new process of 'check, challenge and appeal', and they must be submitted within 3 months of the billing period and the back dating period being limited to April 2017.

### Funding Reductions

The table below shows how government funding for Uttlesford has reduced over the last 3 years. This emphasises the need for new, more efficient ways of working and to look for innovative income generating opportunities.

	2016/17	2017/18	2018/19
	£'000	£'000	£'000
Business Rates Retention*	2,689	2,568	2,042
New Homes Bonus	4,279	3,772	2,864
Rural Services Grant	285	225	225
Revenue Support Grant	684	255	0
<b>Total Funding</b>	<b>7,652</b>	<b>6,820</b>	<b>5,131</b>

\* this does not include any surplus/deficits from the collection fund which can affect the overall financial position

## Medium Term Financial Strategy

### Investment Income

In 2016/17 the Council set up a number of arm's-length wholly owned companies, under the Aspire brand name, which are run on a commercial basis separate from the Council's normal business. The Council set up the companies to support the Council with new income streams; this is a direct result of the reducing Government funding and the need for all Councils to move towards a self-financing position.

Aspire has two arms

- Aspire Holdings (UDC) Ltd
- Aspire (CRP) Ltd

Aspire Holdings (UDC) Ltd has three subsidiaries of which two are dormant whilst the Property and Maintenance Company started trading, on a very small scale, as from 1 April 2017. The three companies are:

- Aspire Property and Maintenance Ltd
- Aspire Rentals Ltd
- Aspire Land Development Ltd

On 15 May 2017, Aspire (CRP) Ltd purchased a 50% share in Chesterford Research Park (which is part of the South Cambridgeshire Biotech Cluster) in a joint venture with Aviva Life and Pensions. The cost of the purchase of the 50% share was £47.25 million. Aspire (CRP) Ltd is borrowing the funds from the Council at a fixed interest rate of 4%.

The interest return on the loan to Aspire (CRP) Ltd generates, in a full year, an income in excess of £2m; this income stream now supports the budget shortfall from the government funding cuts as detailed in the section above.

### Universal Credit

The transfer of all working age claimants from Housing Benefit to Universal Credit is now expected to be April 2022. If there are any delays in the rollout timetable this will have an impact on the Council's budget. The forecasted reduction in the Working Balance Reserve is entirely due to the fact that the Council budget will reduce following the rollout of Universal Credit.

There is a high risk that the actual level of claims transferred to Universal Credit will be significantly lower than that forecast by the Department for Work and Pensions, due to the large number of pensioner and other types of disregarded claims.

## Budget Model

To inform the financial outlook for UDC, a detailed budget model has been prepared, the table below shows the direct service income and expenditure budgets.

	2018/19 £ '000	2019/20 £ '000	2020/21 £ '000	2021/22 £ '000	2022/23 £ '000
Gross Service Expenditure	37,573	34,488	31,833	29,685	27,853
Gross Service Income	(24,591)	(21,744)	(19,436)	(17,372)	(15,466)
Savings		(150)	(300)	(300)	(300)
Demand Growth		50	100	450	500
<b>Service Expenditure</b>	<b>12,982</b>	<b>12,644</b>	<b>12,197</b>	<b>12,463</b>	<b>12,586</b>

The following key inflationary assumptions are used in the model.

- Gross service expenditure and income:** Takes the 2017/18 base budget as a starting point and one-off items have been removed. Inflation has been included for salaries at 2%, utilities in line with the current market forecasts and 3% for fees and charges except where special arrangements apply e.g. car park charges and taxi licences.
- Universal Credit** – Assumed that Housing Benefits expenditure and associated subsidy will continue to phase out of the UDC budget in 2018/19 and Universal Credit to be implemented in full by 2022/23. This is shown by the Gross service expenditure and income reducing year on year.
- Service demand** – Due to growing population and housing numbers, it is prudent to assume greater demand for council services such as refuse and recycling, revenues collection, etc. A cumulative figure of £50,000 pa has been used from 2019/20.
- Specific grants:** Housing Benefits subsidy at 98% of expenditure. Benefits admin subsidy being reduced to reflect rollout of Universal Credit.

	2018/19 £ '000	2019/20 £ '000	2020/21 £ '000	2021/22 £ '000	2022/23 £ '000
Capital Financing Costs	3,572	1,227	1,273	1,628	1,927
Pension Fund - Deficit			980		
Pension Fund - Added Years	85	85	85	85	85
Recharge to HRA/Corporate Core	(2,073)	(2,124)	(2,074)	(2,119)	(2,140)
Investment Income	(2,100)	(2,100)	(2,200)	(2,200)	(2,400)
Investment Cost	456	616	897	1,243	1,525
<b>Corporate Costs</b>	<b>(60)</b>	<b>(2,296)</b>	<b>(1,038)</b>	<b>(1,362)</b>	<b>(1,003)</b>

## Medium Term Financial Strategy

### e) Corporate items:

- Capital Financing Costs – are in line with the projected capital programme's financing requirements.
- Pension Fund deficit payment – 2020/21 shows a 3 year upfront payment is made to the Essex pension fund; a discount is received for the advanced payment.
- Recharges to HRA – based on the apportionment of actual costs of central services and corporate core applied to the Housing Revenue Account.
- Investment Income and cost – this is the estimated income generated from the investment in Chesterford Research Park and the subsequent cost of borrowing to fund the purchase. This model assumes no additional development at the Park.

	2018/19	2019/20	2020/21	2021/22	2022/23
	£ '000	£ '000	£ '000	£ '000	£ '000
Business Rates Retention	(2,576)	(2,000)	(2,000)	(2,000)	(2,000)
Business Rates prior year Balance	534				
New Homes Bonus	(2,864)	(2,939)	(3,102)	(3,240)	(3,415)
Rural Services Grant	(225)	(225)	(225)	(225)	(225)
Council Tax prior year Balance	(14)				
<b>Funding</b>	<b>(5,145)</b>	<b>(5,164)</b>	<b>(5,327)</b>	<b>(5,465)</b>	<b>(5,640)</b>

- f) **Business Rates Retention:** The Council currently retains 40% of business rates income collected, from 2020/21 government has announced that this will increase to 75% income retention, until we know how this will work; a prudent forecast has been included for future years.
- g) **New Homes Bonus:** The model shows the announced figure for 2018/19. Future year's allocations are based on the latest funding analysis, using average growth in the area.

### Council Tax

The MTFs has been prepared on the assumption that Council Tax will be increased annually by 2.99% in 2018/19 and 2019/20, the years beyond that are based on an increase of 1.99%. The Administration will be looking carefully at the Council's finances during the life of the MTFs and will take appropriate decisions depending on the circumstances at the time.

Tax base assumptions are in line with housing growth forecasts based on the average growth over the last five years, which equates to approximately 2%. An estimate of LCTS discounts has been made. These assumptions give rise to the forecasts in the following table.

	2018/19	2019/20	2020/21	2021/22	2022/23
Tax base	38,159	38,883	39,622	40,375	41,144
LCTS Discounts	(1,948)	(1,948)	(1,948)	(1,948)	(1,948)
<b>Net Tax Base</b>	<b>36,211</b>	<b>36,935</b>	<b>37,674</b>	<b>38,427</b>	<b>39,196</b>
Band D equivalent	147.21	151.60	154.62	157.70	160.84
Percentage Increase	2.99%	2.99%	1.99%	1.99%	1.99%
<b>Council Tax income</b>	<b>(5,330,374)</b>	<b>(5,599,547)</b>	<b>(5,825,197)</b>	<b>(6,059,941)</b>	<b>(6,304,145)</b>

General Fund – 5 year summary

	2018/19	2019/20	2020/21	2021/22	2022/23
	£ '000	£ '000	£ '000	£ '000	£ '000
Gross Service Expenditure	37,573	34,488	31,833	29,685	27,853
Gross Service Income	(24,591)	(21,744)	(19,436)	(17,372)	(15,466)
Savings		(150)	(300)	(300)	(300)
Demand Growth		50	100	450	500
<b>Service Expenditure</b>	<b>12,982</b>	<b>12,644</b>	<b>12,197</b>	<b>12,463</b>	<b>12,586</b>
Capital Financing Costs	3,572	1,227	1,273	1,628	1,927
Pension Fund - Deficit			980		
Pension Fund - Added Years	85	85	85	85	85
Recharge to HRA/Corporate Core	(2,073)	(2,150)	(2,074)	(2,119)	(2,140)
Investment Income	(2,100)	(2,100)	(2,200)	(2,200)	(2,400)
Investment Cost	456	616	897	1,243	1,525
<b>Corporate Costs</b>	<b>(60)</b>	<b>(2,322)</b>	<b>(1,038)</b>	<b>(1,362)</b>	<b>(1,003)</b>
<b>Total Net Expenditure</b>	<b>12,921</b>	<b>10,323</b>	<b>11,159</b>	<b>11,101</b>	<b>11,584</b>
Business Rates Retention	(2,576)	(2,000)	(2,000)	(2,000)	(2,000)
Business Rates prior year Balance	534				
New Homes Bonus	(2,864)	(2,939)	(3,102)	(3,240)	(3,415)
Rural Services Grant	(225)	(225)	(225)	(225)	(225)
Council Tax prior year Balance	(14)				
<b>Funding</b>	<b>(5,145)</b>	<b>(5,164)</b>	<b>(5,327)</b>	<b>(5,465)</b>	<b>(5,640)</b>
<b>Total Net Operating Costs</b>	<b>7,776</b>	<b>5,159</b>	<b>5,832</b>	<b>5,636</b>	<b>5,944</b>
Movement in Reserves	(1,995)	(46)	(300)	325	325
MTFS Reserve	(450)	450			
<b>Council Tax Requirement</b>	<b>5,331</b>	<b>5,563</b>	<b>5,532</b>	<b>5,961</b>	<b>6,269</b>
Council Tax Income	(5,331)	(5,600)	(5,825)	(6,060)	(6,304)
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>(37)</b>	<b>(293)</b>	<b>(99)</b>	<b>(35)</b>

## Medium Term Financial Strategy

Sufficient reserves should be maintained to cover the eventualities that may arise from 2019/20 if the savings identified cannot be realised. The Council should proactively look for service efficiencies and income generating projects.

Due to the degree of estimation involved and the longer term projections referred to in the preceding paragraphs, it will be absolutely essential to maintain strong financial discipline around all aspects of the council's costs and income.

The Council must ensure it is in a strong position to anticipate and adapt to funding outcomes that differ from those currently assumed. Therefore any decision to incur additional costs (e.g. service investment) or to reduce income (e.g. fees & charges reductions) must be fully funded by sustainable cost savings and/or additional income elsewhere in the council's budget.

## Reserves

Total General Fund usable reserves during this five year model are estimated to decrease from £8.940 million to £7.248 million, a reduction of £1.692 million.

This includes the addition of the surplus for 2018/19 which has been allocated to the Garden Communities Reserve, but excludes any in-year surpluses or deficits for future years.

To support future projects a new Developments Reserve has been created and it is planned that any in year surpluses will be allocated to this reserve.

A schedule of forecasted reserves balances is set out on the following page.

## General Fund Reserves – 5 year summary

£' 000	1.4.2017	2017.18	31.3.2018	2018.19	31.3.2019	2019/20	31.3.2020	2020/21	31.3.2021	2021/22	31.3.2022	2022/23	31.3.2023
	Actual	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast	Net Movement	Forecast
<b>USABLE RESERVES</b>													
<u>Financial management Reserves</u>													
MTFS Reserve	1,000	0	1,000	(450)	550	450	1,000	0	1,000	0	1,000	0	1,000
Transformation Reserve	766	882	1,648	(630)	1,018	0	1,018	0	1,018	0	1,018	0	1,018
<u>Contingency Reserves</u>		0		0		0		0		0		0	0
Emergency Response	40	0	40	0	40	0	40	0	40	0	40	0	40
<u>Service Reserves</u>		0		0		0		0		0		0	0
New waste depot site	1,488	(1,000)	488	(488)	0	0	0	0	0	0	0	0	0
Planning*	519	41	560	(264)	296	(296)	0	0	0	0	0	0	0
Garden Communities	0	0	0	105	105	0	105	0	105	0	105	0	105
Developments	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste Management	201	0	201	0	201	0	201	0	201	0	201	0	201
Homelessness	40	24	64	0	64	0	64	0	64	0	64	0	64
Economic Development	121	(63)	58	0	58	0	58	0	58	0	58	0	58
Elections	50	25	75	25	100	(75)	25	25	50	25	75	25	100
Strategic Initiatives Fund	7,492	(5,573)	1,919	(500)	1,419	0	1,419	0	1,419	0	1,419	0	1,419
New Homes Bonus Ward Members	38	0	38	0	38	0	38	0	38	0	38	0	38
Voluntary Sector Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Health and Wellbeing	27	(22)	5	(5)	0	0	0	0	0	0	0	0	0
Capital Slippage	0	92	92	0	92	0	92	0	92	0	92	0	92
Private Finance Initiative	87	96	183	80	263	0	263	0	263	0	263	0	263
<b>TOTAL USABLE RESERVES</b>	<b>11,869</b>	<b>(5,498)</b>	<b>6,371</b>	<b>(2,127)</b>	<b>4,244</b>	<b>79</b>	<b>4,323</b>	<b>25</b>	<b>4,348</b>	<b>25</b>	<b>4,373</b>	<b>25</b>	<b>4,398</b>
<b>RING-FENCED RESERVES</b>													
Working Balance	1,268	118	1,386	16	1,402	0	1,402	0	1,402	0	1,402	0	1,402
Pension Reserve	0	0	0	0	0	325	325	(325)	0	300	300	300	600
Business Rates Reserve	1,034	0	1,034	(533)	501	0	501	0	501	0	501	0	501
Licensing Reserve	0	78	78	198	276	0	276	0	276	0	276	0	276
DWP Reserve	71	0	71	0	71	0	71	0	71	0	71	0	71
<b>TOTAL RING-FENCED RESERVES</b>	<b>2,373</b>	<b>196</b>	<b>2,569</b>	<b>(319)</b>	<b>2,250</b>	<b>325</b>	<b>2,575</b>	<b>(325)</b>	<b>2,250</b>	<b>300</b>	<b>2,550</b>	<b>300</b>	<b>2,850</b>
<b>TOTAL RESERVES</b>	<b>14,242</b>	<b>(5,302)</b>	<b>8,940</b>	<b>(2,446)</b>	<b>6,494</b>	<b>404</b>	<b>6,898</b>	<b>(300)</b>	<b>6,598</b>	<b>325</b>	<b>6,923</b>	<b>325</b>	<b>7,248</b>

\*includes Planning, Development Control and Neighbourhood Planning

The forecast underspend for 2017/18 is not shown in the 5 year Reserves Strategy above nor however are the identified shortfalls in the years from 2019/20.



## Housing Revenue Account (HRA)

Under the self-financing reform the Council took out a loan for housing stock of £88.4m. The debt has been structured so that it is repaid in years 6 to 30 i.e. from 2017/18 to 2041/42.

2018/19 will be the seventh year of self-financing and the second year of the principal repayment of the loan.

The HRA has completed an extensive programme of new builds and redevelopments of both social housing and sheltered housing units. The repayment of the loan principal has impacted significantly on the business plan, HRA reserves and future year's capital programme.

A review of the HRA Business Plan and the financing of the loans were undertaken in 2017/18, by Arlingclose Ltd (Treasury Management advisors) to ensure that maximum benefit is being obtained, both in terms of interest rates and also the ability for the HRA to continue to deliver new housing.

The review showed that complete refinancing of the loan would incur high penalty fees, the option that offered best value and allowed the business plan to continue to deliver a programme of development would be to re-borrow the amounts repaid in previous years as required.

The HRA is restricted with its borrowing due to the government imposed debt cap. Announcements in the Draft Finance Settlement stated that in 2019/20 Local Authorities would be able to apply to have their debt cap raised subject to certain criteria and we await further information regarding this.

A number of financial assumptions, including interest rates, rent setting, void rates, bad debt levels and repair costs have been used in the HRA Business Plan and revenue budget setting. These and other assumptions will be kept under review and monitored in 2018/19.

The table on the next page shows the predicted 5 year financial position for the HRA. The use of the HRA reserves and the 5 year reserve balances are detailed in the Reserves Strategy.

## Housing Revenue Account – 5 year Summary

	2018/19 Original Budget	2019/20 Original Budget	2020/21 Original Budget	2021/22 Original Budget	2022/23 Original Budget
<b>£ '000</b>					
Dwelling Rents	(14,333)	(14,027)	(14,705)	(15,283)	(15,885)
Garage Rents	(214)	(216)	(218)	(220)	(222)
Other Rents etc	(3)	(3)	(3)	(4)	(4)
Charges for Services & Facilities	(851)	(860)	(868)	(877)	(886)
Contribution towards expenditure	0	0	0	0	0
<b>Total Income</b>	<b>(15,402)</b>	<b>(15,106)</b>	<b>(15,795)</b>	<b>(16,384)</b>	<b>(16,997)</b>
<b>Housing Finance &amp; Business Management</b>					
Business & Performance Management	0	0	0	0	0
Rents, Rates & Other Property Charges	75	75	75	75	75
<b>Housing Maintenance &amp; Repairs Service</b>					
Common Service Flats	201	201	201	201	201
Estate Maintenance	148	148	148	148	148
Housing Repairs	2,379	2,379	2,379	2,379	2,379
Housing Sewerage	54	54	54	54	54
Newport Depot	19	19	19	19	19
Property Services	316	316	316	316	316
	3,117	3,117	3,117	3,117	3,117
<b>Housing Management &amp; Homelessness</b>					
Housing Services	413	413	413	413	413
Sheltered Housing Services	583	583	583	583	583
	996	996	996	996	996
<b>Other Costs</b>					
Bad Debt Provision	100	100	100	100	100
Depreciation - Dwellings (to MRR)	3,567	3,295	3,435	3,435	3,435
Depreciation - Non- Dwellings (to MRR)	202	102	102	102	102
Interest/Costs re HRA Loan	2,615	2,604	2,613	2,601	2,570
Repayment of HRA Loan	2,000	2,000	2,000	2,000	2,000
Investment Income	(15)	(15)	(15)	(15)	(15)
Pension Costs - Added Years	19	19	19	19	19
Pension Deficit - Triennial payment	0	0	158	0	0
Recharge from General Fund	1,675	1,675	1,675	1,675	1,675
HRA Share of Corporate Core	398	381	381	381	381
Right to Buy Admin Allowance	(10)	(10)	(10)	(10)	(10)
<b>Total Non-Service Expenditure</b>	<b>10,551</b>	<b>10,151</b>	<b>10,458</b>	<b>10,288</b>	<b>10,257</b>
<b>Total Expenditure</b>	<b>14,739</b>	<b>14,338</b>	<b>14,645</b>	<b>14,475</b>	<b>14,444</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(663)</b>	<b>(768)</b>	<b>(1,150)</b>	<b>(1,909)</b>	<b>(2,553)</b>
Transfer to/(from) Capital Receipts	(413)	(400)	(400)	(400)	(400)
<b>Revenue balance available for capital financing</b>	<b>(1,076)</b>	<b>(1,168)</b>	<b>(1,550)</b>	<b>(2,309)</b>	<b>(2,953)</b>
<b>Capital Schemes Funded from Revenue</b>	<b>1,047</b>	<b>1,246</b>	<b>1,198</b>	<b>1,198</b>	<b>1,198</b>
<b>Transfers to/(from) Reserves</b>					
Capital Projects	120	(78)	352	1,111	1,755
Change Management Reserve	0	0	0	0	0
Potential Developments	0	0	0	0	0
Sheltered Housing Reserve	0	0	0	0	0
Transformation Reserve	0	0	0	0	0
Working Balance	(92)	0	0	0	0
	28	(78)	352	1,111	1,755
<b>(SURPLUS)/DEFICIT</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Housing Revenue Reserves – 5 year Summary

Reserve £'000	2017/2018			2018/2019			2019/2020			2020/2021			2021/2022			2022/2023		
	Balance 01-Apr-17	Net Movement	Balance 31-Mar-18	Balance 01-Apr-18	Net Movement	Balance 31-Mar-19	Balance 01-Apr-19	Net Movement	Balance 31-Mar-20	Balance 01-Apr-20	Net Movement	Balance 31-Mar-21	Balance 01-Apr-21	Net Movement	Balance 31-Mar-22	Balance 01-Apr-22	Net Movement	Balance 31-Mar-23
<b><u>RINGFENCED RESERVES</u></b>																		
Working Balance	498	48	546	546	(92)	454	454	(2)	452	452	13	465	465	12	477	477	12	489
	498	48	546	546	(92)	454	454	(2)	452	452	13	465	465	12	477	477	12	489
<b><u>USABLE RESERVES</u></b>																		
<u>Revenue Reserves</u>																		
Revenue Projects	60	0	60	60	0	60	60	0	60	60	0	60	60	0	60	60	0	60
Transformation Reserve	180	0	180	180	0	180	180	0	180	180	0	180	180	0	180	180	0	180
	240	0	240	240	0	240	240	0	240	240	0	240	240	0	240	240	0	240
<u>Capital Reserves</u>																		
Capital Projects	3,809	(3,809)	0	0	120	120	120	(78)	42	42	352	394	394	352	746	746	1,755	2,501
Potential Projects Reserve	2,298	(2,298)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sheltered Housing Projects Reserve	318	(318)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	6,425	(6,425)	0	0	120	120	120	(78)	42	42	352	394	394	352	746	746	1,755	2,501
<b>TOTAL USABLE RESERVES</b>	<b>6,665</b>	<b>(6,425)</b>	<b>240</b>	<b>240</b>	<b>120</b>	<b>360</b>	<b>360</b>	<b>(78)</b>	<b>282</b>	<b>282</b>	<b>352</b>	<b>634</b>	<b>634</b>	<b>352</b>	<b>986</b>	<b>986</b>	<b>1,755</b>	<b>2,741</b>
<b>TOTAL RESERVES</b>	<b>7,163</b>	<b>(6,377)</b>	<b>786</b>	<b>786</b>	<b>28</b>	<b>814</b>	<b>814</b>	<b>(80)</b>	<b>734</b>	<b>734</b>	<b>365</b>	<b>1,099</b>	<b>1,099</b>	<b>364</b>	<b>1,463</b>	<b>1,463</b>	<b>1,767</b>	<b>3,230</b>

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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Treasury Management Strategy 2018/19 - Covering Report		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. The Council's cash-flow management, use of banks, investments and borrowing is governed by the Treasury Management Strategy (TM strategy).
2. The CIPFA Code of Practice for Treasury Management in Public Services (the "TM Code") requires the Council to determine its Treasury Management Policy and Strategy for 2018/19 and the following two years.
3. The Local Government Act 2003 also requires Local Authorities to adopt Prudential Indicators as detailed Appendix B in the main TM Strategy.
4. The TM strategy will continue to give priority to security and liquidity of investment capital over return. It will also be prudent and transparent.
5. The strategy assumes no new external borrowing. Investments will continue to be prudent and diversify Council surplus cash within the parameters permitted.
6. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

## Recommendations

7. The Cabinet is requested to recommend, for approval by Full Council the Treasury Management Strategy and appendix as attached.

## Financial Implications

8. Included within the TM Strategy.

## Background Papers

9. None

## Impact

10.

Communication/Consultation	No specific implications
Community Safety	No specific implications
Equalities	No specific implications
Health and Safety	No specific implications
Human Rights/Legal Implications	No specific implications
Sustainability	No specific implications
Ward-specific impacts	The strategy fulfils requirements of the LGA 2003
Workforce/Workplace	No specific implications

## Situation

11. The Treasury Management counterparty list is included within the Strategy; there is one recommended change for 2018/19, an unlimited level of investment is maintained for Local Authorities collectively as per the 2017/18 Strategy, but a maximum of £6m is implemented per individual Local Authority for 2018/19.
12. The Council has adopted the TM Code; in addition the Department for Communities and Local Government (DCLG) issued revised *Guidance on Local Authority Investments* in March 2010 which both require the Council to approve an Investment Strategy before the start of each financial year.
13. The Treasury Management Strategy fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the TM Code and the DCLG Guidance.
14. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's Treasury Management Strategy and to mitigate these risks.

**Risk Analysis**

15.

Risk	Likelihood	Impact	Mitigating actions
Credit/Liquidity/Refinancing and Market risks	2 – Our advisors will alert us to any future or possible risks	2 – Some action may be necessary to ensure that funds are secure	<p>Council compliance with the legal framework as set out in the local Government Act 2003, associated regulations and professional Codes of Practice/guidance.</p> <p>Compliance monitored regularly through:                      adoption of TM Policy and Strategy                      Mid-year TM progress report to Cabinet                      Annual TM outturn Report to Cabinet.                      TM procedures</p>

- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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# Uttlesford District Council

## Treasury Management Strategy

### 2018/19



Prepared by:  
Angela Knight  
Uttlesford District Council  
January 2018



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## Treasury Management Strategy

### Introduction

The Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. CIPFA consulted on changes to the Code in 2017, but has yet to publish a revised Code.

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

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

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

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

### External Context

**Economic background:** The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

Consumer price inflation reached 3.0% in September 2017 as the post-referendum devaluation of sterling continued to feed through to imports. Unemployment continued to fall and the Bank of England's Monetary Policy Committee judged that the extent of spare capacity in the economy seemed limited and the pace at which the economy can grow without generating inflationary pressure had fallen over recent years. With its inflation-control mandate in mind, the Bank of England's Monetary Policy Committee raised official interest rates to 0.5% in November 2017.

In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

**Credit outlook:** High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.

## Treasury Management Strategy

The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.

**Interest rate forecast:** The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

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

### Local Context

On 31<sup>st</sup> December 2017, the Authority held £108m of borrowing and £12.5m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.17	31.3.18	31.3.19	31.3.20	31.3.21
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
General Fund CFR	8	60	61	61	61
HRA CFR	88	88	87	88	88
<b>Total CFR</b>	<b>96</b>	<b>149</b>	<b>147</b>	<b>149</b>	<b>149</b>
Less: Other debt liabilities *	-5	-5	-4	-4	-4
<b>Borrowing CFR</b>	<b>91</b>	<b>144</b>	<b>143</b>	<b>145</b>	<b>145</b>
Less: External borrowing **	-88	-96	-94	-92	-102
<b>Internal borrowing</b>	<b>3</b>	<b>48</b>	<b>49</b>	<b>53</b>	<b>43</b>
Less: Usable reserves	-27	-12	-10	-10	-9
Less: Working capital	-4.4	-4.4	-4.4	-4.4	-4.4
<b>Investments / New Borrowing</b>	<b>28</b>	<b>-31</b>	<b>-35</b>	<b>-38</b>	<b>-29</b>

\* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

\*\* shows only loans to which the Authority is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The Authority has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to £102m over the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2018/19.

## Treasury Management Strategy

### Borrowing Strategy

The Authority currently holds £108 million of loans, an increase of £20 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Authority expects to incur new borrowing of £35m in 2018/19 based on current projected cashflows. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £250 million.

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

**Strategy:** The council has arranged forward starting loans as part of the funding package which totals £45.25m for the council's wholly owned separate arm company, Aspire (CRP) Ltd relating to the 50% purchase of Chesterford Research Park.

The loan will be drawn in 3 stages, with £10m already advanced and further two tranches to be drawn as follows:

£12m            5 January 2021

£15m            5 January 2022

The rate has been fixed at 2.86% with repayments made on an annuity basis, maturing in 2057. This allows the Council to use existing cash resources in lieu of borrowing, but also provides certainty of fixed rate funding, mitigating future refinancing and interest rate risk.

Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Authority may arrange forward starting loans during 2018/19, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

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

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

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

## Treasury Management Strategy

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

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

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

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

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

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



## Treasury Management Strategy

### Investment Strategy

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's investment balance has ranged between £3 and £31 million. Going forward levels are not expected to be below £10m.

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

**Negative interest rates:** If the UK enters into a recession in 2018/19, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

**Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aims to diversify into more secure and/or higher yielding asset classes during 2018/19. All of the Authority's surplus cash is currently invested in short-term unsecured bank deposits, other local authorities and money market funds.

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

Table 2: Approved investment counterparties and limits

General Counterparty List	Credit Rating	Cash Limit	Time Limit
Banks and other organisations whose lowest published long-term credit rating from Fitch, Moody's and Standard & Poor's is:	AAA	£1m	365 days
	AA+	£1m	365 days
	AA-	£1m	365 days
	A+	£1m	365 days
	A	£1m	365 days
	A-	£1m	182 days
	BBB+	£1m	100 days
Councils General Bank Account if it fails to meet the above criteria, excluding fixed term deposits accounts		£2m	Next Day
UK Central Government (irrespective of credit rating)	n/a	Unlimited	50 years
UK Local Authorities including Police and Fire (irrespective of credit rating) per authority	n/a	£6m	730 days
UK Building Societies without credit ratings	n/a	£1m	100 days
Saffron Building Society	n/a	£0.5m	100 days
Money Market Funds, per fund	AAA	£1m	Next Day

## Treasury Management Strategy

This list is the maximum risk appetite the council is willing to take and is within the limits set by the Arlingclose Counterparty list.

For practicality the UDC cash limit is set prior to the start of the year. The time limit set by Arlingclose in their regularly updated counterparty report will not be exceeded even if it is shorter than the limit shown above.

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

**Banks unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Banks secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

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

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

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

**Operational bank accounts:** The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1 million per bank with the exception of the council's own general account which is set at £3 million. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

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

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and



## Treasury Management Strategy

- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty

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

**Other information on the security of investments:** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

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

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

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

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

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

Table 3: Non-specified investment limits

	Cash limit
Total long-term investments	£10m

## Treasury Management Strategy

**Investment limits:** The Authority's revenue reserves available to cover investment losses are forecast to be £9.289 million on 31st March 2018. In order that no more than 10% or £1 million, which is the greater, of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government or local authorities) will be £1 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	<b>Cash limit</b>
Any single organisation, except the UK Central Government	£1m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£1m per group
Any group of pooled funds under the same management	£1m per manager
Negotiable instruments held in a broker's nominee account	£1m per broker
Unsecured investments with building societies	£1m in total
Money Market Funds	£3m in total

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

### Non-Treasury Investments

Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the CLG Guidance, the Authority may also purchase property for investment purposes and may also make loans and investments for service purposes, for example in shared ownership housing, as loans to local businesses and landlords, or as equity investments and loans to the Authority's subsidiaries.

Such loans and investments will be subject to the Authority's normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy.

The Authority's existing non-treasury investments are listed in Appendix B.

### Treasury Management Indicators

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

## Treasury Management Strategy

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

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Upper limit on fixed interest rate exposure	2856	2856	3109
Upper limit on variable interest rate exposure	80	75	60

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**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
Under 12 months	20%
12 months and within 24 months	20%
24 months and within 5 years	60%
5 years and within 10 years	100%
10 years and within 20 years	100%
20 Years and above	100%

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 Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2018/19	2019/20	2020/21
Limit on principal invested beyond year end	£10m	£10m	£10m

## Other Items

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

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

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded

## Treasury Management Strategy

derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

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

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

**Investment training:** The needs of the Authority's treasury management staff for training in investment management are assessed every six months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

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

**Investment advisers:** The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. The quality of this service is controlled by regular benchmarking and client meetings.

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

The total amount borrowed will not exceed the authorised borrowing limit of £250 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

## Treasury Management Strategy

### Financial Implications

The budget for General Fund short term investment income in 2018/19 is minimal, due to a small amount of new short term investments. The budget for General Fund loan income is £2.10 million at an interest rate of 4% from the loan to Aspire. The budget for General Fund debt interest paid in 2018/19 is £0.46 million, based on an average short term debt portfolio of £34 million at an average interest rate of 0.49% plus long term debt of £10 million at 2.86%.

The budget for HRA investment income in 2018/19 is £55,000, based on an average investment portfolio of £8 million at an interest rate of 0.7%. The budget for debt interest paid in 2018/19 is £2.6 million, based on an average debt portfolio of £86.4 million at an average interest rate of 2.79%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

### Other Options Considered

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

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

### Appendix A – Arlingclose Economic & Interest Rate Forecast November 2017

#### Underlying assumptions:

- In a 7-2 vote, the MPC increased Bank Rate in line with market expectations to 0.5%. Dovish accompanying rhetoric prompted investors to lower the expected future path for interest rates. The minutes re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.
- Further potential movement in Bank Rate is reliant on economic data and the likely outcome of the EU negotiations. Policymakers have downwardly assessed the supply capacity of the UK economy, suggesting inflationary growth is more likely. However, the MPC will be wary of raising rates much further amid low business and household confidence.
- The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. While recent economic data has improved, it has done so from a low base: UK Q3 2017 GDP growth was 0.4%, after a 0.3% expansion in Q2.
- Household consumption growth, the driver of recent UK GDP growth, has softened following a contraction in real wages, despite both saving rates and consumer credit volumes indicating that some households continue to spend in the absence of wage growth. Policymakers have expressed concern about the continued expansion of consumer credit; any action taken will further dampen household spending.
- Some data has held up better than expected, with unemployment continuing to decline and house prices remaining relatively resilient. However, both of these factors can also be seen in a negative light, displaying the structural lack of investment in the UK economy post financial crisis. Weaker long term growth may prompt deterioration in the UK's fiscal position.
- The depreciation in sterling may assist the economy to rebalance away from spending. Export volumes will increase, helped by a stronger Eurozone economic expansion.
- Near-term global growth prospects have continued to improve and broaden, and expectations of inflation are subdued. Central banks are moving to reduce the level of monetary stimulus.
- Geo-political risks remains elevated and helps to anchor safe-haven flows into the UK government bond (gilt) market.

#### Forecast:

- The MPC has increased Bank Rate, largely to meet expectations they themselves created. Future expectations for higher short term interest rates are subdued. On-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions.
- Our central case for Bank Rate is 0.5% over the medium term. The risks to the forecast are broadly balanced on both sides.
- The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

## Treasury Management Strategy

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.19
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.00	0.00	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.15
<b>3-month LIBID rate</b>														
Upside risk	0.10	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.22
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	-0.10	-0.10	-0.15	-0.15	-0.15	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.20
<b>1-yr LIBID rate</b>														
Upside risk	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.27
Arlingclose Central Case	0.70	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.77
Downside risk	-0.15	-0.20	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.15	-0.15	-0.26
<b>5-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.80	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	0.89
Downside risk	-0.20	-0.20	-0.25	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
<b>10-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.25	1.25	1.25	1.25	1.25	1.30	1.30	1.35	1.40	1.45	1.50	1.55	1.55	1.36
Downside risk	-0.20	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
<b>20-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.85	1.85	1.85	1.85	1.85	1.90	1.90	1.95	1.95	2.00	2.05	2.05	2.05	1.93
Downside risk	-0.20	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.38
<b>50-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.70	1.70	1.70	1.70	1.70	1.75	1.80	1.85	1.90	1.95	1.95	1.95	1.95	1.82
Downside risk	-0.30	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.39

## Treasury Management Strategy

### Appendix B – Existing Investment & Debt Portfolio Position

	31/12/17 Actual Portfolio £m	31/12/17 Average Rate %
<b>External borrowing:</b>		
Public Works Loan Board	88	2.70
Local authorities	10	0.45
Phoenix Life Ltd	10	2.86
<b>Total external borrowing</b>	<b>108</b>	
<b>Other long-term liabilities:</b>		
Private Finance Initiative	5	8.29
<b>Total other long-term liabilities</b>	<b>5</b>	
<b>Total gross external debt</b>	<b>113</b>	
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	2 9.5	0.34 0.37
Government (incl. local authorities)	1	0.29
Money Market Funds		
<b>Total treasury investments</b>	<b>12.5</b>	
<b>Net debt</b>	<b>100.5</b>	

<b>Non-treasury investments:</b>		
Loans to subsidiaries	47.25	4
<b>Total non-treasury investments</b>	<b>47.25</b>	





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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Capital Programme 2018/19 – 2022/23		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. The Capital programme is for the 5 year period, 2018/19 to 2022/23.
2. Capital Expenditure relates to spending on schemes and assets that have a long term value and exceeds cost of £10,000.
3. The programme details planned Capital Expenditure on the Council's buildings, vehicles and ICT assets.
4. The programme includes Capital Grants to other organisations and individuals.
5. The programme is for both General Fund and Housing Revenue Account assets and schemes.
6. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

## Recommendation

7. That Cabinet is requested to recommend, for approval by Full Council the 5 year Capital Programme 2018/19 – 2022/23 as detailed in this report.

## Financial Implications

8. The revenue costs of financing the Capital Programme have been built into the HRA and General Fund budgets detailed elsewhere on the agenda.

## Background Papers

9. None

**Impact**

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

**Capital Programme 2018/19 – 2022/23**

- 10. Appendix A shows a summary table of all the capital projects and their costs for each year.
- 11. Appendix B details all the capital programmes by Portfolio and gives details of the type of expenditure and the scheduled programme of works for each year.
- 12. The Capital Programme is an evolving and rolling programme year on year.
- 13. Appendix C details the financing of the Capital Programme.
- 14. The schemes of works detailed in the programme are proposed to be funded by the following means:
  - Grants
  - Revenue contributions
  - Capital receipts and internal borrowing
- 15. No external borrowing is required to finance the 5 year Capital Programme for General Fund projects detailed in this report.
- 16. The HRA shows a shortfall in funds to support the capital programme in 2019/20, this will be reviewed throughout the year and if required short term external financing will be considered. Full details are included in the Housing Revenue Budget 2018/19 presented earlier in tonight’s agenda.

17. The HRA capital financing includes a contribution from the Major Repairs Reserve which is the equivalent to the annual depreciation charge on council dwellings and other HRA assets. This funding is used to support the annual capital repairs budget.
18. A regular update on the capital programme and associated financing is included in the Budget Monitoring reports presented to Cabinet throughout the year.
19. The robustness of the capital programme and a review of each scheme have been undertaken by the officers of the Capital Programme Working Group at regular intervals.
20. The total predicted cost of the capital programme for the 2018/19 5 year programme including the predicted outturn for 2017/18 is £68.871m. The breakdown of the total cost is;
- General Fund - £22.594m
  - Housing Revenue - £46.277m

## Risk Analysis

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating actions</b>
Failure to identify capital budget pressures and/or funding not realised	2- Unlikely as all projects fully funded	2 – would require a drawdown on reserves	Ongoing review of the spend via budget monitoring and capital officers working group

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project

**APPENDIX A – 5 YEAR CAPITAL PROGRAMME SUMMARY**

	2017-18 Current Budget £	2017-18 Forecast Spend P6 £	2018-19 Forecast including slippage from 2017-18 £	2019-20 Forecast £	2020-21 Forecast £	2021-22 Forecast £	2022-23 Forecast £	Total £
Total Community and Partnerships	178,000	233,000	110,000	110,000	110,000	110,000	110,000	893,000
Total Environmental Services	2,237,000	2,125,000	875,180	877,320	990,090	155,070	724,680	6,622,520
Total Finance Administration	3,520,000	3,532,000	2,450,580	300,000	245,000	245,000	195,000	9,418,160
Housing and Economic Development	825,000	740,000	1,180,000	640,000	640,000	640,000	640,000	5,660,000
<b>General Fund</b>	<b>6,760,000</b>	<b>6,630,000</b>	<b>4,615,760</b>	<b>1,927,320</b>	<b>1,985,090</b>	<b>1,150,070</b>	<b>1,669,680</b>	<b>22,593,680</b>
Housing Revenue Account	13,385,000	10,101,000	8,790,000	7,226,000	5,685,000	5,685,000	5,685,000	46,277,000
<b>Total Capital Programme</b>	<b>20,145,000</b>	<b>16,731,000</b>	<b>13,405,760</b>	<b>9,153,320</b>	<b>7,670,090</b>	<b>6,835,070</b>	<b>7,354,680</b>	<b>68,870,680</b>

*The 2018/19 forecast includes the predicted slippage as at period 6 (September) from 2017/18*

**APPENDIX B – 5 YEAR CAPITAL PROGRAMME BY PORTFOLIO**

COMMUNITY AND PARTNERSHIPS								
	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	Current Budget	Forecast Spend P6	Forecast including slippage from 2017-18	Forecast	Forecast	Forecast	Forecast	Total
	£	£	£	£	£	£	£	£
S/W Castle - Motte & Bailey	0	50,000	0	0	0	0	0	50,000
Community Projects Grants	148,000	148,000	110,000	110,000	110,000	110,000	110,000	808,000
CCTV Thaxted	30,000	35,000	0	0	0	0	0	35,000
<b>Total Community and Partnerships</b>	<b>178,000</b>	<b>233,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>893,000</b>

**APPENDIX B – 5 YEAR CAPITAL PROGRAMME BY PORTFOLIO**

ENVIRONMENTAL SERVICES								
	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	Current Budget	Forecast Spend P6	Forecast including slippage from 2017-18	Forecast	Forecast	Forecast	Forecast	Total
	£	£	£	£	£	£	£	£
Vehicle Replacement Programme	1,933,000	1,913,000	603,180	767,320	880,090	45,070	614,680	5,426,520
Additional Street Cleansing Vehicles	0	0	30,000	0	0	0	0	60,000
Household Bins	70,000	70,000	70,000	70,000	70,000	70,000	70,000	490,000
Kitchen Caddies	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Garden Waste Bins	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000
Trade Waste Bins	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Lower St Car Park Extension	102,000	102,000	0	0	0	0	0	102,000
Car Parking Machine Replacement	92,000	0	92,000	0	0	0	0	184,000
<b><u>New Bids</u></b>								
Electric Car Charges	0	0	15,000	0	0	0	0	30,000
White Street Car Park	0	0	25,000	0	0	0	0	50,000
<b>Total Environmental Services</b>	<b>2,237,000</b>	<b>2,125,000</b>	<b>875,180</b>	<b>877,320</b>	<b>990,090</b>	<b>155,070</b>	<b>724,680</b>	<b>6,622,520</b>



**APPENDIX B – 5 YEAR CAPITAL PROGRAMME BY PORTFOLIO**

FINANCE AND ADMINISTRATION								
	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Total
	Current Budget	Forecast Spend P6	Forecast including slippage from 2017-18	Forecast	Forecast	Forecast	Forecast	
	£	£	£	£	£	£	£	£
<b>ICT Schemes</b>								
Members - New IT Equipment	0	0	0	18,000	0	0	0	18,000
Minor Items IT	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000
PSN CoCo	50,000	62,000	30,000	30,000	30,000	30,000	30,000	242,000
PCI Compliance - cash receipting	29,000	29,000	0	0	0	0	0	29,000
PCI Compliance - Direct debit	18,000	18,000	0	0	0	0	0	18,000
Committee Management System	20,000	20,000	0	0	0	0	0	20,000
Laptops and Tablets	13,000	13,000	0	0	0	0	0	13,000
Unidentified IT projects	0	0	0	32,000	50,000	50,000	0	132,000
Core switches - replacement	40,000	40,000	40,000	0	0	0	0	120,000
Replacement Electoral System	30,000	30,000	30,000	0	0	0	0	90,000
Hot Desking/Mobile working	45,000	45,000	45,000	45,000	0	0	0	180,000
<b>New Bids</b>			0					
Asset Management System	0	0	30,000	0	0	0	0	60,000
Cyber Security	0	0	20,000	20,000	20,000	20,000	20,000	120,000
Grounds Maintenance & Vehicle Systems	0	0	100,000	0	0	0	0	200,000
Iclipse to Information at Work	0	0	50,000	0	0	0	0	100,000
Idox Additional Modules	0	0	32,080	0	0	0	0	64,160
Licensing – Lalpac to Idox Uniform	0	0	30,000	0	0	0	0	60,000
PCI	0	0	20,000	20,000	20,000	20,000	20,000	120,000
ArcGIS Upgrade	0	0	21,000	0	0	0	0	42,000
<b>UDC Asset work</b>								
Council Offices Improvements (General)	0	0	0	80,000	80,000	80,000	80,000	320,000
- London Road Building works	58,000	58,000	53,850	0	0	0	0	165,700
-London Rd Electrical	54,000	54,000	35,400	0	0	0	0	124,800
- London Rd Heating	36,000	36,000	0	0	0	0	0	36,000
Museum Buildings work	20,000	20,000	10,750	0	0	0	0	41,500
Guildhall Building Works	0	0	40,000	0	0	0	0	80,000
Castle Building Works	0	0	30,000	0	0	0	0	60,000
Stansted Conveniences - Grant	30,000	30,000	0	0	0	0	0	30,000
New Single Depot	3,000,000	3,000,000	1,737,500	0	0	0	0	6,475,000
Cash Deposit Machine	13,000	13,000	0	0	0	0	0	13,000
Day Centres Cyclical Improvements	44,000	44,000	35,000	35,000	25,000	25,000	25,000	224,000
<b>New Bids</b>								
Museum Lift Replacement	0	0	30,000	0	0	0	0	60,000
Election Equipment	0	0	10,000	0	0	0	0	20,000
<b>Total Finance Administration</b>	<b>3,520,000</b>	<b>3,532,000</b>	<b>2,450,580</b>	<b>300,000</b>	<b>245,000</b>	<b>245,000</b>	<b>195,000</b>	<b>9,418,160</b>

**APPENDIX B – 5 YEAR CAPITAL PROGRAMME BY PORTFOLIO**

<b>HOUSING AND ECONOMIC DEVELOPMENT</b>								
	<b>2017-18</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	
	<b>Current</b>	<b>Forecast Spend</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Total</b>
	<b>Budget</b>	<b>P6</b>	<b>including</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>£</b>	<b>£</b>	<b>slippage from</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
			<b>2017-18</b>					
			<b>£</b>					<b>£</b>
Disabled Facilities Grants	260,000	260,000	260,000	260,000	260,000	260,000	260,000	1,820,000
Empty Dwellings	50,000	10,000	50,000	10,000	10,000	10,000	10,000	150,000
Private Sector Renewal Grants	115,000	70,000	70,000	70,000	70,000	70,000	70,000	490,000
Compulsory purchase order	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000
Superfast Broadband	100,000	100,000	500,000	0	0	0	0	1,100,000
<b>Housing and Economic Development</b>	<b>825,000</b>	<b>740,000</b>	<b>1,180,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>	<b>640,000</b>	<b>5,660,000</b>

**APPENDIX B – 5 YEAR CAPITAL PROGRAMME BY PORTFOLIO**

HOUSING								
	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	Current Budget	Forecast Spend P6	Forecast including slippage from 2017-18	Forecast	Forecast	Forecast	Forecast	Total
	£	£	£	£	£	£	£	£
<b><u>HRA Fund</u></b>								
HRA Capital Repairs	3,255,000	3,255,000	3,345,000	3,295,000	3,435,000	3,435,000	3,435,000	23,545,000
UPVC Fascia's and Guttering	147,000	147,000	100,000	100,000	100,000	100,000	100,000	747,000
Cash Incentive Scheme Grants	55,000	55,000	50,000	50,000	50,000	50,000	50,000	355,000
Light Vans Replacement programme	87,000	87,000	96,000	0	0	0	0	279,000
<b><u>New Bids</u></b>								
Sewerage Plant	0	0	100,000	100,000	100,000	100,000	100,000	600,000
<b><u>HRA Business Plan</u></b>								
<b><u>New builds (1-4-1 RTBs)</u></b>								
Unidentified Sites	1,366,000	34,000	0	3,681,000	2,000,000	2,000,000	2,000,000	9,715,000
Catons Lane	104,000	23,000	0	0	0	0	0	23,000
Sheds Lane	577,000	280,000	320,000	0	0	0	0	920,000
Radwinter Road (CHP)	0	1,022,000	0	0	0	0	0	1,022,000
Newton Grove	0	310,000	315,000	0	0	0	0	940,000
Frambury Lane	0	0	771,000	0	0	0	0	1,542,000
The Moors	0	0	787,000	0	0	0	0	1,574,000
<b><u>Sheltered Redevelopments</u></b>								
Reynolds Court	5,021,000	3,550,000	1,471,000	0	0	0	0	6,492,000
Hatherley Court	1,660,000	975,000	685,000	0	0	0	0	2,345,000
Walden Place	810,000	60,000	750,000	0	0	0	0	1,560,000
<b><u>Other Schemes</u></b>								
Energy Efficiency improvement schemes	59,000	59,000	0	0	0	0	0	59,000
Resurfacing access roads	150,000	150,000	0	0	0	0	0	150,000
<b><u>ICT</u></b>								
Housing Mobile devices IT	65,000	65,000	0	0	0	0	0	65,000
Housing contractors portal & SAM	29,000	29,000	0	0	0	0	0	29,000
<b>HRA Housing Total</b>	<b>13,385,000</b>	<b>10,101,000</b>	<b>8,790,000</b>	<b>7,226,000</b>	<b>5,685,000</b>	<b>5,685,000</b>	<b>5,685,000</b>	<b>46,277,000</b>

## APPENDIX C – GENERAL FUND 5 YEAR CAPITAL FINANCING

<u>Financing - General Fund</u>	2017-18 Current Budget £	2017-18 Forecast Spend £	2017-18 Slippage - to Reserve £	2018-19 Budget £	2019-20 Budget £	2020-2021 Budget £	2021-22 Budget £	2022-23 Budget £
Disabled Facilities Grant	(166,000)	(166,000)	0	(166,000)	(166,000)	(166,000)	(166,000)	(166,000)
PLACE scheme funding	(300,000)	(300,000)	0	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
General Fund Capital Receipts	0	(34,000)	0	(1,031,000)	0	0	0	0
Third Party Contributions	0	0	0	(600)	0	0	0	0
<u>Direct Revenue Contributions (including reserves)</u>								
Revenue Contributions to Capital - Community Partnerships	(178,000)	(233,000)	0	(110,000)	(110,000)	(110,000)	(110,000)	(110,000)
Revenue Contributions to Capital - Environmental	(304,000)	(178,000)	(92,000)	(649,400)	(110,000)	(110,000)	(110,000)	(110,000)
Revenue Contributions to Capital - Finance & Admin	(3,255,000)	(3,255,000)	0	(1,082,500)	(115,000)	(105,000)	(105,000)	(105,000)
Revenue Contribution - Housing and Economic Development	(359,000)	(274,000)	0	(583,000)	(174,000)	(174,000)	(174,000)	(174,000)
Internal Borrowing	(2,198,000)	(2,190,000)	0	(601,260)	(952,320)	(1,020,090)	(185,070)	(704,680)
<b>Total Financing</b>	<b>(6,760,000)</b>	<b>(6,630,000)</b>	<b>(92,000)</b>	<b>(4,523,760)</b>	<b>(1,927,320)</b>	<b>(1,985,090)</b>	<b>(1,150,070)</b>	<b>(1,669,680)</b>
Funding from External Sources	0	0	0	0	0	0	0	0

**APPENDIX C – HOUSING REVENUE ACCOUNT 5 YEAR CAPITAL FINANCING**

Financing - Housing Revenue Account	2017-18 Current Budget £	2017-18 Forecast Spend £	2017-18 Slippage - to Reserve £	2018-19 Budget £	2019-20 Budget £	2020-2021 Budget £	2021-22 Budget £	2022-23 Budget £
<u>Business Plan Schemes</u>								
Funded from reserves	(8,283,000)	(5,152,000)	(3,089,600)	0	0	0	0	0
HRA Revenue Funding - RCCO	(642,000)	(678,300)	0	(1,047,100)	(1,246,000)	(1,198,000)	(1,198,000)	(1,198,000)
HCA grant funding	(226,000)	(226,000)	0	0	0	0	0	0
Capital Receipts - RTB	(614,100)	(500,700)	(113,400)	(568,800)	(1,104,300)	(600,000)	(600,000)	(600,000)
Capital Receipts - Other	0	0	0	(400,000)	(150,000)	(150,000)	(150,000)	(150,000)
	(9,765,100)	(6,557,000)	(3,203,000)	(2,015,900)	(2,500,300)	(1,948,000)	(1,948,000)	(1,948,000)
<u>Other Schemes</u>								
Major Repairs Reserve Contribution	(3,255,000)	(3,255,000)	0	(3,445,000)	(3,395,000)	(3,535,000)	(3,535,000)	(3,535,000)
Other MRR reserve cont	(222,900)	(147,000)	0	(126,100)	(202,000)	(202,000)	(202,000)	(202,000)
HRA Revenue Funding	(142,000)	(142,000)	0	0	0	0	0	0
Sub total	(3,619,900)	(3,544,000)	0	(3,571,100)	(3,597,000)	(3,737,000)	(3,737,000)	(3,737,000)
<b>TOTAL FINANCING</b>	<b>(13,385,000)</b>	<b>(10,101,000)</b>	<b>(3,203,000)</b>	<b>(5,587,000)</b>	<b>(6,097,300)</b>	<b>(5,685,000)</b>	<b>(5,685,000)</b>	<b>(5,685,000)</b>
Funding deficit (Borrowing outside of HRA required internal from cash or external)	0	0	0	0	1,128,700	0	0	0

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**Committee:** Cabinet **Date:** 15 February 2018  
**Title:** General Fund and Council Tax 2018/19  
**Portfolio Holder:** Cllr Simon Howell, Cabinet Member for Finance and Administration  
**Report Author:** Angela Knight, Assistant Director – Resources 01799 510446 **Key decision:** No

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## Summary

1. This report presents the 2018/19 General Fund budget for consideration by the Cabinet on 15 February ahead of final determination by Full Council on 22 February.
2. This budget must be considered alongside the report made by the Director of Finance and Corporate Services under Section 25 of the Local Government Act 2003, to be received by the Cabinet earlier in the agenda. The budget is consistent with the Medium Term Financial Strategy also to be considered earlier on the agenda.
3. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

## Recommendations

4. The Cabinet is requested to recommend, for approval by Full Council;
  - a. General Fund Council Tax requirement of £5,330,374 summarised in paragraphs 17-24
  - b. The schedule of fees and charges in Appendix F

## Background Papers

5. None.

## Financial Implications

6. The financial implications are included in the main body of this report.

## Impact

Communication/Consultation	Consultation carried out is summarised below.
Community Safety	No specific implications
Equalities	An EQIA is included with the agenda papers
Finance	Detailed in the report
Health and Safety	No specific implications
Human Rights	No specific implications
Legal implications	The recommendations fulfil the legal requirement to set a balanced budget.
Sustainability	No specific implications
Ward-specific impacts	No specific implications
Workforce/Workplace	No specific implications

## Introduction

7. This report provides detailed revenue estimates for the General Fund and Council Tax for 2018/19.
8. The estimates, as summarised in Appendix A, show a Council Tax Requirement of £5,330,374 which balances to the level of Council Tax yield, assuming an increase of 2.99% in Council Tax.
9. The Cabinet is required to determine a recommended budget for consideration by the Council on 22 February.
10. The estimates in this report are based on the recommended Capital Programme, Treasury Management Strategy and Housing Revenue Account budget for 2018/19 that were considered earlier in today's agenda. Any changes may have a marginal effect on the revenue estimates and these will be reflected in the final reports prepared for Full Council.

## 2018/19 Budget Strategy

11. On 30 November 2017, the Cabinet were presented with the outcomes of the residents and local businesses 2018/19 budget consultation.
12. The table in point 15 summarises the priorities from the Residents and Local Businesses Consultations, the draft 2018/19 budget has been prepared where possible in line with the consultation responses.

## Residents and Local Business Consultations

13. During the summer 2017, a consultation on the Council's budget priorities was completed using multiple methods in order to obtain a wider body of opinion, this was consistent with the approach taken in 2017/18.

The residents' consultation comprised of;

- Telephone survey (503 responses) undertaken by a professional market research company, NWA Social and Market Research Ltd on behalf of Uttlesford District Council
- Open public consultation. (1,145 responses)
  - The survey was distributed to every household in the district as an insert into the Council's magazine *Uttlesford Life*. A small number of additional copies of *Uttlesford Life* were distributed to libraries and the council's CIC points across the district
  - The survey was also promoted on the council's website from 4 to 25 September via an interactive form
- The budget questions were also included as part of Uttlesford Voices 15 (151 responses), the half yearly consultation questionnaire sent out to 500 members of the Uttlesford Citizens Panel.

The Local Businesses consultation comprised of;

- Open public consultation. The survey was promoted by email to all enterprises registered on the Uttlesford Business Directory and was available from the Uttlesford District Council website
- The survey was also publicised to all businesses registered to receive the council's dedicated business e-newsletter



- The budget questions were also made available as a printed survey if requested. However, no paper questionnaires were requested.

14. The table below shows both the residents and local businesses top priorities and their lowest priority.

<b>Key Services Priorities</b>		
	Residents	Businesses
Emptying your bins and running the recycling service	1 <sup>st</sup> Priority	1 <sup>st</sup> Priority
Emptying bins for some businesses (paid for service)	N/A	2 <sup>nd</sup> Priority
Sweeping the streets, litter picking, clearing up fly-tipping and emptying public litter and dog bins (it was indicated that Town/Parishes are responsible for public litter bins)	2 <sup>nd</sup> Priority	= 3 <sup>rd</sup> Priority
Planning how the district will develop in the coming decades, including where new housing and businesses will be located	3 <sup>rd</sup> Priority	
Deciding planning applications and making sure new buildings and extensions are built according to approved plans and following building regulations	N/A	
Giving advice on work to listed buildings and work to protected trees	Lowest Priority	Lowest Priority
<b>Other Services Priorities</b>		
	Residents	Businesses
Working with the police and other organisations to keep Uttlesford safe	1 <sup>st</sup> Priority	1 <sup>st</sup> Priority
Enforcement work including prosecuting people for not paying Council Tax or council house rent, benefit fraud, fly-tipping	2 <sup>nd</sup> Priority	N/A
Promoting and supporting businesses in the area	N/A	= 2 <sup>nd</sup> Priority
Collecting Council Tax for Essex County Council, Uttlesford District Council, the police, the fire service, town or parish councils and collecting business rates	3 <sup>rd</sup> Priority	= 2 <sup>nd</sup> Priority
Collecting stray animals, microchipping dogs and cats and dealing with complaints from the public about pet and animal-related issues	Lowest Priority	Lowest Priority

15. When setting the budget for 2018/19 consideration was given to both the residents and businesses responses on service priorities. The table below details how these priorities have been addressed within the budget.

<b>Respondents Priorities</b>	<b>Consistency with Budget</b>
Emptying Bins, including litter picking and dog bins	Additional resources and capital investment in Street Services, plus new litter picking team
Planning how the district will develop in the coming decades, including where new housing and businesses will be located	Local Plan continuing with investment from reserves  Investment in Garden Communities delivery plan
Deciding planning applications and making sure new buildings and extensions are built according to approved plans and following building regulations	A new schedule of fees has been introduced and this new income will be completely reinvested into the service
Working with the police and other organisations to keep Uttlesford Safe	PCSO budget increased by 50%.  Police sited on the Council site and visitors access in the reception area
Enforcement work including prosecuting people for not paying council tax or council house rent, benefit fraud and fly tipping	Joint working with other Essex Local Authorities on fraud prevention
Promoting and Supporting businesses in the area	Continued investment in the Economic Development strategy
Collecting Council Tax for Essex County Council, Uttlesford District Council, the police, the fire service, town or parish councils and collecting business rates	This is already a high priority on the council's agenda, this is evidenced by Uttlesford achieving the highest collection rates for Business Rates and the second highest for Council Tax in Essex for 2016/17

#### **2018/19 resources available**

16. By law the budget (Council Tax Requirement) has to balance to the expected Council Tax income receivable.
17. The Director of Finance and Corporate Services (s151 Officer), under delegated authority, has approved the Council Taxbase to be used when setting the 2018/19 draft Council Tax.
18. The Taxbase, expressed in Band D equivalents, is 38,159.09, an increase of 2.48% on the 2017/18 figure of 37,234.37. Deducted from the 38,159.09 figure is an adjustment to reflect the level of Local Council Tax Support Discounts. The estimate of these discounts in Band D equivalent terms is 1,948.20. This produces a Taxbase for budget setting purposes of 36,210.89.

19. The 2017/18 UDC Band D Council Tax was £142.93. In accordance with the Cabinet's guidance, an increase of 2.99% has been assumed for the purpose of preparing this report, this give a Band D figure for 2018/19 of **£147.21**. Multiplied by the taxbase, this would produce a Council Tax yield of **£5,330,374**.
20. The Council is therefore required to balance its net budget to a **Council Tax Requirement of £5,330,374**

	2017/18	2018/19	% Change
Taxbase (gross)	37,234.37	38,159.09	2.48%
LCTS Discounts	(2,010.63)	(1,948.20)	-3.10%
Taxbase (net)	35,223.74	36,210.89	2.80%
Band D	£142.93	£147.21	2.99%
<b>Council Tax Yield</b>	<b>£5,034,621</b>	<b>£5,330,374</b>	<b>5.80%</b>

21. The Council Tax Yield is higher than the equivalent sum for 2017/18, this is explained below:

<b>2017/18 Council Tax Requirement</b>	<b>5,034,621</b>
Additional income arising from Taxbase increases	154,888
Additional income arising from UDC 2.99% increase	140,865
<b>2018/19 Council Tax Requirement</b>	<b>5,330,374</b>

22. The £5,330,374 figure represents estimated Council Tax income, but for budget purposes it is treated as a UDC levy on the Collection Fund and is therefore a reliable figure. Inevitably the actual amount of Council Tax income will differ from the assumed amount. This will give rise to a surplus or deficit on the Collection Fund which will be taken into account as part of next year's budget setting.

#### Indicative District Council Tax for 2018/19

23. Assuming an increase of 2.99% in Council Tax, the amount of Uttlesford DC Council Tax, by each Council Tax band, is shown below.

Band	Chargeable Dwellings		Proportion of Band D	2017/18 UDC	2018/19 UDC	Increase 2.99% £/year
	No.	%		Council Tax £	Council Tax £	
A	1,014	3.01%	6/9ths	95.29	98.14	2.85
B	3,165	9.39%	7/9ths	111.17	114.50	3.33
C	7,556	22.43%	8/9ths	127.05	130.85	3.80
D	6,587	19.55%	9/9ths	142.93	147.21	4.28
E	6,330	18.79%	11/9ths	174.69	179.92	5.23
F	4,440	13.18%	13/9ths	206.45	212.64	6.18
G	4,198	12.46%	15/9ths	238.22	245.35	7.13
H	401	1.19%	18/9ths	285.86	294.42	8.56
<b>Total</b>	<b>33,691</b>	<b>100%</b>				

## General Fund Budget

24. The 2018/19 budget has a surplus of £105,000 which has been allocated to the Garden Communities Reserve subject to the approval of the reserves strategy earlier in the agenda.
25. Details of the settlement funding are discussed in the Medium Term Financial Strategy earlier in the agenda.
26. A summary of the 2018/19 General Fund budget is shown in the table below. Further details are set out in the budget summary in Appendix A and Appendix B provides details on each portfolio.

£'000	2017/18	2017/18	2018/19	
	Original Budget	Current Budget	Original Budget	Increase / (Decrease)
<b>Portfolio Budgets</b>				
Net service expenditure	11,448	12,058	12,982	924
<b>Corporate Items</b>				
Capital Financing	1,861	5,227	3,572	(1,655)
Recharge to HRA	(1,800)	(1,800)	(2,073)	(273)
Other Corporate Items	648	597	(1,559)	(2,156)
<b>Net Expenditure</b>	<b>12,158</b>	<b>16,082</b>	<b>12,921</b>	<b>(3,161)</b>
<b>Funding</b>				
New Homes Bonus Grant	(3,772)	(3,772)	(2,864)	908
Business Rates Retention	(1,559)	(1,559)	(2,042)	(483)
Revenue Support Grant	(255)	(255)	0	255
Rural Services Grant	(285)	(285)	(225)	60
Council Tax - Collection Fund Balance	(193)	(193)	(14)	179
	<b>(6,064)</b>	<b>(6,064)</b>	<b>(5,145)</b>	<b>919</b>
<b>Net Operating Expenditure</b>	<b>6,094</b>	<b>10,018</b>	<b>7,776</b>	<b>(2,242)</b>
Strategic Initiatives Reserve	114	(445)	(500)	(55)
Net transfers to/(from) other earmarked reserves	(1,173)	(4,539)	(1,946)	2,593
	<b>(1,059)</b>	<b>(4,984)</b>	<b>(2,446)</b>	<b>2,538</b>
<b>Council Tax Requirement</b>	<b>5,035</b>	<b>5,035</b>	<b>5,330</b>	<b>296</b>
Council Tax (precept levied on Collection Fund)	(5,035)	(5,035)	(5,330)	(296)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

27. A subjective analysis of net service expenditure is detailed below.

£'000	2017/18	2017/18	2018/19	
	Original Budget	Current Budget	Original Budget	Increase / (Decrease)
Employees	10,855	10,864	11,845	982
Premises	713	713	765	52
Transport	605	605	654	48
Supplies & Services	6,084	6,649	7,398	749
Third Party Payments	231	216	218	2
Transfer Payments	17,033	17,084	16,694	(391)
<b>Expenditure</b>	<b>35,521</b>	<b>36,131</b>	<b>37,573</b>	<b>1,442</b>
External Funding	(1,619)	(1,619)	(1,586)	33
Fees & Charges	(4,572)	(4,572)	(5,398)	(826)
Specific Government Grants	(17,250)	(17,250)	(16,855)	395
Other Income	(632)	(632)	(752)	(120)
<b>Income</b>	<b>(24,073)</b>	<b>(24,073)</b>	<b>(24,591)</b>	<b>(518)</b>
<b>Net portfolio expenditure</b>	<b>11,448</b>	<b>12,058</b>	<b>12,982</b>	<b>924</b>

28. The reduction in central government funding over the last three years has meant the council has needed to find savings. During 2017/18 a detailed analysis of individual budgets was carried out and this exercise was duplicated in the budget setting process for 2018/19.

29. This identified savings of £396,000 from expenditure budgets and increased income of £339,000 giving a total net budget requirement reduction of £734,000.

30. The following table is a reconciliation of the movement from the 2017/18 budget to the 2018/19 estimates. Details of all budget changes, savings, growth and adjustments are given in Appendix C.

	£'000	£'000
<b>Council Tax Requirement - 2017/18</b>		<b>5,035</b>
<b>Portfolio Budget Changes</b>		
Budget movements to restated base 17/18	(1,128)	
Inescapable growth	885	
Service growth	2,362	
Efficiency savings	(396)	
Changes to Income	(339)	
Other adjustments	(460)	
<b>Corporate Items</b>		
Capital financing costs decrease	(1,655)	
Increase in HRA share of costs	(273)	
One off Triennial pension payment in 17/18	(777)	
Decrease in efficiencies required	200	
Net treasury investment increase	(1,579)	
<b>Funding Items</b>		
Reduction in settlement funding	255	
Reduction in New Homes Bonus	908	
Net impact of Collection Fund	(304)	
Net change in draw on reserves	2,538	
Other net adjustments	60	
<b>Total net changes to base budget</b>		<b>296</b>
<b>Council Tax Requirement - 2018/19</b>		<b>5,330</b>

## **Risks and Assumptions**

31. The key areas of risk both adverse and favourable are detailed in the Section 25 report, Robustness of Estimates and Adequacy of Reserves presented earlier in the agenda, a full analysis of all risks and assumptions have been included in Appendix D.

## **Local Government Finance Settlement**

32. On the 19 December the Council received the provisional notification of the settlement for 2018/19. Final figures are expected to be confirmed sometime early February.
33. The Settlement comprises of the following:
- Localised Business Rates Retention (BRR)
  - New Homes Bonus (NHB)
  - Rural Services Delivery Grant (RSDG)
34. There is continued uncertainty about the level of funding in future years and this is discussed in more detail in the Medium Term Financial Strategy (MTFS) earlier in the agenda.
35. The New Homes Bonus scheme has been subject to consultation following the government's announcement in last year's settlement, to reduce funding from £1.5 billion to £900m. The scheme has now moved to 4 year legacy payments and the deadweight factor remains at 0.4%, this equates to approximately 144 properties in 2018/19.
36. Business Rates has not seen any significant changes in 2018/19, it was announced that all Local Authorities would move from a 50% to a 75% retention scheme in 2020/21 rather than the previously announced 100% retention.

## General Fund Reserves

37. The forecast on the Working Balance as at 31 March 2018 is set to ensure that we meet the minimum contingency requirement.
38. The report made by the Director of Finance and Corporate Services (s151 Officer) under Section 25 of the Local Government Act 2003, received earlier in today's agenda, recommended that the Working Balance be maintained at £1.402m, this is included in the 2018/19 Budget.
39. Appendix E shows a summary of the current reserves, a detailed breakdown of the reserves transfers and the working balance calculation is shown within the Reserves Strategy.
40. The table below shows how the reserves have been used in the 2018/19 budget.

	£' 000	£' 000	Reason for transfer
<b>Reserves Balance- 31 March 2018</b>		<b>8,940</b>	
MTFS	(450)		To support 2 year savings plan (repaid from revenue in 2019/20)
Transformation	(80)		Citizen Access Project
Waste Depot	(488)		Initial stages of new depot site
Planning	(814)		Local Plan and Development Control
SIF	(500)		Superfast Broadband contribution (Essex wide initiative)
Business Rates	(533)		Prior years surplus allocation to revenue
Licensing	(19)		1 year 50% support for Safeguarding Post
Health & Wellbeing	(5)		
<b>Transfers from Reserves</b>		<b>(2,889)</b>	
Licensing	217		Income deferred for future years due to schedule of fees timeline
PFI	80		Future years contingency
Garden Communities	105		To support the delivery of Garden Communities project
Elections	25		Annual contribution (withdrawn every 4th year)
Working Balance	16		Statutory requirement to be maintained in line with net revenue expenditure
<b>Transfers to Reserves</b>		<b>443</b>	
<b>Reserves Balance- 31 March 2019</b>		<b>6,494</b>	

## Fees and Charges review

41. Officers have reviewed fees & charges in line with the Council's Pricing and Concessions policy and Cabinet decisions where relevant. A schedule of proposed charges is included at Appendix F.
42. Where services are operating in competition with other commercial providers, for example trade waste, the service manager needs to have authority to negotiate as required where it is the Council's best interests to do so.

## Outstanding Issues

43. At the time of writing this report, the following issues were outstanding; the updated position will be reported verbally.
  - Confirmation of the Funding settlement for 2018/19
  - Final notifications of the formal precept figures from Essex County Council, Essex Police and Essex Fire.

## Risk Analysis

44. The formal risk analysis of the budget is set out in the report earlier on today's agenda, "Robustness of Estimates and Adequacy of Reserves".

Risk	Likelihood	Impact	Mitigating actions
Actual events may differ from the assumptions and estimates used to produce the draft budget, which will lead to variances from the budget.	3 (some risk that variances will occur requiring action to be taken)	2 (potential impact which could adversely affect the council's financial position if not managed)	Budget monitoring and corrective action taken as necessary.

## List of Appendices

- Appendix A – General Fund Budget Summary
- Appendix B – Portfolio Budgets
- Appendix C – Schedule of Budget Adjustments
- Appendix D – Risks and Assumptions
- Appendix E – General Fund Reserves Summary
- Appendix F – Fees and Charges



## GENERAL FUND SUMMARY 2018/19

£000	2017/18 Original Budget	2017/18 Current Budget	2018/19 Original Budget	Increase/ (Decrease)
<b>Portfolio Budgets</b>				
Communities & Partnerships	1,012	1,555	863	(692)
Environmental Services	3,111	3,111	3,878	767
Finance & Administration	5,720	5,829	6,609	780
Housing & Economic Development	1,606	1,563	1,632	69
<b>Subtotal - Portfolio Budgets</b>	<b>11,448</b>	<b>12,058</b>	<b>12,982</b>	<b>924</b>
<b>Corporate Items</b>				
Capital Financing Costs	1,861	5,227	3,572	(1,655)
Interest charge	0	0	456	456
Investment Income	(65)	(65)	(2,100)	(2,035)
Apprenticeship Levy	51	0	0	0
Efficiency & Income Opportunities	(200)	(200)	0	200
Pension Fund - Added years	92	92	85	(7)
Pension Triennial Payment	770	770	0	(770)
Recharge to HRA	(1,507)	(1,507)	(1,675)	(168)
HRA share of Corporate Core	(293)	(293)	(398)	(105)
<b>Subtotal - Corporate Items</b>	<b>709</b>	<b>4,024</b>	<b>(60)</b>	<b>(4,085)</b>
<b>Subtotal Budget</b>	<b>12,158</b>	<b>16,082</b>	<b>12,921</b>	<b>(3,161)</b>
<b>Funding</b>				
Council Tax Collection Fund Balance	(193)	(193)	(14)	179
Business Rates - UDC Share (net of tariff)	(2,238)	(2,238)	(2,263)	(25)
Business Rates - Levy Payment (safety net reimbursement)	529	529	492	(37)
Business Rates - Section 31 Funding	(722)	(722)	(663)	59
Business Rates - Collection Fund Balance	1,009	1,009	534	(475)
Business Rates - Renewable Energy Scheme	(136)	(136)	(141)	(4)
Rural Services Grant	(285)	(285)	(225)	60
Settlement Funding	(255)	(255)	0	255
New Homes Bonus	(3,772)	(3,772)	(2,864)	908
<b>Subtotal - Funding</b>	<b>(6,064)</b>	<b>(6,064)</b>	<b>(5,145)</b>	<b>919</b>
<b>Subtotal - Net Operating Expenditure</b>	<b>6,094</b>	<b>10,018</b>	<b>7,776</b>	<b>(2,242)</b>
<b>Net Transfers to/(from) Reserves</b>				
Business Rates	0	0	(534)	(534)
Department for Work and Pensions	0	0	0	0
Licensing	0	0	198	198
Working balance	(13)	(13)	16	29
Medium Term Financial Strategy	0	0	(450)	(450)
Transformation	(100)	(100)	(80)	20
Emergency Response	0	0	0	0
Economic Development	0	0	0	0
Elections	25	25	25	0
Homelessness	(40)	(40)	0	40
Health & Wellbeing	0	0	(5)	(5)
Neighbourhood Planning	(15)	(15)	0	15
Planning	(260)	(260)	(814)	(554)
Housing Strategy	0	0	0	0
Development Control	0	0	0	0
Strategic Initiatives	114	(445)	(500)	(55)
Capital Slippage	0	(366)	0	366
Garden Communities	0	0	0	0
Developments	0	0	105	105
Pension	(770)	(770)	0	770
New Homes Bonus Ward Members	0	0	0	0
Voluntary Sector	0	0	0	0
Waste Depot Relocation Project	0	(3,000)	(488)	2,512
Waste Management	0	0	0	0
Private Finance Initiative	0	0	80	80
<b>Subtotal - Movement in Earmarked Reserves</b>	<b>(1,059)</b>	<b>(4,984)</b>	<b>(2,446)</b>	<b>2,538</b>
<b>Council Tax Requirement</b>	<b>5,035</b>	<b>5,035</b>	<b>5,330</b>	<b>296</b>
<b>Council Tax (Precept levied on Collection Fund)</b>	<b>(5,035)</b>	<b>(5,035)</b>	<b>(5,330)</b>	<b>(296)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## COMMUNITY &amp; PARTNERSHIPS PORTFOLIO

£000	2016-17 Outturn	2017-18 Original Budget	2017-18 Current Budget	2018-19 Original Budget	Increase / (Decrease)
Community Information	48	49	49	51	2
Day Centres	22	46	46	80	33
Emergency Planning	45	47	47	48	1
Grants & Contributions	386	376	876	335	(541)
Leisure & Performance	73	163	163	146	(17)
Saffron Walden Museum	163	202	202	205	2
New Homes Bonus	99	78	78	78	0
Private Finance Init	(57)	50	50	(80)	(130)
Communities Partnership	0	0	43	0	(43)
<b>Portfolio Total</b>	<b>779</b>	<b>1,012</b>	<b>1,555</b>	<b>863</b>	<b>(692)</b>

## ENVIRONMENTAL SERVICES

£000	2016-17	2017-18		2018-19	Increase /
	Outturn	Original Budget	Current Budget	Original Budget	(Decrease)
Animal Warden	32	32	32	35	3
Grounds Maintenance	255	289	289	314	25
Car Park	(643)	(592)	(592)	(624)	(32)
Development Control	(352)	(231)	(231)	(206)	24
Depots	55	58	58	47	(11)
Env Management & Admin	44	0	0	0	0
Street Cleansing	296	302	302	384	82
Housing Strategy	45	112	47	47	0
Highways	(11)	(3)	(3)	(1)	2
Local Amenities	23	8	8	8	0
Licensing	(208)	(55)	(55)	(272)	(217)
Vehicle Management	373	380	380	461	81
Public Health	565	682	682	700	18
Planning Management	402	421	421	344	(77)
Planning Policy	789	571	636	1,372	736
Planning Specialists	164	198	198	197	(1)
Waste Management	239	487	487	509	23
Community Safety	153	154	154	269	115
Street Services	271	297	297	293	(4)
<b>Portfolio Total</b>	<b>2,492</b>	<b>3,111</b>	<b>3,111</b>	<b>3,878</b>	<b>767</b>

## FINANCE AND ADMINISTRATION

£000	2016-17 Outturn	2017-18 Original Budget	2017-18 Current Budget	2018-19 Original Budget	Increase / (Decrease)
Enforcement	72	0	0	0	0
Benefits Admin	156	234	234	303	68
Business Improvement	47	0	0	0	0
Corporate Management	673	761	819	1,319	499
Conveniences	21	20	20	20	0
Central Services	382	396	396	441	44
Corporate Team	257	615	615	643	27
Conducting Elections	(32)	1	1	1	0
Electoral Registration	45	59	59	58	(1)
Financial Services	1,076	1,136	1,136	1,075	(61)
Housing Benefits	104	247	247	238	(9)
Human Resources	306	246	297	295	(1)
Internal Audit	113	129	129	131	2
Information Technology	1,151	1,233	1,233	1,381	148
Land Charges	(110)	(73)	(73)	(88)	(15)
Legal Services	221	97	97	122	25
Local Taxation	(61)	(110)	(110)	(90)	20
Non Domestic Rates	(146)	(145)	(145)	(146)	(1)
Office Cleaning	147	181	181	183	2
Offices	472	282	282	354	72
Revenues Admin	491	527	527	563	36
Council Tax Discounts	(218)	(117)	(117)	(192)	(74)
<b>Portfolio Total</b>	<b>5,164</b>	<b>5,720</b>	<b>5,829</b>	<b>6,609</b>	<b>780</b>

## HOUSING AND ECONOMIC DEVELOPMENT – GENERAL FUND

£000	2016-17 Outturn	2017-18 Original Budget	2017-18 Current Budget	2018-19 Original Budget	Increase / (Decrease)
Building Surveying	(127)	(107)	(107)	(112)	(6)
Committee Admin	205	238	195	241	45
Customer Services Centre	367	419	419	405	(15)
Democratic Represent	316	324	324	327	3
Economic Development	189	181	181	268	87
Energy Efficiency	34	44	44	35	(9)
Housing Grants	10	3	3	0	(3)
Health Improvement	105	126	126	143	17
Homelessness	175	212	212	177	(35)
Lifeline	(186)	(139)	(139)	(158)	(19)
Communications	264	304	304	306	3
<b>Portfolio Total</b>	<b>1,353</b>	<b>1,606</b>	<b>1,563</b>	<b>1,632</b>	<b>69</b>

## BUDGET ADJUSTMENTS

## CURRENT BUDGET 2017-18 to RESTATED BASE 2018/19

Portfolio	Service	Description	£'000
Communities & Partnerships	Grants & Contributions	Carver Barracks running track one of budget adjustment	(500)
Finance & Administration	Corporate Team	One-off budget for consultants for Aspire	(450)
Finance & Administration	Corporate Management	Enabling customer service enhancements	(100)
Environmental Services	Planning Policy	Agency and consultants 1 year budget requirement	(75)
Finance & Administration	Corporate Management	Highways contribution	(50)
Housing & Economic Development	Economic Development	Fixed term contract for Car Park Officer	(29)
Communities & Partnerships	Day Centres	One-off budget for Day Centre liaison officer	(10)
Finance & Administration	Corporate Management	Fixed term GDPR compliance Officer (part year 17-18)	(8)
Environmental Services	Planning Specialist	Training costs	(7)
Environmental Services	Public Health	Food inspection income	20
Finance & Administration	Corporate Management	Assistant Director costs from Housing	82
			<u>(1,128)</u>

## INESCAPABLE GROWTH (£10K MINIMUM)

Portfolio	Service	Description	£'000
All portfolios	Various services	Inflationary and incremental increases in salaries	678 on-going
Housing & Economic Development	Economic Development	Costs relating to the on-going joint initiative with West Essex and LSCC	10 on-going
Environmental Services	Grounds Maintenance	Various contractual and inflationary costs including fuel and equipment	13 on-going
Environmental Services	Car Park	Utility costs inflationary increase over all car parks	28 on-going
Environmental Services	Vehicle Management	Increase in spend on vehicle parts for maintenance of aging fleet	18 on-going
Finance & Administration	Benefits Administration	Temporary welfare liaison officer post	11 Fixed term
Finance & Administration	Corporate Management	GDPR compliance officer temporary post	26 One-off
Finance & Administration	Central Services	Contractual inflationary on equipment rental and printing cost increases	11 on-going
Finance & Administration	Financial Services	Uncontrollable increases in insurance premiums	20 on-going
Finance & Administration	Information Technology	Contractual inflationary increases	12 on-going
Finance & Administration	Offices	Utility costs inflationary increase	26 on-going
	Various	Other immaterial adjustments	33
			<u>885</u>

## BUDGET ADJUSTMENTS

<b>EFFICIENCY SAVINGS (£10K MINIMUM)</b>			
<b>Portfolio</b>	<b>Service</b>	<b>Description</b>	<b>£'000</b>
<b>Relating to Growth Bids</b>			
Housing & Economic Development	Building Surveying	Income from airport work associated with additional post	(65)
Finance & Administration	Financial Services	Reduction in staffing hours for creditors team	(14)
			<u>(79)</u>
<b>Other efficiency savings</b>			
Environmental Services	Public Health	Creation of reimbursements of in-house work and additional border inspection fees	(82) On-going
Communities & Partnerships	Grants & Contributions	Saving made on grants contingency budget	(41) On-going
Communities & Partnerships	Leisure & Performance	Reduction in FTE's for Business Improvement Team	(23) On-going
Housing & Economic Development	Customer Service Centre	Various savings including cessation of a payment processing contract	(22) On-going
Environmental Services	Street Services	Removal of overstated staffing costs	(17) On-going
Finance & Administration	Financial Services	No predicted use of agency staff for the finance function	(15) On-going
Environmental Services	Development Control	Reduction in use of external consultants, travel and training costs	(13) On-going
Finance & Administration	Information Technology	Reduction in costs of various new contracts	(12) On-going
Finance & Administration	Office Cleaning	Reduction in costs of contracted out cleaning jobs	(11) On-going
Environmental Services	Depots	Purchase of porta cabins has removed the need for on-going rental costs	(11) On-going
Environmental Services	Planning Specialists	Reduction in use of consultancy	(10) On-going
Finance & Administration	Human Resources	Apprenticeship levy actual levy to be applied	(17) On-going
	Various	Other immaterial items	(43)
			<u>(316)</u>
		<b>Net total</b>	<u><b>(396)</b></u>

## BUDGET ADJUSTMENTS

<b>CHANGES TO INCOME (£10K MINIMUM)</b>			
<b>Portfolio</b>	<b>Service</b>	<b>Description</b>	<b>£'000</b>
<b>Increases</b>			
Environmental Services	Licensing	Increase in license applications and fees	(239) On-going
Environmental Services	Development Control	Income from increased planning fees	(180) On-going
Communities & Partnerships	Private Finance Initiative	New PFI agreement has created additional income	(76) On-going
Environmental Services	Waste Management	Increase in trade waste income and green waste sales due to growth in district	(62) On-going
Environmental Services	Car Parks	Increase in use of car parks leading to additional income from marketing campaign	(59) On-going
Environmental Services	Development Control	Increase in applications submitted	(50) On-going
Finance & Administration	Corporate Management	Adjustment of understated budget for Aspire recharge for officer time	(42) On-going
Housing & Economic Development	Health Improvement	Additional income for public health projects and reimbursement of associated costs	(27) On-going
Environmental Services	Development Control	S106 monitoring income increase	(25) On-going
Finance & Administration	Land Charges	Overall increase in search applications	(20) On-going
Environmental Services	Public Health	Further border inspection fees	(20) On-going
Environmental Services	Lifeline	Redeployment of carecall units creating an additional income stream	(19) On-going
			<b>(819)</b>
<b>Decreases</b>			
Finance & Administration	Conducting Elections	No elections expected therefore a reduction in reimbursements	60 On-going
Finance & Administration	Offices	Commercial services income reduced	43 On-going
Finance & Administration	Local Taxation	Reduction in reimbursement of court costs	20 On-going
Finance & Administration	Legal Services	Reduction in charges for S106 legal work	15 On-going
	Various	Other immaterial items	5
			<b>143</b>
<b>Uncontrollable changes</b>			
Finance & Administration	Housing Benefits	Funding from DWP based on estimated claimants	307
Finance & Administration	Benefits Admin	Reduction in grants and 10% reduction in administrative subsidy	30
			<b>337</b>
		<b>Net total</b>	<b>(339)</b>



## BUDGET ADJUSTMENTS

SERVICE GROWTH (£10K MINIMUM)			
Portfolio	Service	Description	£'000
Finance & Administration	Corporate Team	Enabling work for Garden Communities and the West Braintree joining agreement	400 On-going
Finance & Administration	Information Technology	Various upgrades in security software and cloud based modules previously capitalised. Bids approved Website, grounds Maintenance System and ICT Cloud Software	129 On-going
Housing & Economic Development	Economic Development	To enable 5 year economic development strategy for district including a car park strategy	100 Fixed term
Environmental Services	Development Control	Additional posts for planning enforcement officer	30 On-going
Finance & Administration	Corporate Management	For costs associated with GDPR compliance	72 One-off
Environmental Services	Vehicle Management	Additional post for a senior workshop fitter and associated costs	53 On-going
Environmental Services	Street Cleansing	Additional post for a fly tipping work/litter pickers and associated costs	53 On-going
Housing & Economic Development	Building Surveying	Temporary contract to fulfil additional airport work	47 Fixed term
Communities & Partnerships	Day centres	Service costs for Thaxted Day Centre and permanent day centre management post	39 On-going
Environmental Services	Community Safety	New Safeguarding Liaison Officer post p/t	39 On-going
Environmental Services	Waste Management	Service realignment for bin storage and delivery	30 On-going
Finance & Administration	Central Services	Additional scanning resource to fulfil GDPR compliance	23 On-going
Finance & Administration	Financial Services	Changes to treasury arrangements leading to additional broker fees	17 On-going
Environmental Services	Development Control	Temporary posts for IDOX support officer	15 Fixed term
Environmental Services	Planning Policy	Additional consultants - funded from the Planning Reserve	783 One-off
Environmental Services	Development Control	Investment in planning processes matched by additional income	180 On-going
Finance & Administration	Corporate Team	Enabling work for Garden Communities and the West Braintree joining agreement	150 On-going
Housing & Economic Development	Communications	Enabling self-service functionality for customers, funded from reserve	80 On-going
Environmental Services	Public Health	Graduate career grade post and associated costs	42 On-going
Environmental Services	Community Safety	For additional PCSO's	37 On-going
Housing & Economic Development	Committee Administration	Additional resource for electoral services	35 On-going
	Various	Other immaterial items	10
		<b>Net total</b>	<b>2,362</b>

## BUDGET ADJUSTMENTS

## OTHER ADJUSTMENTS (£10K MINIMUM)

Portfolio	Service	Description	£'000	
Housing & Economic Development	Health Improvement	Costs for public health projects related to additional income received - now net nil effect on budget	43	On-going
Environmental Services	Waste management	Net effect of reduction in bulky waste costs and related funding estimates	33	On-going
Housing & Economic Development	Homelessness	Removal of agency staff costs within budget	(10)	On-going
Finance & Administration	Financial Services	Changes to insurance category resulting in a decrease in premium for miscellaneous items	(15)	On-going
Housing & Economic Development	Homelessness	Adjustment of previously understated budget for reimbursements of B&B costs	(20)	On-going
Communities & Partnerships	Private Finance Initiative	Annual unitary cost budget aligned with previous years	(54)	On-going
Finance & Administration	Conducting Elections	Movement of budget to reflect no predicted elections in year	(60)	On-going
Finance & Administration	Council Tax Discounts	LCTS funding for parishes discontinued	(75)	On-going
Finance & Administration	Housing Benefits	Budgets for rent allowances aligned with historic data	(316)	On-going
	Various	Other immaterial items	14	
			<u>(460)</u>	

## RISKS AND ASSUMPTIONS

Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
DCLG LCTS Admin Grant	It is assumed that the LCTS Admin Grant will be paid at similar or slightly reduced levels to 2017/18. The notification of grant amounts are unlikely to be made available until early 2018. There is therefore a risk that the amount budgeted may change with a more likely adverse rather than favourable impact.	M	L	L
Housing Benefits Expenditure	It is assumed that Rent Rebate Expenditure will remain stable. There are no current plans to significantly increase the level of HRA stock, there is a risk that cost of private sector rents could increase. The implementation of Universal Credit is anticipated to gradually reduce the numbers of new claims during the 2018/19 financial year however the current caseload level is not expected to significantly decrease.	L	L	H
Housing Benefits Subsidy	It is assumed that Rent Rebate Subsidy can continue to be claimed in line with levels reflected in previous years. There is however a continued risk that an increase in new burdens and DWP incentives, could incur subsidy implications due to limited percentages of overpayment amounts being able to be claimed. There is also a risk that, if local authority error overpayments exceed the DWP stated upper threshold, no subsidy could be claimed for these amounts	M	L	H
DWP Discretionary Funding	It is assumed the governments Discretionary Housing Payment Funding will remain stable, if not slightly increase for the 2018/19 financial year. There is a risk however that the amount granted will not meet local requirements following the implementation of Universal Credit and therefore the authority may need to 'top the fund up' out if it's own finances (up to a maximum of 2.5 times DWP amount) if required.	H	L	L

## RISKS AND ASSUMPTIONS

Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Building Control Income	Staff vacancies are anticipated to arise in 2018-19 but the recruitment market is under supplied, there is a risk that the service will receive fewer applications than expected and would therefore see a reduction in income. This will be monitored throughout the year.	M		M
Inspection Fees	Stansted Airport's anticipated expansion project will generate an Inspection fee in the region of £130k which will cover possibly 2 or 3 years of inspections. There will be some increased staffing costs associated with this work. However, MAG has stated that Main Board approval for investment in the new arrivals hall permission and remodelling of the existing terminal has not yet been secured.	M	M	
Asset Management Consultants	Further projects relating to new assets could incur higher than budgeted consultant fees, but may also generate income either in current or future years.	M	L	M
Planning and Pre-Application Fees	It is estimated that planning applications increase in 2018-19, as this is an estimate there is a risk the activity will not continue at its current rate.	L		M
Section 106 Monitoring	Assumption of Section 106 Monitoring income continuing to be received at its current rate has been made in building the budget, there is a risk this changing.	L		L
Turpins Bowls	The lease was due to be reviewed in September 17, this is currently ongoing due to valuation issues. Once complete this may impact on the amount of rental being received.	M	M	L
Grants (Voluntary Sector)	Revised process for grants introduced in 2016/17 however there still may be a possibility that budgeted amounts are not realised due to lack of applications.	L	M	L
PFI	If the PFI leisure contract does not provide value for money due to ineffective contract management then there may be a negative impact on the investment made by the council	L	M	H
Treasury - Broker Fees	Due to unforeseen fluctuations in cashflows during the year this could affect the level of broker fees incurred.	M	L	L
Fuel supplies	Fuel costs are subject to the economic fluctuations in the price of oil and inflation	H	M	M

## RISKS AND ASSUMPTIONS

Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Training Budget	Spending on the training budget is mainly a result of CMT and SMT corporate priorities. Although budgetary provision is sufficient to deliver the main identified staff training for the year, there is a risk of overspending this budget in 2018/19 if unidentified additional training needs become apparent during the year.	L	L	L
Internal Audit	Audit Manager secondment to GDPR until 31 July 2018, continuing management responsibility for the GDPR Compliance Officer until end of his 12 month contract. There may also be additional GDPR responsibilities from 01 August 2018. Additional resource may need to be bought in to cover any unplanned absence with the audit team to ensure the delivery of the audit programme and provide assurance and opinion on the Council's management of operational risk, control and governance	M		L
Information Technology	There has been a number of ransomware attacks in the UK and worldwide in the last year. Ransomware is a type of malicious software that blocks access to data unless a ransom is paid. If we were hit by one of these attacks we would have to employ contract staff to aid with the recovery and potentially new software.	L		H
Office Repairs	Budget is insufficient to meet unplanned and emergency repairs required to the building, especially due to age and being grade 2 listed, any works are potentially specialist in nature	M	L	M
ECC Better Care Fund allocation for Disabled Facilities Grants	It is predicted that the 160K BCF allocation will remain the same as 17/18 but there is a risk this could be reallocated either favourable or adversely	M	L	L

## RISKS AND ASSUMPTIONS

Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Mandatory HMO licensing	Following a consultation exercise, the government is likely to change the definition of mandatory HMOs. It is likely that more HMOs will need to be licensed by the council in 18/19.	M	L	L
Environmental Protection/ Enforcement - Works in default	No provision for made for works in default to abate nuisance and harm but which may be necessary	L	L	L
Contaminated Land	The Council has a statutory duty to identify contaminated land. This can be a complex exercise and involve specialist consultants to test and provide advice	L	L	L
Border inspection and Food Inspection	Unpredictability of the numbers and types of consignments coming into Stansted or control any changes to work governed by legislative requirements, what needs to be sampled, quantity and frequency of sampling	M	M	M
Street Name and Numbering fees	It is assumed that Street Name and Numbering applications will continue to come in at the current rate. There is a risk that activity will slow down depending on the amount of planning and building control applications.	M		M
Software costs	Additional software costs in order for Northgate system to comply with GDPR regulations coming into force in May 2018 and other adhoc modules such as SMS module	M		M
Legal Costs	These may increase dependant on the recovery action required on Business Rate Accounts	L		L
Sharing Agreement	Funding is dependant on all participants included in the sharing agreement and the outcome of Council Tax reviews and this will have a direct impact on the level of income generated	L		H

**Impact levels**

Low = £5,000 to £20,000

Medium = £20,001 - £50,000

High = over £50,000

## GENERAL FUND RESERVES 2018/19

Reserve £000	2017-18 Forecast				Estimated Balance 1st April 2018	2018-19 Estimates			Estimated Balance 1st April 2018
	Actual Balance 1st April 2017	Forecast Transfer from General Fund	Forecast Transfer between Reserves	Forecast Transfer To General Fund		Forecast Transfer from General Fund	Forecast Transfer between Reserves	Forecast Transfer To General Fund	
<b>RINGFENCED RESERVES</b>									
Business Rates	1,035				1,035			(534)	501
Department for Work and Pensions Licensing	71 0		78		71 78				71 275
Working balance	1,268	118			1,386	217		(20)	1,402
<b>TOTAL RINGFENCED RESERVES</b>	<b>2,374</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>2,570</b>	<b>233</b>	<b>0</b>	<b>(553)</b>	<b>2,250</b>
<b>USABLE RESERVES</b>									
<u>Financial Management Reserves</u>									
Medium Term Financial Strategy Transformation	1,000 766		1,000	(118)	1,000 1,648			(450) (80)	550 1,018
	1,766	0	1,000	(118)	2,648	0	(550)	(530)	1,568
<u>Contingency Reserves</u>									
Emergency Response	40				40				40
	40	0	0	0	40	0	0	0	40
<u>Service Reserves</u>									
Economic Development	121			(63)	58				58
Elections	50	25			75	25			100
Homelessness	40	64		(40)	64				64
Health & Wellbeing	27			(22)	5			(5)	0
Neighbourhood Planning	110			(15)	95				95
Planning	348		691	(635)	404		550	(814)	140
Housing Strategy	34				34				34
Development Control	27				27				27
Strategic Initiatives	7,492	564	(4,827)	(1,310)	1,919			(500)	1,419
Capital Slippage	0	92	366	(366)	92				92
Garden Communities Developments	0 0				0 0				0 105
Pension	0		770	(770)	0	105			0
New Homes Bonus Ward Members	38				38				38
Voluntary Sector	0				0				0
Waste Depot Relocation Project	1,488		2,000	(3,000)	488			(488)	0
Waste Management	201				201				201
Private Finance Initiative	87	96			182	80			262
	10,061	841	(1,000)	(6,221)	3,680	210	550	(1,806)	2,635
<b>TOTAL USABLE RESERVES</b>	<b>11,867</b>	<b>841</b>	<b>0</b>	<b>(6,339)</b>	<b>6,369</b>	<b>210</b>	<b>0</b>	<b>(2,336)</b>	<b>4,243</b>
<b>TOTAL RESERVES</b>	<b>14,241</b>	<b>1,037</b>	<b>0</b>	<b>(6,339)</b>	<b>8,940</b>	<b>443</b>	<b>0</b>	<b>(2,889)</b>	<b>6,494</b>

## APPENDIX F

### FEES AND CHARGES

Building surveying other charges	2017/18 charge £	2018/19 charge £	Does the charge include VAT?	Note
Provision of Energy Performance Certificates	Depends on size of property	Depends on size of property	Yes	
Copying charges	10p a sheet + £25 per hour officer time if job exceeds 1 hour	10p a sheet + £25 per hour officer time if job exceeds 1 hour	Yes	Statutory limitations

Street Naming and Numbering	2017/18 charge £	2018/19 charge £	Does the charge include VAT?	Note
<u>Charge per dwelling/unit</u>				
Name change/renumber	75.00	75.00	No	
New dwelling/unit	110.00	110.00	No	
2-5 dwellings/units	75.00	75.00	No	
6 - 25 dwellings/units	55.00	55.00	No	
26 - 75 dwellings/units	45.00	45.00	No	
76 plus dwellings/units	35.00	35.00	No	
New Street Name	200.00	200.00	No	
Name of block or block of flats of industrial estate	175.00	175.00	No	
Confirmation of plot or postal address for utility company (charged to utility companies only)	35.00	35.00	No	



APPENDIX F continued...

FEEs AND CHARGES

STANDARD CHARGES						
SCHEDULE 1- NEW DWELLINGS						
Dwelling houses and Flats						
Code	<u>New Build Houses or Bungalows Not Exceeding 250m<sup>2</sup></u>		Plan Charge	Inspection Charge*	Building Notice*	Regularisation Charge*
HO1	1 Plot	Fee	£260.00	£385.00	£695.00	£868.75
		VAT	£52.00	£77.00	£139.00	
		<b>Total</b>	<b>£312.00</b>	<b>£462.00</b>	<b>£834.00</b>	
HO2	2 Plots	Fee	£330.00	£590.00	£970.00	£1,212.50
		VAT	£66.00	£118.00	£194.00	
		<b>Total</b>	<b>£396.00</b>	<b>£708.00</b>	<b>£1,164.00</b>	
HO3	3 Plots	Fee	£395.00	£785.00	£1,260.00	£1,575.00
		VAT	£79.00	£157.00	£252.00	
		<b>Total</b>	<b>£474.00</b>	<b>£942.00</b>	<b>£1,512.00</b>	
HO4	4 Plots	Fee	£465.00	£960.00	£1,525.00	£1,906.25
		VAT	£93.00	£192.00	£305.00	
		<b>Total</b>	<b>£558.00</b>	<b>£1,152.00</b>	<b>£1,830.00</b>	
HO5	5 Plots	Fee	£520.00	£1,085.00	£1,700.00	£2,125.00
		VAT	£104.00	£217.00	£340.00	
		<b>Total</b>	<b>£624.00</b>	<b>£1,302.00</b>	<b>£2,040.00</b>	
	<u>New Build Flats Not Exceeding 250m<sup>2</sup> and Not More Than 3 Storeys</u>					
FL1	1 Plot	Fee	£260.00	£385.00	£695.00	£868.75
		VAT	£52.00	£77.00	£139.00	
		<b>Total</b>	<b>£312.00</b>	<b>£462.00</b>	<b>£834.00</b>	
FL2	2 Plots	Fee	£330.00	£590.00	£970.00	£1,212.50
		VAT	£66.00	£118.00	£194.00	
		<b>Total</b>	<b>£396.00</b>	<b>£708.00</b>	<b>£1,164.00</b>	
FL3	3 Plots	Fee	£395.00	£785.00	£1,260.00	£1,575.00
		VAT	£79.00	£157.00	£252.00	
		<b>Total</b>	<b>£474.00</b>	<b>£942.00</b>	<b>£1,512.00</b>	
FL4	4 Plots	Fee	£465.00	£960.00	£1,525.00	£1,906.25
		VAT	£93.00	£192.00	£305.00	
		<b>Total</b>	<b>£558.00</b>	<b>£1,152.00</b>	<b>£1,830.00</b>	
FL5	5 Plots	Fee	£520.00	£1,085.00	£1,700.00	£2,125.00
		VAT	£104.00	£217.00	£340.00	
		<b>Total</b>	<b>£624.00</b>	<b>£1,302.00</b>	<b>£2,040.00</b>	
	<u>Conversion to</u>					
COH	Single dwelling house (Where total floor area does not exceed 150m <sup>2</sup> )	Fee	£220.00	£320.00	£590.00	£737.50
		VAT	£44.00	£64.00	£118.00	
		<b>Total</b>	<b>£264.00</b>	<b>£384.00</b>	<b>£708.00</b>	
COF	Single Flat (Where total floor area does not exceed 150m <sup>2</sup> )	Fee	£220.00	£320.00	£590.00	£737.50
		VAT	£44.00	£64.00	£118.00	
		<b>Total</b>	<b>£264.00</b>	<b>£384.00</b>	<b>£708.00</b>	
	<b>Notifiable Electrical work (in addition to the above, where applicable.)</b>					
DNE	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Fee	£220.00	This charge relates to a first fix pre-plaster inspection of the wiring and final testing on completion. Re- visits/testing will be subject to further charges. For regularisation applications a full appraisal and testing will be carried out		
		VAT	£44.00			
		<b>Total</b>	<b>£264.00</b>			

Where Standard Charges are not applicable please contact Building Control on 01799 510539

Please note that the charges marked with an \* have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equal to the discount (see DNE below)

## APPENDIX F continued...

### FEES AND CHARGES

STANDARD CHARGES						
SCHEDULE 2 WORK TO A SINGLE DWELLING						
Limited to work not more than 3 storeys above ground level						
Code	Extension and New Build		Full Plans			Regularisation Charge*
			Plan Charge	Inspection Charge*	Building Notice Charge Charge*	
DX1	Separate single storey extension with floor area not exceeding 40m <sup>2</sup>	Fee	£140.00	£295.00	£455.00	£568.75
		VAT	£28.00	£59.00	£91.00	
		<b>Total</b>	<b>£168.00</b>	<b>£354.00</b>	<b>£546.00</b>	
DX2	Separate single storey extension with floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	Fee	£155.00	£365.00	£545.00	£681.25
		VAT	£31.00	£73.00	£109.00	
		<b>Total</b>	<b>£186.00</b>	<b>£438.00</b>	<b>£654.00</b>	
DX3	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m <sup>2</sup>	Fee	£145.00	£325.00	£495.00	£618.75
		VAT	£29.00	£65.00	£99.00	
		<b>Total</b>	<b>£174.00</b>	<b>£390.00</b>	<b>£594.00</b>	
DX4	Separate extension with some part 2 or 3 storeys in height and a total floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	Fee	£200.00	£380.00	£615.00	£768.75
		VAT	£40.00	£76.00	£123.00	
		<b>Total</b>	<b>£240.00</b>	<b>£456.00</b>	<b>£738.00</b>	
DG0	A building or extension comprising solely of a garage, carport or store not exceeding 100m <sup>2</sup>	Fee	£100.00	£220.00	£315.00	£393.75
		VAT	£20.00	£44.00	£63.00	
		<b>Total</b>	<b>£120.00</b>	<b>£264.00</b>	<b>£378.00</b>	
DNH	Detached non-habitable domestic building with total floor area not exceeding 50m <sup>2</sup>	Fee	£100.00	£220.00	£315.00	£393.75
		VAT	£20.00	£44.00	£63.00	
		<b>Total</b>	<b>£120.00</b>	<b>£264.00</b>	<b>£378.00</b>	
<b>Conversions</b>						
DLC	First and second floor loft conversions	Fee	£155.00	£350.00	£560.00	£700.00
		VAT	£31.00	£70.00	£112.00	
		<b>Total</b>	<b>£186.00</b>	<b>£420.00</b>	<b>£672.00</b>	
DOC	Other work (e.g. garage conversions)	Fee	£60.00	£130.00	£190.00	£237.50
		VAT	£12.00	£26.00	£38.00	
		<b>Total</b>	<b>£72.00</b>	<b>£156.00</b>	<b>£228.00</b>	
<b>Alterations (inc underpinning)</b>						
DTH	Renovation of a thermal element	Fee	£40.00	£80.00	£115.00	£143.75
		VAT	£8.00	£16.00	£23.00	
		<b>Total</b>	<b>£48.00</b>	<b>£96.00</b>	<b>£138.00</b>	
DRW	Replacement windows, rooflights, roof windows or external glazed doors	Fee	£40.00	£80.00	£115.00	£143.75
		VAT	£8.00	£16.00	£23.00	
		<b>Total</b>	<b>£48.00</b>	<b>£96.00</b>	<b>£138.00</b>	
DA1	Cost of work not exceeding £5000 (inc Renewable Energy Systems)	Fee	£60.00	£110.00	£165.00	£206.25
		VAT	£12.00	£22.00	£33.00	
		<b>Total</b>	<b>£72.00</b>	<b>£132.00</b>	<b>£198.00</b>	
DA2	Cost of work exceeding £5000 but not exceeding £25000	Fee	£115.00	£220.00	£330.00	£412.50
		VAT	£23.00	£44.00	£66.00	
		<b>Total</b>	<b>£138.00</b>	<b>£264.00</b>	<b>£396.00</b>	
DA3	Cost of work exceeding £25000 but not exceeding £100000	Fee	£165.00	£375.00	£590.00	£737.50
		VAT	£33.00	£75.00	£118.00	
		<b>Total</b>	<b>£198.00</b>	<b>£450.00</b>	<b>£708.00</b>	
DA4	Cost of work exceeding £100000 but not exceeding £250000	Fee	£230.00	£530.00	£785.00	£981.25
		VAT	£46.00	£106.00	£157.00	
		<b>Total</b>	<b>£276.00</b>	<b>£636.00</b>	<b>£942.00</b>	
<b>Notifiable Electrical work in addition to the above, where applicable.</b>						
DNE	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Fee	£220.00			
		VAT	£44.00			
		<b>Total</b>	<b>£264.00</b>			
				This charge relates to a first fix pre-plaster inspection of the wiring and final testing on completion. Re-visits/testing will be subject to further charges. For regularisation applications a full appraisal and testing will be carried out		

Where Standard Charges are not applicable please contact Building Control on 01799 510539

Please note that the charges marked with an \* have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equal to the discount (see DNE below)

APPENDIX F continued...

FEES AND CHARGES

<b>STANDARD CHARGES</b>					
<b>SCHEDULE 3- ALL OTHER NON-DOMESTIC WORK</b>					
<b>Limited to work not more than 3 storeys above ground level</b>					
<u>Code</u>	<u>Extensions and New Build</u>		<u>Plan Charge</u> £	<u>Inspection Charge</u> £	<u>Regularisation Charge</u> £
<b>NX1</b>	Single storey with floor area not exceeding 40m <sup>2</sup>	Fee	£135.00	£320.00	<b>£568.75</b>
		VAT	£27.00	£64.00	
		<b>Total</b>	<b>£162.00</b>	<b>£384.00</b>	
<b>NX2</b>	Single storey with floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	Fee	£155.00	£385.00	<b>£675.00</b>
		VAT	£31.00	£77.00	
		<b>Total</b>	<b>£186.00</b>	<b>£462.00</b>	
<b>NX3</b>	With some part 2 or 3 storey in height and a total floor area not exceeding 40m <sup>2</sup>	Fee	£220.00	£445.00	<b>£831.25</b>
		VAT	£44.00	£89.00	
		<b>Total</b>	<b>£264.00</b>	<b>£534.00</b>	
<b>NX4</b>	With some part 2 or 3 storey in height and a total floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	Fee	£260.00	£580.00	<b>£1,050.00</b>
		VAT	£52.00	£116.00	
		<b>Total</b>	<b>£312.00</b>	<b>£696.00</b>	
<b><u>Alterations</u></b>					
<b>NO1</b>	Cost of work not exceeding £5000	Fee	£60.00	£130.00	<b>£237.50</b>
		VAT	£12.00	£26.00	
		<b>Total</b>	<b>£72.00</b>	<b>£156.00</b>	
<b>NO2</b>	Replacement windows, rooflights, roof windows or external glazed doors (not exceeding 20 units)	Fee	£60.00	£130.00	<b>£237.50</b>
		VAT	£12.00	£26.00	
		<b>Total</b>	<b>£72.00</b>	<b>£156.00</b>	
<b>NO3</b>	Renewable energy systems (not covered by an appropriate Competent Persons scheme)	Fee	£60.00	£130.00	<b>£237.50</b>
		VAT	£12.00	£26.00	
		<b>Total</b>	<b>£72.00</b>	<b>£156.00</b>	
<b>NO4</b>	Installation of new shop front	Fee	£60.00	£130.00	<b>£237.50</b>
		VAT	£12.00	£26.00	
		<b>Total</b>	<b>£72.00</b>	<b>£156.00</b>	
<b>NO5</b>	Cost of work exceeding £5000 but not exceeding £25000	Fee	£125.00	£245.00	<b>£462.50</b>
		VAT	£25.00	£49.00	
		<b>Total</b>	<b>£150.00</b>	<b>£294.00</b>	
<b>NO6</b>	Replacement windows, rooflights, roof windows or external glazed doors (exceeding 20 units)	Fee	£125.00	£245.00	<b>£462.50</b>
		VAT	£25.00	£49.00	
		<b>Total</b>	<b>£150.00</b>	<b>£294.00</b>	
<b>NO7</b>	Renovation of thermal elements	Fee	£125.00	£245.00	<b>£462.50</b>
		VAT	£25.00	£49.00	
		<b>Total</b>	<b>£150.00</b>	<b>£294.00</b>	
<b>NO8</b>	Installation of Raised Storage Platform within an existing building	Fee	£125.00	£245.00	<b>£462.50</b>
		VAT	£25.00	£49.00	
		<b>Total</b>	<b>£150.00</b>	<b>£294.00</b>	
<b>NO9</b>	Cost of works exceeding £25000 but not exceeding £100000	Fee	£165.00	£400.00	<b>£706.25</b>
		VAT	£33.00	£80.00	
		<b>Total</b>	<b>£198.00</b>	<b>£480.00</b>	
<b>N10</b>	Fit out of building up to 100m <sup>2</sup>	Fee	£155.00	£385.00	<b>£675.00</b>
		VAT	£31.00	£77.00	
		<b>Total</b>	<b>£186.00</b>	<b>£462.00</b>	
<b>N11</b>	Cost of works exceeding £100000 but not exceeding £250000	Fee	£230.00	£555.00	<b>£981.25</b>
		VAT	£46.00	£111.00	
		<b>Total</b>	<b>£276.00</b>	<b>£666.00</b>	

Where Standard Charges are not applicable please contact Building Control on 01799 510539

## APPENDIX F continued...

### FEES AND CHARGES

Planning Applications			
For the current schedule of planning application fees, please visit the Uttlesford District Council website:			
<a href="http://www.uttlesford.gov.uk/article/2160/Planning-Application-Fees">http://www.uttlesford.gov.uk/article/2160/Planning-Application-Fees</a>			
Planning Pre-application advice	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b>Householder</b>			
Written Advice	60.00	60.00	Yes
Meeting 1/2 hr and written advice	150.00	150.00	Yes
Listed Building written advice	175.00	175.00	Yes
Listed Building meeting 1 hr and written advice	300.00	300.00	Yes
<b>Non-Residential inc. change of use</b>			
less than 1000 sq. m. written	150.00	150.00	Yes
less than 1000 sq. m. meeting	300.00	300.00	Yes
1000-1999 sq.m. written	300.00	300.00	Yes
1000-1999 sq.m. meeting	750.00	750.00	Yes
2000 - 4999 sq. m. meeting	1250.00	1250.00	Yes
Over 5000 sq. m.	POA	POA	Yes
<b>Residential</b>			
1 dwelling	250.00	250.00	Yes
1 Listed dwelling	400.00	400.00	Yes
2-9 dwellings	500.00	500.00	Yes
10-30 dwellings	1000.00	1000.00	Yes
31-100 dwellings	1650.00	1650.00	Yes
101-300 dwellings	2400.00	2400.00	Yes
Planning Performance Agreements (PPAS)	N/A	POA	Yes
Other Planning fees and charges	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
Documents provided under Local Government Access to Information Act 1985	10p a sheet plus £25 per	10p a sheet plus £25 per	Yes
Documents - TPO, BPN, LB Planning & Building Regulation Decision Notices	hour if job exceeds 1 hour	hour if job exceeds 1 hour	
Uttlesford Local Plan Adopted 2005	25.00	25.00	Yes
Confirmation regarding Agricultural Ties	24.00	24.00	Yes

APPENDIX F continued...

FEES AND CHARGES

Car Parking	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Saffron Walden</u></b>			
<b><i>Fairycroft</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
3 Hours	2.00	2.00	Yes
<b><i>Common</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
3 Hours	2.00	2.00	Yes
<b><i>Rose &amp; Crown</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
<b><i>Swan Meadow</i></b>			
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
6 Hours	2.50	2.50	Yes
9 Hours	3.50	3.50	Yes
Season Tickets (6 months)	175.00	175.00	Yes
Season Tickets (per annum)	300.00	300.00	Yes
<b><u>Coaches</u></b>			
5 Hours	3.00	3.00	Yes
9 Hours	6.00	6.00	Yes

APPENDIX F continued...

FEES AND CHARGES

Car Parking	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Great Dunmow</u></b>			
<b><i>White Street</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
5 Hours	2.40	2.40	Yes
9 Hours	3.50	3.50	Yes
Season Ticket (6 months)	175.00	175.00	Yes
Season Ticket (per annum)	300.00	300.00	Yes
<b><i>New Street/Chequers &amp; Angel Lane</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
<b><i>Chequers</i></b>			
Season Ticket (6 months)	175.00	175.00	Yes
Season Ticket (per annum)	300.00	300.00	Yes
<b><u>Stansted Mountfitchet</u></b>			
<b><i>Lower Street</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
2 Hour	1.00	1.00	Yes
3 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
6 Hours	2.40	2.40	Yes
9 Hours	4.70	4.70	Yes
Coaches	6.00	6.00	Yes
Season Ticket - Commuter employed locally (6 months)	130.00	130.00	Yes
Season Ticket - Commuter employed locally (per annum)	250.00	250.00	Yes
Season Ticket - Commuter employed elsewhere (6 months)	220.00	320.00	Yes
Season Ticket - Commuter employed elsewhere (per annum)	420.00	620.00	Yes
<b><i>Crafton Street</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
9 Hours	3.00	3.00	Yes
Season Ticket - Commuter employed locally (6 months)	130.00	130.00	Yes
Season Ticket - Commuter employed locally (per annum)	250.00	250.00	Yes
Season Ticket - Commuter employed elsewhere (6 months)	220.00	220.00	Yes
Season Ticket - Commuter employed elsewhere (per annum)	420.00	420.00	Yes

**APPENDIX F continued...**

**FEES AND CHARGES**

Environmental Health	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Food and Water Safety</u></b>			
Food Safety course - level 2 certificate	80.00	80.00	No
Health Certificate for Export	85.00	90.00	No
Voluntary Surrender Certificate	75.00	80.00	No
Water Samples (Airport)	25.00	25.00	Yes
Private water supply sample collection fee (plus laboratory charges)	25.00	43.00	Yes
Private water supply carrying out of Risk Assessment - per hour	54.00	54.00	No
Investigation (each visit)	54.00	54.00	No
Analysis under reg 10	25.00	25.00	No
EIR information	108.00	111.00	No
Contaminated land	108.00	111.00	No
Officer charges for works in default - per hour	54.00	54.00	No
Chemical Water Samples on request	Charged at Cost	Charged at Cost	Yes

<b><u>Imported Food Inspection Charges</u></b>			
POAO per CVED (Products of animal origin) (per consignment)	175.00	180.00	No
POAO per additional CVED on same AWB	50.00	50.00	No
POAO per CVED Out of Hours additional fee (Products of animal origin)	75.00	75.00	No
High Risk NAO per CED (Non animal origin)	55.00	55.00	No
High Risk NAO sampling fee + laboratory charges	60.00	65.00	No
High Risk NAO per CED Out of Hours	65.00	65.00	No
High Risk NAO Out of Hours sampling fee + laboratory charges	95.00	95.00	No
High Risk destruction charge + disposal costs	60.00	60.00	No
IUU Catch Certificate EEA	25.00	25.00	No
IUU Catch Certificate non EEA	50.00	50.00	No
CED rejection fee	50.00	75.00	No
Consignment abandon fee	60.00	60.00	No
<b><u>New Charge</u></b>			
ID check - Weekdays	N/A	50.00	No
ID check - Weekends	N/A	85.00	No
Organics check - Weekdays	N/A	40.00	No
Organics check - Weekends	N/A	60.00	No
Melamine check	N/A	75.00	No
Destruction Supervision	N/A	55.00	No

**APPENDIX F continued...**

**FEES AND CHARGES**

Environmental Health	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Animals</u></b>			
Micro chipping - Pets - Microchip event	16.50	18.00	Yes
Stray dog - administrative costs (plus kennel and vet fees if applicable)	25.00	50.00	No
Stray dog - statutory fee	25.00	25.00	No
<b><u>Other charges</u></b>			
Licensing of Houses of Multiple Occupancy (HMO) std fee for up to 5 bedrooms	697.00	717.00	No
5 letting rooms or more - charge per additional room	26.50	27.50	No
Housing Immigration Inspection	160.00	165.00	No
Copy of Food Register - Whole - (hourly charge or part thereof)	70.00	70.00	No
Copy of Food Register - Single premises	25.00	25.00	No
Housing improvement notice - fixed price	233.75	241.00	No
Suspended improvement notice - fixed price	233.75	241.00	No
Prohibition order - fixed price	233.75	241.00	No
Suspended prohibition order - fixed price	233.75	241.00	No
Emergency prohibition order - fixed price	233.75	241.00	No
Emergency remedial action notice - fixed price	233.75	241.00	No



## APPENDIX F continued...

### FEES AND CHARGES

Museum	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Museum Admission Charges</u></b>			
Admission Charge adult (over 18)	2.50	2.50	Yes
Admission Charge discount adult	1.25	1.25	Yes
Admission Charge children	0.00	0.00	N/A
Season Ticket adult	8.00	8.00	Yes
Season Ticket discount	4.00	4.00	Yes
<b><u>Museum Learning Services</u></b>			
Taught session for schools per pupil	3.00	3.00	Yes
Taught session for schools min group charge	48.00	48.00	Yes
Taught session in schools half-day (from September 2017)	120.00	120.00	Yes
Taught session schools whole day (from September 2017)	210.00	210.00	Yes
School and Reminiscence Loan Boxes per half term	12.00	18.00	Yes
School Loan, Reminiscence and Reference Boxes for max. of 1 week	N/A	12.00	Yes
Charge for craft activities per child	N/A	1.50	Yes
<b><u>Reproduction Charges</u></b>			
<b><u>Fee for providing images of collections for commercial publications</u></b>			
<b>* New Charging Structure</b>			
One country / language	108.00	N/A*	Yes
Two or more countries	134.40	N/A*	Yes
Regional publication	54.00	N/A*	Yes
Local publication	14.40	N/A*	Yes
Still image for regional TV	134.40	N/A*	Yes
Still image for national TV	270.00	N/A*	Yes
Film and video, regional TV	96.00	N/A*	Yes
Film and video, national TV	192.00	N/A*	Yes
Facility fee for use as "set"	162.00	N/A*	Yes
Printed image (books etc) on cover, East of England region	N/A*	96.00	Yes
Printed image (books etc) inside, East of England region	N/A*	45.00	Yes
Printed image (books etc) on cover, UK and international	N/A*	126.00	Yes
Printed image (books etc) inside, UK and International	N/A*	64.80	Yes
Website image, corporate / commercial use	N/A*	72.00	Yes
Television, East of England region	N/A*	60.00	Yes
Television, UK	N/A*	78.00	Yes
Television, International	N/A*	120.00	Yes
Supply of new image (in-house photography)	N/A*	5.00	Yes
<b><u>Hire of premises (corporate and private)</u></b>			
Museum - Hire for first hour	75.00	75.00	No
Museum - Hire per hour after first hour	50.00	50.00	No
<b><u>Museum Evening Group Visits with talk or activity</u></b>			
Evening talk/ activity and viewing of galleries	50.00	N/A	No
Evening talk/ activity and viewing of galleries (VAT has to be charged from 01/04/2018)	N/A	78.00	Yes

## APPENDIX F continued...

### FEES AND CHARGES

Museum	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Museum Shirehill Store Group Visits and Workshops</u></b>			
Weekday daytime min charge (1 hr session + set-up/clear-up)	18.00	24.00	Yes
Weekday daytime charge per additional hour	12.00	18.00	Yes
Evening visit (per hour for 2017-18)	24.00	78.00	Yes
Saturday half-day	90.00	90.00	Yes
Saturday whole day	174.00	174.00	Yes
<b><u>Museum Staff lectures and talks at other venues</u></b>			
Talks for local groups, in Uttlesford or 20-mile radius of Saffron Walden	50.00	N/A	No
Talks for local groups, outside Uttlesford or 20 mile radius of Saffron Walden	60.00	N/A	No
Talks for local groups, in Uttlesford or 20-mile radius of Saffron Walden (VAT has to be charged from 01/04/2018)	N/A	72.00	Yes
Talks for local groups, outside Uttlesford or 20 mile radius of Saffron Walden (VAT has to be charged from 01/04/2018)	N/A	84.00	Yes

Land Charges
For the current schedule of land charges, please visit the Uttlesford District Council website:  <a href="http://www.uttlesford.gov.uk/article/1910/Local-Land-Charges-and-Searches">http://www.uttlesford.gov.uk/article/1910/Local-Land-Charges-and-Searches</a>

Lifeline (Council Tenants and Private Residents)	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
Lifeline units - Level 1 - Weekly charge - including evening and weekend emergency response visits	5.14	5.34	Yes*
Lifeline units - Level 2 - Extra Sensors (up to a maximum of 4, customers requiring more than 4 extra sensors will be charged at the rate of 50p per extra sensor)	6.36	6.61	Yes*
<i>*a zero rating for VAT will apply if the customer can provide evidence that they have a disability</i>			

## APPENDIX F continued...

### FEES AND CHARGES

Licensing	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Taxi Licensing</u></b>			
Drivers (licence valid for 3 years)			
- New Application	140.00	173.00	No
- Renewal	129.00	160.00	No
Operators (licence valid for 5 years)			
- New Application	350.00	427.00	No
- Renewal	346.00	420.00	No
Vehicles (licence valid for 1 year)			
- New Application	50.00	58.00	No
- Renewal	42.00	47.00	No
Vehicle Licence Transfer Fee	23.00	40.00	No
CRB checks	Charged at cost	Charged at cost	No
<b><u>Caravan Site Licence Fees</u></b>			
<b><u>New Applications</u></b>			
1-5 pitches	405.00	405.00	No
6-10 pitches	405.00	405.00	No
11-20 pitches	486.00	486.00	No
21-50 pitches	569.00	569.00	No
51-100 pitches	747.00	747.00	No
>100 pitches	810.00	810.00	No
<b><u>Licences</u></b>			
Animal boarding establishment	169.00	174.00	No
Home boarding	137.00	141.00	No
Dog breeding establishment	137.00	141.00	No
Riding establishment	238.00	245.00	No
Pet shop	137.00	141.00	No
Dangerous wild animals	268.00	276.00	No
Zoo licence (5 years)	690.00	717.00	No
Skin piercing premises & 1 person	180.00	180.00	No
Skin piercing additional person	10.00	10.00	No
Additional ear piercing operator added at a later date	40.00	40.00	No
Additional operator added at a later date (other)	N/A	60.00	No
Additional treatment added at a later date	70.00	70.00	No
<b><u>Scrap Metal</u></b>			
Grant of a site or collectors licence	367.00	367.00	No
- each additional site after first site	192.00	192.00	No
Renewal of a site or collectors licence	322.00	322.00	No
- each additional site after first site	192.00	192.00	No
Variation of a site or collectors licence	130.00	130.00	No
- each additional site being added to the licence	322.00	322.00	No
<b><u>Alcohol Licensing Act 2003</u></b>			
For the current schedule of statutory fees, please visit the Uttlesford District Council website: <a href="http://www.uttlesford.gov.uk/article/2295/Licensing-Act-2003---Personal">http://www.uttlesford.gov.uk/article/2295/Licensing-Act-2003---Personal</a> <a href="http://www.uttlesford.gov.uk/article/2023/Licensing-Act-2003---Premises">http://www.uttlesford.gov.uk/article/2023/Licensing-Act-2003---Premises</a>			
<b><u>Gambling Act 2005</u></b>			
For the current schedule of fees, please visit the Uttlesford District Council website: <a href="http://www.uttlesford.gov.uk/article/2292/Gambling-Act-2005">http://www.uttlesford.gov.uk/article/2292/Gambling-Act-2005</a>			

**APPENDIX F continued...**

**FEES AND CHARGES**

Saffron Walden Offices	2017/18 charge £	2018/19 charge £	Does the charge include VAT?
<b><u>Room charges - non wedding - minimum 2 hour charge applies</u></b>			
Room hire - Flitch (Chairman's room) (per hour)	30.00	30.00	Yes
Room hire - Flitch (Chairman's room) (per hour) Charity Rate	24.00	24.00	Yes
Room hire - Cutlers (Committee room) (per hour)	60.00	60.00	Yes
Room hire - Cutlers (Committee room) (per hour) Charity Rate	24.00	24.00	Yes
Room hire - Gibson (Council Chamber) (per hour)	78.00	78.00	Yes
Room hire - Gibson (Council Chamber) (per hour) Charity Rate	48.00	48.00	Yes
Refreshments - per 10 people	13.20	13.20	Yes
<b><u>Room charges - wedding</u></b>			
Chairman's Room Mon-Thur	74.00	74.00	Yes
Chairman's Room Friday	114.00	114.00	Yes
Chairman's Room Saturday a.m.	149.00	149.00	Yes
Chairman's Room Saturday p.m.	175.00	175.00	Yes
Chairman's Room Sunday/B.Holiday	250.00	250.00	Yes
Committee Room Mon-Thur	100.00	100.00	Yes
Committee Room Friday	140.00	140.00	Yes
Committee Room Saturday a.m.	175.00	175.00	Yes
Committee Room Saturday p.m.	200.00	200.00	Yes
Committee Room Sunday/B.Holiday	275.00	275.00	Yes
Council Chamber Mon-Thur	150.00	150.00	Yes
Council Chamber Friday	190.00	190.00	Yes
Council Chamber Saturday a.m.	225.00	225.00	Yes
Council Chamber Saturday p.m.	250.00	250.00	Yes
Council Chamber Sunday/B.Holiday	300.00	300.00	Yes
Chamber + Chairman's Mon-Thur	175.00	175.00	Yes
Chamber + Chairman's Friday	265.00	265.00	Yes
Chamber + Chairman's Saturday a.m.	325.00	325.00	Yes
Chamber + Chairman's Saturday p.m.	375.00	375.00	Yes
Chamber + Chairman's Sunday/B.Holiday	500.00	500.00	Yes
Chamber + Committee Mon-Thur	200.00	200.00	Yes
Chamber + Committee Friday	280.00	280.00	Yes
Chamber + Committee Saturday a.m.	350.00	350.00	Yes
Chamber + Committee Saturday p.m.	400.00	400.00	Yes
Chamber + Committee Sunday/B.Holiday	550.00	550.00	Yes

**APPENDIX F continued...**

**FEEES AND CHARGES**

<b>Print Room</b>	<b>2017/18 charge £</b>	<b>2018/19 charge £</b>	<b>Does the charge include VAT?</b>
Printing services for town & parish councils, voluntary organisations, clubs & societies. Hourly charge. Materials charged on top. * Addition of VAT varies depending on what is being printed.	40.00	41.50	No*

<b>Refuse Collection &amp; Recycling</b>	<b>2017/18 charge £</b>	<b>2018/19 charge £</b>	<b>Does the charge include VAT?</b>
Bulky waste	17.00	17.50	No
Kerbside Garden Collection	40.00	40.00	No
Town/Parish Council Garden Waste weekend collection (per hour)	66.00	66.00	No
<b><u>Trade Waste</u></b>			
Trade sacks (3 cubic feet)	1.96	2.07	No
Bins 180 litres	N/A	3.22	No
Bins 240 litres	5.38	5.71	No
Bins 660 litres	12.47	13.22	No
Eurobins 1100 litres	19.23	20.39	No
6 cu yd	117.51	124.56	No
8 cu yd	138.40	146.70	No
Light Containers - 12 cubic yard	138.40	146.70	No
Heavy Containers - 12 cubic yard	216.88	229.90	No

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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	Housing Revenue Account – 2018/19		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. This report sets out the following:

- A proposed Housing Revenue Account (HRA) budget and reserves position for 2018/19.
- A proposed 5 year financial forecast for the period from 2018/19 to 2022/23.

2. The Welfare Reform and Work Act 2016 requires registered providers of social housing in England to reduce social housing rents by 1% a year for 4 years from a frozen 2015 to 2016 baseline and to comply with maximum rent requirements for new tenancies. This is the third year of rent decrease to general needs properties and the second year for supported accommodation.

- HRA rents for general needs properties are decreased by 1% in line with new government guidance.
- HRA rents for supported accommodation are decreased by 1% in line with government guidance.
- All dwelling rents to be revised to the formula rent level when the property is re-let.

3. Other income and service charges for 2018/19 are as follows;

- Garage rents are increased by RPI of 3.9%
- Housing related support charges are increased in line with actual costs
- Intensive housing management charges are increased in line with actual costs
- Lifeline charges are increased by RPI of 3.9%
- Heating, Service and Sewerage charges are increased in line with actual costs

4. The Housing Board and the Tenants Forum have reviewed the housing rent and service charge proposals and recommended these for approval by Cabinet and Full Council.
5. The Housing Board has reviewed the Housing Revenue Budget and 5 year financial strategy and recommended the reports for approval by Cabinet and Full Council.
6. The Scrutiny Committee reviewed this report on 6 February. Comments from the Committee are presented as a separate item on the agenda.

### **Recommendations**

7. The Cabinet is requested to recommend, for approval by Full Council Housing Revenue Account as detailed in this report.

### **Financial Implications**

8. Financial implications are included in the body of this report.

### **Background Papers**

9. None

### **Impact**

Communication/Consultation	Tenants Forum and Housing Board reviewed the rent, heating, service and sewerage charges
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	Affordable rent levels and appropriate housing supply are an important factor in the sustainability of local communities and in particular rural communities
Ward-specific impacts	None
Workforce/Workplace	None



## Background

10. The HRA budget for 2018/19 reflects the service arrangements and investments in relation to the council's housing services for the seventh year under 'Self Financing'.
11. The new financial arrangements enable the service to stand alone financially and take 'local' decisions for housing services.
12. Decisions about the level of expenditure in the Housing Revenue Account continue to be made in the context of a 30 year HRA Business Plan, fully updated and approved at Cabinet in January 2016.
13. The Business Plan, which is reviewed annually, sets the financial strategy and the budget proposals are reflected in this report.
14. The Business Plan has been framed in the light of:
  - Estimated rental income is in line with the Government's guidance
  - Appropriate capital investment in maintaining the quality of the housing stock through planned maintenance and replacement works
  - The new build programme
  - One for one replacement of Right to Buy sales
  - Servicing and repaying debt so that new borrowing is available for future maintenance works or investment in further new build schemes
  - Remodelling and modernising sheltered housing schemes
  - Service improvements
15. Following government policy changes the authority no longer has discretion to set rents at a local level, but instead are required to comply with a national approach where rents will be reduced by 1% per year, for four years, from April 2016.
16. This change, alongside other national changes in housing policy, significantly reduces the council's flexibility over longer-term decision making.
17. Income and expenditure is budgeted on an incremental and inflationary basis to reflect the financial and operational needs of the housing service.

## Housing Revenue Account Budget 2018/19

18. The budget identifies a net operating surplus of £663,000 made up of total income of £15,402,000 and total expenditure of £14,739,000. The surplus has been allocated to fund agreed projects as detailed in the Business Plan.
19. This is the second year of the principal repayment of the Self Financing loan, a sum of £2m is payable annually. This was funded completely in 2017/18 from the Capital receipts reserve, this year we do not have the same projects and only a £413,000 contribution is eligible from the capital receipts reserve. The remainder of the loan repayment, £1,587,000 will be funded from the revenue budget.
20. The table below summarises the HRA budget for 2018/19, a more detailed breakdown is shown in Appendix A.

	2017/18 Original Budget £'000	2017/18 Restated Budget £'000	2018/19 Original Budget £'000	Increase / (Decrease) £'000
Dwelling Rents	(14,160)	(14,160)	(14,333)	(173)
Rents and Charges (other)	(1,062)	(1,062)	(1,068)	(6)
<b>Service Income</b>	<b>(15,222)</b>	<b>(15,222)</b>	<b>(15,402)</b>	<b>(179)</b>
Housing Finance & Business Management	197	197	75	(123)
Housing Maintenance and Repairs Service	3,030	3,030	3,117	87
Housing Management and Homelessness	1,024	1,024	996	(28)
<b>Service Expenditure</b>	<b>4,251</b>	<b>4,251</b>	<b>4,188</b>	<b>(64)</b>
Recharge from General Fund	1,800	1,800	2,073	273
Depreciation and Impairment	3,564	3,564	3,769	205
Interest/Costs re HRA Loan	4,625	4,625	4,615	(10)
Other (net)	340	340	94	(246)
<b>Non-Service Expenditure</b>	<b>10,329</b>	<b>10,329</b>	<b>10,551</b>	<b>222</b>
<b>Operating Surplus</b>	<b>(642)</b>	<b>(642)</b>	<b>(663)</b>	<b>(20)</b>
Capital Receipt Reserve (for HRA Loan)	(2,000)	(2,000)	(413)	1,587
Funding of Capital Programme from HRA	2,449	9,067	1,047	(8,020)
Transfer to/from (-) Reserves	193	(6,425)	28	6,453
<b>HRA (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

21. The average weekly rent in 2017/18 was £98.80 and in 2018/19 has decreased to £98.55, a decrease of £0.25 per week.
22. The council manages a total of 452 garages; current weekly rental is £9.89 and will increase to £10.28 in 2018/19 (excluding VAT).
23. Two years ago the council reviewed all support and housing management charges in preparation for further cuts to Housing Related Support (HRS) funding made by Essex County Council (ECC).
24. The review resulted in the introduction of an Intensive Housing Management (IHM) charge to recover a proportion of the reduction in funding from ECC.

The IHM charge is covered by Housing Benefit and its introduction therefore lessened the impact of the cuts to HRS for those tenants on benefits who previously had not contributed to support costs.

25. All HRS funding from ECC ceased from April 2017 and the cost of support and intensive housing management is now recovered in full from all sheltered tenants. The rationale that ECC made for these cuts is that people who require this type of support can claim appropriate benefits to pay for it themselves.

26. It is proposed to continue to calculate the charges for the council's sheltered housing scheme management service (made up from IHM and HRS) in line with actual costs. The charges to be set at:

i) Intensive Housing Management (IHM): £12.73 per week

ii) Housing Related Support (HRS): £4.61 per week

**Total Charge: £17.34 per week**

27. It is proposed to increase the Lifeline service by RPI of 3.9%. The current weekly charge for the Lifeline service is £4.28 and this will increase to £4.45 (excluding VAT) per week for 2018/19.

i) Lifeline service: £4.45 (exc. VAT) per week

ii) Lifeline service plus extra sensors: £5.45 (exc. VAT) per week

28. The Council manages leasehold and freehold properties where service and sewerage charges are payable and these will continue to be calculated and charged in line with actual costs.

29. General needs and sheltered housing service and sewerage charges are calculated on the same basis as Leasehold/freehold properties.

30. Heating charges will be calculated and charged in line with actual costs.

31. Service charges for tenants as at 31<sup>st</sup> March 2012 in sheltered accommodation and not in receipt of Housing Benefit will no longer continue to be partially subsidised from the HRA as the transition period during which these charges were reduced by 25% annually has now come to an end.

## Budget Movements

32. The table below details budget movements for 2018/19.

	£'000	£'000
<b>Increased Income</b>		
Dwelling Rent - Increase in the number of properties and revised RTB's in year	(173)	
Disposals - includes 1% rent reduction set by Central Government		
Other income - Service charges & Garage rentals	(14)	
		<u>(187)</u>
<b>Decreased Income</b>		
Reduction in repairs recharge for internal operative work	91	
		<u>91</u>
<b>Budget Growth</b>		
Fees - increase in the cost of RTB valuation Fees	10	
		<u>10</u>
<b>Efficiency savings</b>		
Carecall contract annual cost	(21)	
Service / Support Charges - Transitional Relief no longer offered in 18/19	(18)	
Staffing - Reduction in Trainee positions and hours	(15)	
Materials - decrease in the level of materials required	(15)	
		<u>(69)</u>
<b>Inescapable</b>		
Staffing - increase in staff costs	17	
		<u>17</u>
<b>Adjustment</b>		
Centralisation in corporate costs of Assistant Directors	(87)	
		<u>(87)</u>
<b>Other movement</b>		
Pension - Not required for Triennial pension cost	(158)	
Bad Debt Provision - amended to reflect previous years expenditure	(78)	
Interest Costs - Loan Financing Costs	(10)	
RTB Allowance	(10)	
Depreciation	205	
Recharges from General Fund - increase in part due to Assistant Director recharge	273	
Net of other immaterial variances	(17)	
		<u>205</u>
<b>Total movement from 2017/18</b>		<u><u>(20)</u></u>

## 5 Year Budget Summary

33. The 5 year financial forecast identifies the HRA's ability to make revenue contributions to the housing development programme are significantly reduced now that the principal loan repayment has become due. 2018/19 is the second year of the principal loan repayment and this is having a reducing cumulative effect on the finances and the HRA's ability to maintain the current business plan. The detailed 5 year forecast is shown in Appendix B.
34. Due to the reducing resources within the HRA it is unlikely that there will be enough funds to support developments at the same level as in the previous 5 years. Full details of the capital programme are shown in Appendix C.
35. The capital programme has identified 3 new build development projects for 2018/19, and completion of 3 projects that started in 2017/18:
- Reynolds Court, Newport – on site - 26 properties due to complete September 2018
  - Hatherley Court – on site - 27 properties due to complete August 2018
  - Sheds Lane, Saffron Walden – on site - 3 properties due to complete July 2018
  - Newton Grove, Great Dunmow – 4 properties
  - Frambury Lane, Newport – 4 properties
  - The Moors, Little Dunmow – 16 properties
36. In future years from 2019/20 an amount has been included in unidentified sites, this is the required expenditure needed to enable us to fulfil the Right to Buy (RTB) agreement and retain the council's share of capital receipts from housing sales.
37. The right to buy scheme works on the basis for each property sold the council can retain 30% of the proceeds and the remaining 70% is paid to government. The 30% retained receipts is subject to further criteria;
- The retained receipts has to be reinvested into new general needs housing stock within a period of 13 quarters or we are required to pay these receipts to government, the alternative is any sums retained over 13 quarters is subject to interest at a rate of 4% above base rate every quarter.
  - That any development using the RTB receipts has to be funded by the council at 70% of the total cost, any scheme can only have 30% of the cost applied from capital receipts. For example, a new scheme costing £1,000,000 could use £300,000 of capital receipts but the remaining funding must come from council funds.
38. The capital financing identifies a shortfall in available funds in 2019/20 of £1,128,700 to enable the HRA to fulfil the above RTB criteria.
39. The HRA is further restricted by the debt cap which limits the level of borrowing the HRA can take on.

40. In November 2017 the Government announced that Housing Revenue Account borrowing caps will be lifted for local authorities in areas of “high affordability pressures” to build more homes. Local authorities will be invited to bid for increases in their caps from 2019-20.
41. The Council carried out a review with their independent financial consultants, Arlingclose on the structure of the HRA loan and the options to refinance the current loan to release funds enabling the continuation of its programme of housing development.
42. The review concludes that premature redemption of existing loans would prove to be expensive and recommends as an alternative that consideration be given to the HRA refinancing existing debt as it is repaid using short term local authority loans when required to both meet investment opportunities, and to balance the gap in the current financial plan in 2019/20.
43. The report recommendation is that the HRA refinance existing debt as it is repaid using short term local authority loans as it is required.

## Movement in Reserves

44. The table below details the movement in reserves and this includes the Major Repairs Reserve.

Reserve	2017/2018				2018/2019				
	Balance	Transfer from HRA	Transfer to HRA	Transfer between Reserves	Balance	Transfer from HRA	Transfer to HRA	Transfer between Reserves	Balance
£'000	01-Apr-17				31-Mar-18				31-Mar-19
<b><u>RINGFENCED RESERVES</u></b>									
Working Balance	498	48			546		(92)		454
	498	48	0	0	546	0	(92)	0	454
<b><u>USABLE RESERVES</u></b>									
<u>Revenue Reserves</u>									
Major Repairs Reserve	163	(3,402)	3,564		325	(3,571)	3,769		523
Revenue Projects	60				60				60
Transformation Reserve	180				180				180
	403	(3,402)	3,564	0	565	(3,571)	3,769	0	763
<u>Capital Reserves</u>									
Capital Projects	3,809		(4,674)	865	0	120			120
Potential Projects Reserve	2,298		(1,433)	(865)	0				0
Sheltered Housing Projects Reserve	318		(318)		0				0
	6,425	0	(6,425)	0	0	120	0	0	120
<b>TOTAL USABLE RESERVES</b>	<b>6,828</b>	<b>(3,402)</b>	<b>(2,861)</b>	<b>0</b>	<b>565</b>	<b>(3,451)</b>	<b>3,769</b>	<b>0</b>	<b>883</b>
<b>TOTAL RESERVES</b>	<b>7,326</b>	<b>(3,354)</b>	<b>(2,861)</b>	<b>0</b>	<b>1,111</b>	<b>(3,451)</b>	<b>3,677</b>	<b>0</b>	<b>1,337</b>

## HRA Business Plan and 5 Year Strategy

45. The Housing Service prepared a 30 year HRA Business Plan in line with the Self-Financing Agreement; from this business plan a 5 year working plan has been extracted detailing specific priorities/projects up until 2022/23. This is a rolling programme and is continuously updated; a detailed action plan with progress to date is attached in Appendix D.

### Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Changes in legislation may alter the assumptions contained in the proposed 2018/19 Budget and HRA Business Plan	2	2	Prudent budget management and assumptions are built into the budget predictions. This is supported by the minimum operational balance and earmarked reserves to provide a short term contingency
Rent arrears increase	2 – due to the withdrawal of the supporting people grant, welfare reforms inc. the roll out of Universal Credit	2 – increased arrears and resources needed to support tenants to manage their payments	Housing officers provide Tenant support for those in financial difficulty.
Vulnerable people at risk due to loss of supporting people grant and discontinued support from ECC for Lifeline alarms	3 – residents may struggle financially to self-fund	3 – extra support from officers and possible increased claims for benefits and/or hardship grants	Increased officer support for those tenants affected - will need help with their finances. Residents on HB can claim for supported services within their claim.
Failure to deliver major housing and development projects	2 – the council has an ambitious development programme	3 – schemes do not progress	Robust project planning and resources aligned to deliver projects.
Increase in interest rates	1 – not anticipated that rates will increase in the next	3 – increase in loan repayment	Prudent budget management. To closely manage the situation with the support of our Financial Consultants, Arlingclose and



	year		consider fixed rate alternatives
Increases in Right to Buy discounts present a risk as the Council may be unable to replace stock at the same rate as sales	2 – Sales are already higher than estimated in the business plan	2 – Repayment of capital receipt to government	Continuous review of the Business Plan and possible options for new build housing

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

## Appendices

Appendix A – 2018/19 Summary Budget

Appendix B – 5 year Budget Summary (2018/19 – 2022/23)

Appendix C – HRA 5 year Capital Programme and Financing

Appendix D – Business Plan – Action Plan 2018 – 2022

**APPENDIX A**

**HRA Budget Summary 2018/19**

£'000	2017/18 Original Budget	2017/18 Current Budget	2018/19 Original Budget	Increase / (Decrease)
<b><u>Housing Revenue Income</u></b>				
Dwelling Rents	(14,160)	(14,160)	(14,333)	(173)
Garage Rents	(206)	(206)	(214)	(8)
Other Rents etc	(3)	(3)	(3)	0
Charges for Services & Facilities	(853)	(853)	(851)	2
Contributions towards Expenditure	0	0	0	0
<b>TOTAL INCOME</b>	<b>(15,222)</b>	<b>(15,222)</b>	<b>(15,402)</b>	<b>(179)</b>
<b><u>Housing Finance &amp; Business Management</u></b>				
Business & Performance Management	122	122	0	(122)
Rents, Rates & Other Property Charges	75	75	75	(0)
	197	197	75	(123)
<b><u>Housing Maintenance &amp; Repairs Service</u></b>				
Common Service Flats	189	189	201	12
Estate Maintenance	147	147	148	1
Housing Repairs	2,323	2,323	2,379	56
Housing Sewerage	53	53	54	2
Newport Depot	17	17	19	2
Property Services	302	302	316	14
	3,030	3,030	3,117	87
<b><u>Housing Management &amp; Homelessness</u></b>				
Housing Services	399	399	413	14
Sheltered Housing Services	625	625	583	(42)
	1,024	1,024	996	(28)
<b>Total Service Expenditure</b>	<b>4,251</b>	<b>4,251</b>	<b>4,188</b>	<b>(64)</b>
<b><u>Other Costs</u></b>				
Bad Debt Provision	178	178	100	(78)
Depreciation - Dwellings (to MRR)	3,421	3,421	3,567	146
Depreciation - Non- Dwellings (to MRR)	142	142	202	59
Interest/Costs re HRA Loan	2,625	2,625	2,615	(10)
Repayment of HRA Loan	2,000	2,000	2,000	0
Investment Income	(15)	(15)	(15)	0
Pension Costs - Added Years	19	19	19	0
Pension Deficit - Triennial payment	158	158	0	(158)
Recharge from General Fund	1,507	1,507	1,675	168
HRA Share of Corporate Core	293	293	398	105
Right to Buy Admin Allowance	0	0	(10)	(10)
<b>Total Non-Service Expenditure</b>	<b>10,329</b>	<b>10,329</b>	<b>10,551</b>	<b>222</b>
<b>TOTAL EXPENDITURE</b>	<b>14,580</b>	<b>14,580</b>	<b>14,739</b>	<b>159</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(642)</b>	<b>(642)</b>	<b>(663)</b>	<b>(20)</b>
Funding from Capital Receipts Reserve for HRA Loan	(2,000)	(2,000)	(413)	1,587
<b><u>Funding of Capital Programme from HRA</u></b>				
Capital Schemes Funded from Revenue	2,449	9,067	1,047	(8,020)
	2,449	9,067	1,047	(8,020)
<b><u>Transfers to/(from) Reserves</u></b>				
Capital Projects	510	(4,674)	120	4,794
Change Management Reserve	0	0	0	0
Potential Developments	0	(1,433)	0	1,433
Sheltered Housing Reserve	(317)	(318)	0	318
Transformation Reserve	0	0	0	0
Working Balance	0	0	(92)	(92)
	193	(6,425)	28	6,453
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>

**APPENDIX B**

**HRA Summary – 5 Year Forecast 2018/19 – 2022/23**

£ '000	2018/19 Original Budget	2019/20 Original Budget	2020/21 Original Budget	2021/22 Original Budget	2022/23 Original Budget
Dwelling Rents	(14,333)	(14,027)	(14,705)	(15,283)	(15,885)
Garage Rents	(214)	(216)	(218)	(220)	(222)
Other Rents etc	(3)	(3)	(3)	(4)	(4)
Charges for Services & Facilities	(851)	(860)	(868)	(877)	(886)
Contribution towards expenditure	0	0	0	0	0
<b>Total Income</b>	<b>(15,402)</b>	<b>(15,106)</b>	<b>(15,795)</b>	<b>(16,384)</b>	<b>(16,997)</b>
<b>Housing Finance &amp; Business Management</b>					
Business & Performance Management	0	0	0	0	0
Rents, Rates & Other Property Charges	75	75	75	75	75
	75	75	75	75	75
<b>Housing Maintenance &amp; Repairs Service</b>					
Common Service Flats	201	201	201	201	201
Estate Maintenance	148	148	148	148	148
Housing Repairs	2,379	2,379	2,379	2,379	2,379
Housing Sewerage	54	54	54	54	54
Newport Depot	19	19	19	19	19
Property Services	316	316	316	316	316
	3,117	3,117	3,117	3,117	3,117
<b>Housing Management &amp; Homelessness</b>					
Housing Services	413	413	413	413	413
Sheltered Housing Services	583	583	583	583	583
	996	996	996	996	996
<b>Other Costs</b>					
Bad Debt Provision	100	100	100	100	100
Depreciation - Dwellings (to MRR)	3,567	3,295	3,435	3,435	3,435
Depreciation - Non- Dwellings (to MRR)	202	102	102	102	102
Interest/Costs re HRA Loan	2,615	2,604	2,613	2,601	2,570
Repayment of HRA Loan	2,000	2,000	2,000	2,000	2,000
Investment Income	(15)	(15)	(15)	(15)	(15)
Pension Costs - Added Years	19	19	19	19	19
Pension Deficit - Triennial payment	0	0	158	0	0
Recharge from General Fund	1,675	1,675	1,675	1,675	1,675
HRA Share of Corporate Core	398	381	381	381	381
Right to Buy Admin Allowance	(10)	(10)	(10)	(10)	(10)
<b>Total Non-Service Expenditure</b>	<b>10,551</b>	<b>10,151</b>	<b>10,458</b>	<b>10,288</b>	<b>10,257</b>
<b>Total Expenditure</b>	<b>14,739</b>	<b>14,338</b>	<b>14,645</b>	<b>14,475</b>	<b>14,444</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(663)</b>	<b>(768)</b>	<b>(1,150)</b>	<b>(1,909)</b>	<b>(2,553)</b>
Transfer to/(from) Capital Receipts	(413)	(400)	(400)	(400)	(400)
<b>Revenue balance available for capital financing</b>	<b>(1,076)</b>	<b>(1,168)</b>	<b>(1,550)</b>	<b>(2,309)</b>	<b>(2,953)</b>
<b>Capital Schemes Funded from Revenue</b>	<b>1,047</b>	<b>1,246</b>	<b>1,198</b>	<b>1,198</b>	<b>1,198</b>
<b>Transfers to/(from) Reserves</b>					
Capital Projects	120	(78)	352	1,111	1,755
Change Management Reserve	0	0	0	0	0
Potential Developments	0	0	0	0	0
Sheltered Housing Reserve	0	0	0	0	0
Transformation Reserve	0	0	0	0	0
Working Balance	(92)	0	0	0	0
	28	(78)	352	1,111	1,755
<b>(SURPLUS)/DEFICIT</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

APPENDIX C

HRA – Capital Programme 2018/19 – 2022/23

	2017-18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	Current	Forecast Spend	Forecast	Forecast	Forecast	Forecast	Forecast	Total
	Budget	P6	including					
			proposed					
			slippage from					
			2017/18					
	£	£	£	£	£	£	£	£
<b>HRA Fund</b>								
HRA Capital Repairs	3,255,000	3,255,000	3,345,000	3,295,000	3,435,000	3,435,000	3,435,000	23,545,000
UPVC Fascia's and Guttering	147,000	147,000	100,000	100,000	100,000	100,000	100,000	747,000
Cash Incentive Scheme Grants	55,000	55,000	50,000	50,000	50,000	50,000	50,000	355,000
Light Vans Replacement programme	87,000	87,000	96,000	0	0	0	0	279,000
Sewerage Plant	0	0	100,000	100,000	100,000	100,000	100,000	600,000
<b>HRA Business Plan</b>								
<b><u>New builds (1-4-1 RTBs)</u></b>								
Unidentified Sites	1,366,000	34,000	0	3,681,000	2,000,000	2,000,000	2,000,000	9,715,000
Watons Lane	104,000	23,000	0	0	0	0	0	23,000
Woods Lane	577,000	280,000	320,000	0	0	0	0	920,000
Radwinter Road (CHP)	0	1,022,000	0	0	0	0	0	1,022,000
Newton Grove	0	310,000	315,000	0	0	0	0	940,000
Frambury Lane	0	0	771,000	0	0	0	0	1,542,000
The Moors	0	0	787,000	0	0	0	0	1,574,000
<b><u>Sheltered Redevelopments</u></b>								
Reynolds Court	5,021,000	3,550,000	1,471,000	0	0	0	0	6,492,000
Hatherley Court	1,660,000	975,000	685,000	0	0	0	0	2,345,000
Walden Place	810,000	60,000	750,000	0	0	0	0	1,560,000
<b><u>Other Schemes</u></b>								
Energy Efficiency improvement schemes	59,000	59,000	0	0	0	0	0	59,000
Resurfacing access roads	150,000	150,000	0	0	0	0	0	150,000
<b><u>ICT</u></b>								
Housing Mobile devices IT	65,000	65,000	0	0	0	0	0	65,000
Housing contractors portal & SAM	29,000	29,000	0	0	0	0	0	29,000
<b>HRA Housing Total</b>	<b>13,385,000</b>	<b>10,101,000</b>	<b>8,790,000</b>	<b>7,226,000</b>	<b>5,685,000</b>	<b>5,685,000</b>	<b>5,685,000</b>	<b>46,277,000</b>

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APPENDIX C

HRA Capital Financing 2018/19 – 2022/23

	2017/18	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
			Forecast Spend including slippage from 2017/18	Budget	Budget	Budget	Budget
<u>Financing - Housing Revenue Account</u>	Current Budget £	Forecast Spend £	£	£	£	£	£
<u>Business Plan Schemes</u>							
Funded from reserves	(8,283,000)	(5,152,000)	(3,089,600)	0	0	0	0
HRA Revenue Funding - RCCO	(642,000)	(678,300)	(1,047,100)	(1,246,000)	(1,198,000)	(1,198,000)	(1,198,000)
HCA grant funding	(226,000)	(226,000)	0	0	0	0	0
Capital Receipts - RTB	(614,100)	(500,700)	(682,200)	(1,104,300)	(600,000)	(600,000)	(600,000)
Capital Receipts - Other	0	0	(400,000)	(150,000)	(150,000)	(150,000)	(150,000)
	(9,765,100)	(6,557,000)	(5,218,900)	(2,500,300)	(1,948,000)	(1,948,000)	(1,948,000)
<u>Other Schemes</u>							
Major Repairs Reserve Contribution	(3,255,000)	(3,255,000)	(3,445,000)	(3,395,000)	(3,535,000)	(3,535,000)	(3,535,000)
Other MRR reserve cont	(222,900)	(147,000)	(126,100)	(202,000)	(202,000)	(202,000)	(202,000)
HRA Revenue Funding	(142,000)	(142,000)	0	0	0	0	0
Sub total	(3,619,900)	(3,544,000)	(3,571,100)	(3,597,000)	(3,737,000)	(3,737,000)	(3,737,000)
<b>TOTAL FINANCING</b>	<b>(13,385,000)</b>	<b>(10,101,000)</b>	<b>(8,790,000)</b>	<b>(6,097,300)</b>	<b>(5,685,000)</b>	<b>(5,685,000)</b>	<b>(5,685,000)</b>
<b>Total Capital Programme</b>	13,385,000	10,101,000	8,790,000	7,226,000	5,685,000	5,685,000	5,685,000
<b>Funding deficit (Borrowing outside of HRA required internal from cash or external)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,128,700</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HRA BUSINESS PLAN – PRIORITIES FOR ACTION 2016 – 2021

Action	Timescale	Resources	Outcome	Update January 2018
<b>1. Operate a sound and viable housing business in a professional and cost effective manner</b>				
Continue to develop business plan financial model to inform investment and service planning Page 178	Ongoing	Within existing resources	HRA that continues to be managed on sound business principles	<p>Government housing policy changes have affected the HRA Business Plan, both in the short term and in future years. The imposition of a 1% annual rent cut for four years from 1st April 2016 has had a significant effect on available resources over the life of the plan</p> <p>The HRA Business plan and financial model has been updated and shows that there will be pressures on the HRA from 2020 if the current level of expenditure on stock and new build continues as modelled.</p> <p>The HRA Business Plan allows the Council to have flexibility as to when loans are repaid and consideration will need to be given to refinancing the loans in order to both meet investment</p>

Action	Timescale	Resources	Outcome	Update January 2018
				opportunities, and to balance the gap in the financial plan that is a result of the effect of these changes in housing policy
Prepare for supporting people funding reductions	Mar-17	Within existing resources	Options identified to enable key services to continue to be delivered	Complete. New delivery model for sheltered housing in place. Tenants have been written to and new charges explained. All costs are now fully recoverable from tenants since the ending of support grant funding from county  Introduced new Intensive Housing Management (IHM) charge – this can be included in Housing Benefit claim to reduce impact on residents receiving this service
Improve performance management systems in Housing Services	Mar-17	Within existing resources	PI targets based on a combination of performance of peer LA's in HouseMark benchmarking group and historic UDC performance data	The Housing Service has developed a suite of Performance Indicators to monitor services against its own targets, and to provide customers with information on how our services are performing. These indicators are monitored by managers on a monthly basis, with key indicators reported to CMT
Maximise income to the HRA by achieving high collection rates for	Ongoing	Within existing resources	Rent arrears action taken at an earlier stage to prevent arrears from escalating. Providing debt support and signposting to	Income collection has been separated from the debt support work resulting in a significant reduction in rent arrears

Action	Timescale	Resources	Outcome	Update January 2018
rents, service charges, sewage charges, garage rents and miscellaneous invoices			tenants/leaseholders who are struggling. Corporate approach to rent collection to ensure join-up with individual cases	
Implement re-chargeable repairs policy	Apr-16	Within existing resources	Improve recovery of costs of repairs which are tenants' responsibility	<p>Complete. A new re-charge policy has been written to clarify the definition of rechargeable repairs and to improve the recovery of costs associated with rechargeable repairs and to deter misuse or negligence of Council property by tenants</p> <p>By identifying and recovering these costs, it enables the council to reinvest the money to help improve services and properties which will ultimately benefit tenants</p>
Evaluate the alternative options available for the delivery of housing services through strategic and /or operational partnerships	Apr-17	Within existing resources	Options identified for step change improvement in value for money	Options for expanding the repairs service currently provided to UDC tenants to other housing providers through Aspire Property Services have been evaluated. It is proposed to re-visit this option next year
Review the	Oct-16	Within	Rationalisation of management	Complete. Asset Management



Action	Timescale	Resources	Outcome	Update January 2018
arrangements for the management of non-housing assets		existing resources	responsibilities and clarification of development potential	and Development Strategy in place
Ensure the void turnaround figures do not exceed targets to minimise rent losses	Ongoing	Within existing resources	Rent loss through voids minimalised	Further review of the void processes carried out in August 2017 following recommendations from the Tenant Regulatory Panel (TRP). Review shows that new processes that have been implemented are working well
<b>2. Ensure that all the council's tenants live in a decent home in settled communities for as long as needed, consistent with the council's Tenant Strategy</b>				
Review tenant strategy to ensure that local housing need is met and assets are used effectively, utilising all available flexibilities	Apr-17	Within existing resources	Updated strategy	Complete. Strategy has been reviewed. No change to policy recommended at this time
Create a tenancy sustainment team	Aug-16	Within existing resources	Increased support for vulnerable tenants. A failed tenancy costs the Council several thousands of pounds so the success of this team will ultimately save money for re-investment in the housing stock	Complete. Team in place. Successful Tenancy Sustainment Programme implemented. We have been able to prevent evictions, organise sustainable repayment programmes and tenancies, and help individuals who have been previously unable to engage with us and many other

Action	Timescale	Resources	Outcome	Update January 2018
				support organisations. The service has been nominated for a Partnership Working Award in this year's You Make the Difference in Essex Awards
Improve the information on the housing stock	Apr-17	Within existing resources	Accessible up to date stock data	Complete. New stock data management system (SAM) has been implemented. Work is progressing on collecting stock data - it is anticipated that a 100% stock condition survey will be achieved on a rolling 5 year basis
Continue to manage and maintain the housing stock effectively and efficiently ensuring that properties meet, as a minimum, the decent homes standard	Ongoing	Within identified resources - approximately £5.3m pa	Well maintained homes and assets to minimum decent homes standard	<p>Planned works programmes are progressing well. The authority is continuing to deliver a significant programme of investment in the stock.</p> <p>A robust monthly budget monitoring process has been implemented to ensure that projects are delivered on budget</p>
Deliver an improved repairs and maintenance service through: 1. Enhancement of mobile technology for repairs and	Aug-16	£120k	Homes well maintained Improved tenant satisfaction More efficient and responsive deployment of personnel	Complete. Project plan to deliver IT improvements implemented Mobile technology has been rolled out to all Surveyors and Operatives who can now raise and receive works orders/job tickets electronically

Action	Timescale	Resources	Outcome	Update January 2018
voids teams; 2. Electronic van stocking of operatives' vehicles 3. Online reporting of repairs				Decision made not to implement new electronic stock system following unsuccessful trials Schedule Board being used by Repairs Planners to enable on-line scheduling of repairs jobs
Improve average energy efficiency for council properties	Apr-17	£530k	Reduced fuel costs for residents	Complete. All works identified in Phase I, II and III now complete and included: air source heat pumps/external wall cladding/solar panels  Further properties identified for improvement works and budgets being prepared for works to be carried out in 2018/19. Potential project identified to install solar panels on all remaining council houses and flats – currently under evaluation
Continue to fund disabled adaptations for tenants and improve the delivery process	Ongoing	£260k pa	Reduction in the time people have to wait for adaptations	Disabled adaptations continue at a high demand – currently able to meet all requests within a reasonable timescale
Undertake fundamental review of policies and procedures to ensure service is	Ongoing	Within existing resources	Policies in place that reflect best practice/current legislation	All policies and procedures along with equality impact assessments regularly reviewed. Changes identified are brought to the tenant forum and housing board for

Action	Timescale	Resources	Outcome	Update January 2018
'Fit for Purpose'				approval
<b>3. Help tenants and leaseholders get involved with decisions about their housing</b>				
Continue to develop Housing Regulatory Panel to scrutinise the performance of the Housing Service and to undertake service reviews	Ongoing	5k pa - training for members	A Housing Regulatory Panel that deliver in-depth challenging inspections - achieving improvements that really matter to tenants	The TRP have carried out a review of the sheltered housing service following their successful review of the Void process. Report has been presented to officers and progress with implementing the recommendations will be reported to the TRP and Housing Board
Review the approach to gathering tenant feedback and satisfaction	Mar-17	Within existing resources	Refreshed approach to assessing tenant satisfaction to inform service improvement planning	Complete. Online satisfaction survey has been designed so that tenants can feed back immediately after repair is carried out  New STAR tenant satisfaction/feedback survey sent to all tenants in March 2017. Results have been analysed and show an overall improvement in satisfaction with housing services (see below)
Link tenant participation with opportunities for skill development	Ongoing	Within existing resources	Skilled Tenant Forum and Tenant Regulatory Panel members	Training programme in place

Action	Timescale	Resources	Outcome	Update January 2018
Publish annual tenants report	Ongoing	£3k pa	Annual report published	Annual report published in November 2017
Benchmark service with other landlords through HouseMark	Ongoing	Within existing resources	Core benchmarking data uploaded to HouseMark for full organisational review	<p>The Housing Service uses Housemark to benchmark its performance against other landlords</p> <p>Latest core benchmarking data has been submitted – performance data and comparison with other authorities is reviewed by officers at section heads meeting</p> <p>Performance compares well to other councils, with indicators relating to rent collection and repairs sitting within the top quartile. Compared to the previous year, costs have remained roughly the same in all areas except lettings which has marginally increased, whilst performance has improved in repairs and tenancy management</p> <p>Whilst Performance Indicators are instrumental in assessing performance, the opinion and views of tenants adds an extra</p>

Action	Timescale	Resources	Outcome	Update January 2018
				<p>depth and validity to the council's performance and service improvement works. In 2017 the council carried out its third district wide survey of tenants and residents (STAR) following surveys completed in 2012 and 2008.</p> <p>Using a core questions set compiled by HouseMark comparative data has been obtained on the services offered to tenants. In addition the inclusion of additional questions has provided information regarding the wider determinants of health associated with housing and neighbourhood interaction.</p> <p>Results of STAR 2017 show that levels of satisfaction are mostly positive amongst all service areas within housing services. Performance has remained stable over the 5 year period as have the priorities of the tenants.</p> <p>The survey shows that 83.5% of out tenants are satisfied with the service</p>

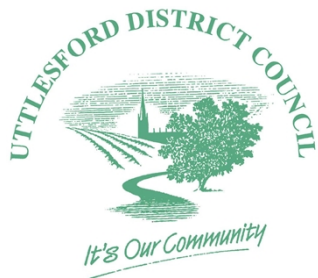
Action	Timescale	Resources	Outcome	Update January 2018
<b>4. Regenerate the stock/estates and build new affordable rented council housing in an efficient and effective manner</b>				
Deliver the new homes programme	Mar-21	£6.898m	New homes to replace those lost through RTB sales - approximately 6 -10 per year	Development programme on track:  Holloway Crescent Phase I & II - 13 properties Mead Court Phase I & II – 29 properties Catons Lane – 6 properties <b>48 properties completed to date</b>  Planning permission obtained for development of garage sites in Sheds Lane – 3 properties (due to complete July 2018) <b>3 properties</b>  Also investigating possibility of UDC becoming delivery partner on some S106 sites - subject to RTB receipts
Deliver Sheltered scheme re-development programme	Mar-18	£11.5m	Fit for purpose accommodation for the elderly	Development programme on track:  Reynolds Court Phase I – 15 properties <b>15 properties completed to date</b>

Action	Timescale	Resources	Outcome	Update January 2018
				<p>Reynolds Court Phase II – 26 properties (due to complete August 2018)</p> <p><b>26 properties</b></p> <p>Hatherley Court – remodelling (<b>26 properties</b>) and new build (<b>1 property</b>) – (due to complete August 2018)</p>
<p>Page 188</p> <p>Review housing asset management strategy</p>	Apr-18	Within existing resources	Established a clear policy on the use of HRA assets, regeneration and development	Strategy is being reviewed and will be presented to the Housing Board for comment at Housing Board meeting in December 2017
Develop and implement initiatives for improving estates	Ongoing	Within existing resources	Delivery of new estate improvement/ regeneration initiatives as part of the housing asset management strategy. Delivery of resident led improvements	Regular trailer events being held with more agencies offering to attend / estate inspection; projects identified for estate regeneration
Carry out development appraisals of identified sites and review business plan capacity to	Mar-21	Revenue cost of £50k pa for surveyor to co-ordinate works	Established housing development programme	Proposals/plans being drawn up for sites at The Moors, Little Dunmow ( <b>16 properties</b> ); Newton Grove, Great Dunmow ( <b>4 properties</b> – planning permission gained September 2017);



Action	Timescale	Resources	Outcome	Update January 2018
develop				<p>Frambury Lane, Newport (4 properties)</p> <p><b>Total: 24 properties</b></p> <p>A number of garage and infill sites and excess garden land are being assessed for development viability, or for the opportunity to sell in order to cross-subsidise the development programme</p> <p><b>Total: 20 properties</b></p>

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# Uttlesford District Council

## Fast-track equality impact assessment (EqIA) tool

### What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

### What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


### How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.



*If there is insufficient space to answer a question, please use a separate sheet.*

General information		
1	Name of strategy, policy, project, contract or decision.	HRA Business Plan 2016 – 2046 (annual review)
2	What is the overall purpose of the strategy, policy, project, contract or decision?	Financial analysis of HRA
3	Who may be affected by the strategy, policy, project, contract or decision?  All tenants in council owned properties All leaseholders in Council owned properties	<input checked="" type="checkbox"/> Residents  <input checked="" type="checkbox"/> Staff  <input checked="" type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Housing Services Head of Division: Roz Millership
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (please state): Finance, Housing Planning and Policy, Environmental Health. Benefits CAB and other partner agencies
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?  UDC send out a tenant satisfaction survey which includes questions on equality to ensure that the needs of all service users are being met.	<input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Sex <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Gender Reassignment <input checked="" type="checkbox"/> Sexual Orientation <input checked="" type="checkbox"/> Religion & Belief <input checked="" type="checkbox"/> Pregnancy and Maternity <input checked="" type="checkbox"/> Marriage and Civil Partnerships <input checked="" type="checkbox"/> Rural Isolation

7	<p>How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?</p> <p>The tenant satisfaction survey sent to all tenants gives the opportunity to express if tenants feel that they get value for money. Last survey completed August 2017. People are free to make their comments and concerns known by returning the survey.</p> <p>The council consults with tenants including through the tenants forum and gives notice on rent and service charge increases.</p>	<p><input checked="" type="checkbox"/> Performance indicators or targets</p> <p><input checked="" type="checkbox"/> User satisfaction</p> <p><input checked="" type="checkbox"/> Uptake</p> <p><input checked="" type="checkbox"/> Consultation or involvement</p> <p><input checked="" type="checkbox"/> Workforce monitoring data</p> <p><input checked="" type="checkbox"/> Complaints</p> <p><input type="checkbox"/> External verification</p> <p><input checked="" type="checkbox"/> Eligibility criteria</p> <p><input type="checkbox"/> Other (please state):</p> <p><input type="checkbox"/> None </p>

**Analysing performance data**



8 Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?

- Yes \*
- No\*
- Insufficient 
- Not applicable 

*\*Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:*

9 Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of diverse groups?

The plan/policy does not represent any specific diverse groups. It ensures that council tenants and leaseholders are treated equally regarding of circumstance


- Yes \*
- No\*
- Insufficient 
- Not applicable 

*\*Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:*

**Checking delivery arrangements**

10 You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.

*If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.*

Yes    No     N/A

The premises for delivery are accessible to all.

Consultation mechanisms are inclusive of all.

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Participation mechanisms are inclusive of all.

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If you answered 'No' to any of the questions above please explain why giving details of any legal justification.

### Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

*If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.*

Customer contact mechanisms are accessible to all.

Yes	No 	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Electronic, web-based and paper information is accessible to all.

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Publicity campaigns are inclusive of all.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Images and text in documentation are representative and inclusive of all.



<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

### Future Impact

12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.

Is it likely to inadvertently exclude or disadvantage any diverse groups?


- No
- Yes \* 
- Insufficient evidence 

\*Please state any potential issues Identified.

**OVERVIEW**  
 70,000 residents  
 Demographic make up according to diverse groups.

**Improvement actions**

13 If your assessment has highlighted any potential issues or red flags, can these be easily addressed?

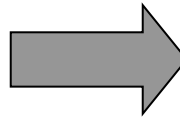
- Yes
- No\* 
- Not applicable

*\*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:*

**Making a judgement – conclusions and next steps**

14 Following this fast-track assessment, please confirm the following:

- There are no inequalities identified that cannot be easily addressed or legally justified
- There is insufficient evidence to make a robust judgement.
- Inequalities have been identified which cannot be easily addressed.



No further action required. Complete this form and implement any actions you identified in Q13 above

Additional evidence gathering required (go to Q17 on Page 7 below).

Action planning required (go to Q18 on Page 8 below).

15 If you have any additional comments to make, please include here.

- None

**Completion**



16	Name and job title (Assessment lead officer)	Roz Millership
	Name/s of any assisting officers and people consulted during assessment:	Judith Snares
	Date:	8 January 2018
	Date of next review:	January 2019
	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
<p><b>When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.</b></p>		

### Additional evidence gathering and action planning

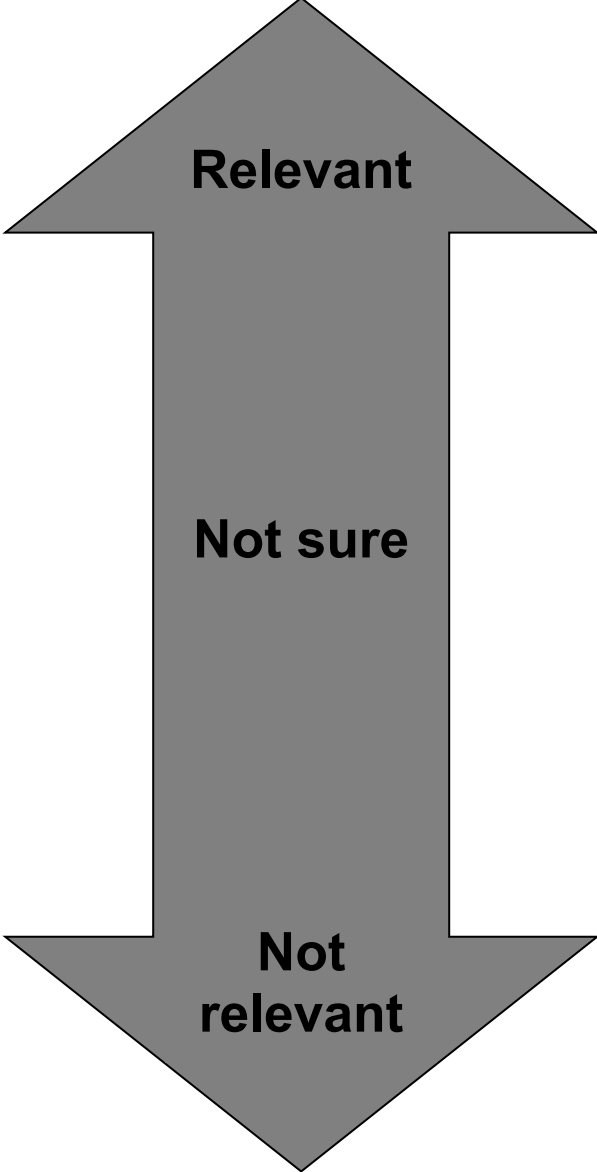
17	<p>If your fast-track assessment indicated that <b>complex issues</b> or <b>inequalities</b> were identified which could not be easily addressed, or you had <b>insufficient evidence</b> to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:</p> <p>(a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:</p> <p><b>Data gathering</b></p> <ul style="list-style-type: none"> <li>■ Demographic profiles of Uttlesford</li> <li>■ Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces</li> <li>■ Results of local needs analysis</li> <li>■ Results of staff surveys</li> <li>■ Research reports on the needs/experience of diverse groups</li> <li>■ National best practice/guidance</li> <li>■ Benchmarking with other organisations</li> </ul> <p><b>Consultation and involvement</b></p> <ul style="list-style-type: none"> <li>■ Existing consultation findings that may provide insight into the issues</li> <li>■ New, specially commissioned engagement with diverse groups</li> <li>■ Expert views of stakeholders/employers organisations representing diverse groups</li> <li>■ Advice from experts or national organisations</li> <li>■ Specialist staff/in-house expertise.</li> </ul> <p>(b) For advice on evidence gathering or engagement with diverse groups please contact</p>
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	<p>your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.</p> <p>(c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.</p> <p>(d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.</p> <p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>
18	<p><b>The conclusions and agreed proposals:</b>  <b>A review of the business plan and EQIA is carried out annually.</b></p> <hr/> <p><b>Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):</b>  <b>Consultation with tenant forum and housing board. STAR survey of tenants August 2018</b></p> <hr/> <p><b>Date proposals to be implemented and lead officer:</b>  <b>The plan is a 30 year plan, reviewed annually, effective from January 2016. Last reviewed in January 2018</b></p> <hr/> <p><b>Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:</b>  <b>N/A</b></p> <hr/> <p><b>Monitor arrangements (please include full details for audit purposes):</b>  <b>The equality impact assessment will be reviewed if any inequalities are identified</b></p>

<b>Additional Comments</b>		
19	<b>If you have any additional comments to make, please include here:</b>	<input checked="" type="checkbox"/> None
<b>Completion</b>		
20	<b>Name and job title (Lead Officer):</b>	Roz Millership
	Name/s of other assisting officers:	Judith Snares
	Date:	8 January 2018
	Date of next review (if any):	January 2019
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

# The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p><b>Relevant</b></p> <p><b>Not sure</b></p> <p><b>Not relevant</b></p>	<p><b>Relevant</b></p> <ul style="list-style-type: none"><li>■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’.</li><li>■ It may benefit some people or communities and not others (community cohesion)</li></ul> <p><b>Not sure</b></p> <ul style="list-style-type: none"><li>■ The service is a support function or administrative</li><li>■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities</li><li>■ Insufficient evidence</li></ul> <p><b>Not relevant</b></p> <ul style="list-style-type: none"><li>■ No discernable impact on people.</li><li>■ The service is a support function or administrative</li></ul>
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If you are not sure whether your strategy, project or decision is relevant to equality, ask Sue Locke, a member of the Council’s Equality Standard Working Group Officer for advice.  
Tel. 01799 510537

## Ensuring your premises for delivery are easily accessible

**In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.**

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

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### Level access

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Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

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### Ramp or lift

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If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

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### Bell or buzzer and alarms

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Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

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### Door handles

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Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

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### Doormats

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Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

---

## **Colour contrast**

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Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

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## **Corridors and aisles**

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Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

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## **Seating**

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Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

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## **Height**

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Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

---

## **Lighting**

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Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

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## **Guide dogs**

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If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

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## **Signs and labels**

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Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

## Ensuring customer contact mechanisms are easily accessible

**In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.**

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

## Key contacts

Division/Services	Division/Services	Tel. No.
Roz Millership	Housing Health and Communities	01799 510516
Judith Snares	Housing Health and Communities	01799 510671
Matthew Baxter	Finance	01799 510318

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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 November 2018
<b>Title:</b>	Procurement Strategy 2018/19 Covering Report		
<b>Portfolio Holder:</b>	Cllr Simon Howell, Cabinet Member for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources 01799 510446	<b>Key decision:</b>	No

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## Summary

1. The Procurement Strategy outlines the approach Uttlesford District Council will take to the procurement of goods, services and works during the financial year.
2. Procurement is different from “buying”. Buying refers to day-to-day transactions where a purchase order is placed for items available from a catalogue, company web-sites or where a quotation has been provided.
3. Procurement is a strategic process that starts with an identification of need through to the delivery of the contract, managing providers to the end of life disposal of any asset.
4. Procurement activity will contribute to the Corporate Strategy both directly and indirectly.

## Recommendations

5. The Cabinet is requested to recommend, for approval by Full Council, the Procurement Strategy 2018/19 as attached.

## Financial Implications

6. None

## Background Papers

7. None

## Impact

- 8.

Communication/Consultation	N/A
Community Safety	N/A
Equalities	N/A

Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	N/A

## Risk Analysis

9.

Risk	Likelihood	Impact	Mitigating actions
That correct procedures are not followed when procuring goods and services	1	2	Monitoring of procurement is carried out by the Procurement Management and all tenders are directly managed by the procurement team

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



# Uttlesford District Council

## Procurement Strategy

2018/19



Prepared by:  
Cristine Oakey and Angela Knight  
Uttlesford District Council  
January 2018



## Introduction

This document outlines the approach Uttlesford District Council will take to the procurement of goods, services and works during the financial year. Procurement is different from “buying”. Buying refers to day-to-day transactions where a purchase order is placed for items available from a catalogue, company web-sites or where a quotation has been provided. Procurement is a strategic process that starts with an identification of need through to the delivery of the contract, managing providers to the end of life disposal of any asset.

Procurement activity will contribute to the Corporate Strategy both directly and indirectly, supporting all departments across the Council to

- Promote thriving, safe and healthy communities
- Protect and enhance heritage and character
- Support sustainable business growth
- Maintain a financially sound and effective Council

In general, we will adopt four principles -

1. In selecting providers, the Council will evaluate offers on the basis of Most Economic Advantageous Tender (MEAT) and will take into account whole life costs whilst seeking a balance between cost and quality
2. In the procurement of all contracts we will aim to increase value for money whilst minimising risk to the Council.
3. The Council shall promote fair and open competition, ensuring transparency and equal treatment of economic operators
4. In all dealings the Council will preserve the highest standards of honesty, integrity, impartiality and objectivity and comply with the Councils Code of Conduct.

## Governance

Procurement activity within all public sector bodies is governed by a legal framework – principally The Public Contracts Regulations 2015 – in addition to the Councils own Constitution, Financial Regulations and Contracts Procedure Rules.

Working with client departments we will ensure procurement is carried out in full compliance with these requirements, in addition to which we will ensure the following statutory requirements are taken into account –

- The Public Services (Social Value) Act 2012
- Small Business Act, Enterprise & Employment Act 2015
- The Modern Slavery Act 2015
- The Service Charges (Consultation) (England) Regulations 2003

## Acquisition Planning

Early engagement with clients allows for a more considered approach to the procurement of contracts and will help avoid problems at a later stage. Contracts over £50,000 and those considered to be medium to high risk will therefore benefit from an acquisition planning stage that will ensure we consider a range of principles specific to that contract. The range shall include the following areas in addition to any statutory requirements -

- 1) Contract duration
- 2) Equality & Diversity
- 3) Sustainability
- 4) Attracting Local Businesses
- 5) Relationships between Providers and their staff and suppliers/sub-contractors

The Council's National Living Wage Policy will be reflected in procurement processes and contract documentation so that where we are legally entitled to do so, we will require providers to pay at least the national Living Wage to all of their staff working on Council contracts.

## Awarding Contracts

Prior to awarding a contract, due diligence will be undertaken to reassure the Council the provider meets all minimum requirements and will take into account

- Mandatory & Discretionary Grounds for Elimination (as set out in Public Contracts Regulations 2015)
- Economic & Financial Standing
- Past Performance

An evaluation report shall be presented to Chief Officers for consideration and only once signed by an Officer authorised to do so (as set out in the Constitution) may a contract then be awarded and contract documents signed.

## Reporting Requirements

### External Reporting

In line with the Government's Transparency requirements, a range of information is required to be provided.

- Decisions made under general delegated powers to award a contract or incur expenditure in excess of £50,000 (published as soon as possible after the decision is taken)
- Payments to suppliers, where the expenditure is greater than £500. In line with emerging best practice, the Council reports where the payment is greater than £250 (published quarterly)

- Government Procurement Card Transactions (published quarterly)
- Details of every Invitation to Tender (published at time on “Contracts Finder”)
- Details of every Contract that exceeds £5,000 (published on EELGA Contracts Database)

### Internal Reporting

Reports are provided to Governance, Audit & Performance in May and November each year. The report sets out activity for the previous six months with details of contracts awarded, the award criteria used (the cost:quality ratio), any savings identified, improvements expected and any risks identified.

### Continuous Developments

In January 2018, the threshold values for EU contracts rose. The new values, above which contracts must be tendered in full compliance with The Public Contracts Regulations 2015, are –

Works Contracts - £4,551,413  
Supplies & Services - £181,302  
Light Touch Regime - £615,278

During 2018/19 the General Data Protection Regulations come into force. This will have a significant impact on existing contracts which will all need to be reviewed and varied to reflect the change in legislation. Documentation for future contracts must also be reviewed to ensure they reflect the new requirements.

Changes in legislation, emerging case law and market trends will be kept under constant review. This will inform the way in which procurement is carried out and will be reflected in the Procurement Strategy 2019/20.

**Committee:** Cabinet **Date:** 15 February 2018  
**Title:** Corporate Plan Delivery Plan 2017/18: Quarter 3 Progress Update  
**Portfolio Holder:** Cllr Howard Rolfe, Leader of the Council  
**Report Author:** Dawn French, Chief Executive, 01799 510400 **Key decision:** No

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## Summary

1. The Corporate Plan was agreed by Council at its meeting on 23 February 2017 and the delivery plan was agreed by Cabinet at its meeting on 30 March 2017.
2. This report sets out progress against the Corporate Plan Delivery Plan for Quarter 3 (October – December 2017) although it provides more recent update where progress since the end of December has been significant.

## Recommendations

3. To note progress against the Corporate Plan Delivery Plan, attached at Appendix A.

## Financial Implications

4. All financial implications arising from the delivery plan were reflected in the budget for 2017/18, as approved by Full Council on 23 February 2017.

## Background Papers

5. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

## Impact

- 6.

Communication/Consultation	Consultation specific to projects within the delivery plan is undertaken as necessary.
Community Safety	Progress on community safety projects is included within the report.
Equalities	Equality impact assessments are undertaken in relation to specific projects,

	as necessary.
Health and Safety	Any health and safety implications resulting from actions or projects in the delivery plan are the subject of appropriate risk assessments, where necessary.
Human Rights/Legal Implications	Any human rights or legal implications arising from individual projects within the delivery plan are assessed and addressed.
Sustainability	Any sustainability implications arising from individual projects within the delivery plan are assessed and addressed.
Ward-specific impacts	Any ward specific issues arising from individual projects within the delivery plan are identified.
Workforce/Workplace	Any workforce implications arising from individual projects within the delivery plan are assessed and addressed.

## Situation

7. The Corporate Plan 2017 – 2021 was adopted by Full Council at its meeting on 23 February. This included a new vision and four priorities:
  - Promote thriving, safe and healthy communities
  - Protect and enhance heritage and character
  - Support sustainable business growth
  - Maintain a financially sound and effective Council
8. The Corporate Plan Delivery Plan (CPDP), adopted by Cabinet at its meeting on 30 March, set out the more significant actions/projects (outputs), expected outcomes and performance measures by which success will be measured.
9. Appendix A sets out progress against each element of the CPDP at the end of quarter three of 2017/18, which covers the period October to December but where significant progress has been made after this period, this has been included in the narrative to give the most up to date picture.
10. It was recognised when the CPDP was adopted that it should be treated as a dynamic document that is updated to reflect changes in response to opportunities and challenges but that the Plan should be adhered to as closely as possible as only these projects have been resourced through the 2017/18 budget. No changes have been made to the CPDP since it was adopted.
11. Good progress continues to be made across all the priorities, but the following are drawn to members' attention as being of particular note:



- 8 new build properties were purchased at Radwinter to ensure right to buy receipts were not lost to the authority and some families moved in before Christmas;
- The next phase of the Public Engagement Working Group has commenced, following their successful work on youth engagement;
- Neighbourhood Planning progressing well with 10 plans at various stages of preparation; Thaxted has commenced its regulation 14 consultation, with Felsted likely to be next to reach this stage;
- UDC ran a successful 'Crime not to Care' campaign utilising space on vehicles to promote the message across the district; as part of the Cleaner Essex Group, we have been shortlisted for the Keep Britain Tidy partnership award;
- De Vigier land sale is progressing and options for outline planning permission for Thaxted Road site are being explored.

## Risk Analysis

12.

Risk	Likelihood	Impact	Mitigating actions
The Delivery Plan cannot be delivered	2	4	Resources have been allocated to the delivery plan and it will be monitored regularly by Cabinet
The Delivery Plan actions do not further the Council's priorities as intended	1	4	Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation will be ongoing to reflect on whether the outputs achieve the outcomes expected

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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# Corporate Plan Delivery Plan Actions Report 2017-18



## CP Priority 1 Promote thriving, safe and healthy communities

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<b>17-CPDP Corporate Plan Delivery Plan 2017/18</b>		31-Mar-2018			
<b>17-CPDP-01 Encouraging the production of neighbourhood plans</b>	Support nine parish and town councils currently developing their neighbourhood plans; establish a neighbourhood plan network.	31-Mar-2018	Communities fully engaged in positively planning for sustainable development to deliver growth. <b>Output measures/milestones:</b> Key stages reached by each neighbourhood plan Neighbourhood plan workshops for neighbourhood plan groups in March and September 2017 Neighbourhood Plan network established	Support for Rural Community Council of Essex. £10K budget for 2017/18.  £15K budget provision for consultancy to support neighbourhood plan groups.  £35K grant in 2017/18 from Department for Communities and Local Government for community led housing delivery.  Planning Policy Manager and Local Plan Team.	<b>JAN 2018-</b> Neighbourhood Planning progressing well with 10 Plans at various stages of preparation
<b>17-CPDP-02 Encouraging young people to live well</b>	Develop and deliver a campaign to raise awareness and participation in volunteering targeted at young people.	31-Mar-2018	a) Volunteering, engagement in civic life and being active. b) Young people feeling more informed and connected <b>Output measures/milestones:</b> Decision as to whether to establish an Uttlesford Youth Council	Youth Initiatives Working Group budget Community Development Officer	<b>JAN 2018 - ACTION COMPLETED</b> The Uttlesford Youth Council constitution was formally adopted at the 10th October 2017 full Council meeting. Officially recognised in the Uttlesford District Council constitution the Youth Council will have access to speak at Council meetings on agenda items on at least two occasions a year. £2,000 annual funding through the Youth Initiatives working Group and Officer support has been approved. The Youth Council has also established close working links with the Communities and Democratic Services teams at the council.

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<p><b>17-CPDP-03</b> <b>Engaging with communities</b></p> <p>Page 216</p>	Develop a model for increasing community engagement (including information and consultation). Establish a Local Councils Liaison Forum.	31-Mar-2018	Residents' satisfaction with opportunities to be involved. <b>Output measures/milestones:</b> New mechanisms for increasing engagement determined and timetable for implementation established	Support to member working group; further resources dependent on recommendations	<p><b>JAN 2018</b> - A successful first meeting of the Local Councils Liaison Forum took place in September. Fourteen town and parish councils were represented, along with Essex Police and the West Essex Clinical Commissioning Group. Topics discussed included PCSO funding, health challenges facing West Essex and the parish garden waste collection service. A second meeting will take place in February.</p> <p>A number of informal meetings between the Chairman of the Public Engagement Working Group and officers have taken place to prepare for the next phase of work. A guest speaker, who co-authored the LGA's New Conversations public engagement guide, gave a talk to the group about the principles of engagement and highlighted good practice elsewhere to assist with scoping the work.</p>
<p><b>17-CPDP-04</b> <b>Working through the LSP and with partners to promote and address health and wellbeing through Livewell</b></p>	Develop a Health and Wellbeing Strategy that takes account of local and national priorities, including physical activity and access to sport. Contribute to the work of the Uttlesford and West Essex Health and Wellbeing boards to deliver programmes that promote living well.	31-Mar-2018	More effective collaboration and greater impact on health and wellbeing in Uttlesford Delivery of evidence-based programmes that contribute to improved Health and Wellbeing. <b>Output measures/milestones:</b> Health and Wellbeing Strategy is developed to respond to identified needs Health and Wellbeing data collection – and analysis. Indicators will be measured against the Public Health Outcomes framework	Budget provision for health and wellbeing team including Senior Health Improvement Officer. £26.5k pa - Public Health budget until Mar 2018.	<p><b>JAN 2018</b> - New Health and Wellbeing Strategy completed and endorsed by Cabinet - the action plan is now being worked on and delivered in partnership with members of the board. A lead for each priority area has been identified. A proposal of budget expenditure has been submitted to the Uttlesford Health &amp; Wellbeing Board outlining how each lead will work towards their priority area. UDC is leading on one of the five priorities – obesity. A healthy eating event is being planned to tackle this topic and schools have been contacted to discuss the aims and outcomes of the event. Working with partners to address inactivity levels in the district. Furthermore, officers are focusing on the dementia agenda, which forms part of the 'age well' priority for the Health &amp; Wellbeing Board</p>
<p><b>17-CPDP-05</b> <b>Working with</b></p>	To be determined as part of the Essex Strengthening	31-Mar-2018	Reduction in loneliness and associated health impacts	To be determined as part of the Essex Strengthening Communities pilot	<p><b>JAN 2018</b> - The council are working with partners on a sustainable community</p>

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<b>partners to tackle loneliness and isolation</b>	Communities pilot		<b>Output measures/milestones:</b> To be determined as part of the Essex Strengthening Communities pilot		project around social isolation - the research has been completed and research findings have been shared with residents at three events that have taken place in Little Bardfield, Saffron Walden and Takeley. The events were very well attended and further information was shared at the LSP conference in November. An evaluation report is in final draft which will lead to an action plan for partners
<b>17-CPDP-06 Working with partners to improve Community Safety</b>	All specific actions detailed in the Uttlesford Community Safety Partnership (CSP) action plan	31-Mar-2018	Reduction in fear of crime and incidents of crime and antisocial behaviour <b>Output measures/milestones:</b> Detailed in the Uttlesford Community Safety Partnership (CSP) action plan	Within existing resources of community safety officer and all departments of the council	<b>JAN 2018</b> – New Strategic Assessment delivered with the police analyst. The Community Hub is continuing to work well with positive outcomes. Series of events and initiatives planned and delivered through partnership working eg Keep Safe Week, Reach Every Generation, Esafety training, ASB youth projects
<b>17-CPDP-07 Delivering a new build council homes programme</b>	Carry out development appraisals of identified sites and review business plan capacity to develop further sites	31-Mar-2018	Well designed and affordable new homes built to replace those lost through Right To Buy sales. Making a contribution to meeting local housing needs. <b>Output measures/milestones:</b> Delivery of approximately 6 -10 properties per year	£6.89m – development budget within the Housing Revenue Account -Housing and Communities Manager -Development Manager	<b>JAN 2018</b> - The 2017/18 development programme is progressing well and work has commenced on two sites in Sheds Lane in Saffron Walden. Planning permission obtained on sites at Frambury Lane in Newport and Newton Grove in Great Dunmow and contractor procurement has commenced. Cabinet approval given to progress with appraisal for a scheme at The Moors in Little Dunmow. 8 new build properties purchased at Radwinter to ensure RTB receipts were not lost to the authority. Further sites earmarked for spending all RTB receipts as required
<b>17-CPDP-08 Promoting high standards in private rented housing</b>	Develop a Private Sector Housing Strategy Develop a Private Sector Housing Renewal Strategy	31-Mar-2018	Strengthened relationships with private sector landlords. Safe homes, free from category 1 hazards for those living in the private rented sector. <b>Output measures/milestones:</b> New strategies developed	£50k pa - private sector renewal grant -Principal Environmental Health Officer	<b>JAN 2018 - ACTION COMPLETED</b> The Private Sector Housing (PSH) Strategy and Homes Repairs Assistance Policy were approved by Cabinet in May 2017. Work has commenced to deliver on the key priorities of the strategy as outlined within the action plan. Winter resilience project delivered with partners

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<b>17-CPDP-09</b> <b>Supporting people to remain living at home</b>	Improve/Increase the scope of the Disabled Facilities Grant service. Enable more sustainable homes by increasing energy efficiency and reducing fuel poverty.	31-Mar-2018	Reduction in the time people have to wait for adaptations Reduction in cold homes and fuel poverty <b>Output measures/milestones:</b> Updates to Corporate Management TeamBRE data analysis Uttlesford's Energy Switch Scheme (3 times/year) for cheaper energy tariffs Deliver the targeted campaign in partnership with the Citizens Advice Bureau	£260k pa – capital /Disabled Facilities Grant funding £50k pa - private sector renewal grant -Principal Environmental Health Officer -Energy Officer	<b>JAN 2018</b> – The new Tenancy Sustainment Strategy Action plan is being delivered with successful outcomes. Officers are also working with the Essex Trailblazer project worker on sustaining tenancies of the districts most vulnerable residents. A new Well Homes initiative, focusing on vulnerable residents, is being developed to improve housing conditions and the health and wellbeing of residents living in private properties. Disabled Facilities Grant (DFG) services are now delivered in house resulting in streamlined processes and improved delivery times. Over the next 12 months our priorities are to work with Essex County Council to seek additional funding and explore how we can adapt and improve the service further
<b>17-CPDP-10</b> <b>Delivering supported housing units for vulnerable/older people</b>	Complete Phase I of the redevelopment of Reynolds Court and commence phase 2; remodel Hatherley Court sheltered accommodation; explore options to remodel Walden Place sheltered scheme and refurbish the listed main house for private sector flats Deliver extra care accommodation across the District.	31-Mar-2018	Provision of well designed, more suitable accommodation to meet vulnerable/older residents' needs, enabling moves from less appropriate housing, enabling older people to live independently. <b>Output measures/milestones:</b> Handover of Reynolds Court Phase I Start on site of Reynolds Court Phase 2 Start on site of Hatherley Court remodelling scheme Completion of Radwinter Road extra care independent living scheme Start on site of Chelmsford Road Dunmow extra care independent living scheme Start on site of Everett Road scheme providing accommodation for people with learning disabilities	-£11.5m - development budget within the Housing Revenue Account -Housing and Communities Manager, Development Manager	<b>JAN 2018</b> – The 2017/18 development programme has delivered 15 new high quality supported homes at Reynolds Court Phase 1 in Newport. Phase II has now commenced and a new project timetable has been approved and grant funding secured by the Home and Communities Agency (HCA). Re-modelling of Hatherley Court in Saffron Walden has commenced and is progressing well. Construction of the district's first Independent Living Scheme is under construction at Radwinter Road in Saffron Walden. Currently working with partners to progress delivery of a second scheme in Great Dunmow

**CP Priority 2 Protect and enhance heritage and character**

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<b>17-CPDP-11 Producing and adopting a Local Plan</b>	Complete preparation of local plan.	31-Mar-2018	Growth accommodated in a sustainable manner <b>Output measures/milestones:</b> Local Development Scheme will set out milestones	-Planning Policy Manager -Local plan team -Consultancy provision in budget	<b>JAN 2018</b> - Regulation 18 Preferred options consultation concluded in September. Just under 6,000 representations from around 2,200 individuals and organisations were received. Further workstreams have commenced to take the plan preparation forward to the submission stage, of which taking the water cycle study and heritage impact assessments to the next level and additional transport modelling are the more significant. A joint issues and options consultation for the West of Braintree Garden Community Plan with Braintree District Council has now concluded.
<b>17-CPDP-12 Promoting Pride in Uttlesford</b>	Address non-managed areas of estates, supplementary litter picking of roadside verges and urban roads and maintaining roundabouts.	31-Mar-2018	Improved public realm <b>Output measures/milestones:</b> Public realm agreement with Essex County Council Love Essex campaign 2017	Additional resource for Street Services team led by Street Services Operations Manager in budget Sponsorship income from roundabouts.	<b>JAN 2018</b> - Grounds maintenance has now fully integrated Priors Green estate into the maintenance schedule.  The Crime Not To Care campaign which was run in partnership with the Cleaner Essex Group provided over 1 million opportunities for residents around the county to see the messages about householder duty of care and fly tipping. The Cleaner Essex Group has now been shortlisted for the Keep Britain Tidy partnership award. Winners will be announced in February.
<b>17-CPDP-13 Working with others to increase access to the heritage and history of the District</b>	Work with providers to increase access to the heritage	31-Mar-2018	Greater access to the Museum collections through digitisation and outreach programmes. Better access for the general public to Museum collections. <b>Output measures/milestones:</b> Successful HLF bid for 2-year project 'Stories of NW Essex' to run 2017-19 Temporary co-location of Fry Art	Museum Learning & Outreach Officer f/t Bid to HLF for Project-funded Collections Access Officer for 2 years with budget for digitisation and outreach Curatorial staff- and volunteer- time from Museum	<b>JAN 2018</b> - Council and Museum Society representatives have met with an officer from the HLF to talk through the aspirations and practicalities of both proposed lottery bids. The visit included a tour of both the museum and the store, to give the HLF a better understanding of the current challenges faced and the potential for the museum service in the future.

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
			Gallery on museum site Measures in 2017-18: % of collections at Shirehill Store to be digitised at inventory level No. of schools and communities around Uttlesford engaged or consulted by Learning & Outreach Officer		During the course of discussions it became apparent that it may be beneficial to apply for an additional grant under the HLF's new Resilient Heritage programme, which could provide funding for matters such as an options appraisal for the museum site. Options have been discussed at the Museum Management Working Group and in more detail at the Development Committee. It is thought an application under Resilient Heritage would be the best way forward and a project enquiry form is being drafted.
<b>P</b> <b>17-CPDP-14</b> <b>Encouraging positive planning that values heritage and promotes growth</b>	Review each individual building on the buildings at risk register on an annual basis Monitor the effectiveness of local plan conservation policies for the purposes of determining planning applications on an annual basis	31-Mar-2018	Listed buildings adequately maintained. <b>Output measures/milestones:</b> 1 property at risk safeguarded/ brought back into use per year. Yearly monitoring report Local Plan local development scheme	-Existing budget provision for conservation and local plan -Conservation officers -Planning Policy Manager	<b>JAN 2018</b> - Work has progressed to produce and promote a local heritage list of non-designated heritage assets and to publish the updated report on listed buildings at risk. A warning letter has been sent to the owners of Tilty Mill, a Grade II* listed redundant water mill, and permission has been granted by council to serve a Repairs Notice. Consultation responses to the Saffron Walden conservation area appraisal reviewed and Cabinet has approved recommendations.
<b>17-CPDP-15</b> <b>Opposing a 2nd runway at Stansted Airport</b>	Maintain regular and positive contact with Manchester Airport Group	31-Mar-2018	Government aviation policy framework review does not support additional runway capacity at Stansted <b>Output measures/milestones:</b> Department for Transport topic papers	Existing budget of £23k and reserves as required	<b>JAN 2018</b> - The government announced measures on 25 October to enable the UK to make much greater use of new technology in managing airspace more effectively to tackle delays, cut emissions and reduce the need for stacking above our busiest airports. The government is also introducing new call-in powers for the Transport Secretary on airspace changes of national significance, providing greater democratic accountability for the most significant decisions. In addition, government has confirmed that it will be establishing a new independent noise body by Spring 2018, which will help to ensure the communities around airports have a say in airspace changes which may affect



Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
					<p>them. The Independent Commission on Civil Aviation Noise (ICCAN) will produce guidance and best practice for making sure the process for taking airspace change decisions is trusted and transparent. It will start work on promoting best practice in noise management and information provision and advising on airspace change decisions. The Government has confirmed that the local planning authority will be the competent authority for all planning-related operational restrictions except for applications determined by the Secretary of State. Revised aviation forecasts have also been published. The council is also involved, on behalf of SASIG, in discussions with the CAA noise issues and the role of the CAA.</p>

**CP Priority 3 Support sustainable business growth**

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
<b>17-CPDP-16 Promoting broadband and mobile telephony to support small businesses and home working</b>	Investment in the Superfast Essex Phase Three programme. Lobbying of Superfast Essex to maximise the level of coverage in Uttlesford. Completion of the wireless superfast broadband project	31-Mar-2018	Create a competitive business location enabling retention of existing businesses, attraction of new businesses and business start-ups. Enhancing home working. <b>Output measures/milestones:</b> 95% premises able to access fibre based superfast broadband by end 2019.	-Up to £500k investment in Superfast Essex Phase Three programme would be required from SIF. £100k budget to support wireless projects. -Economic Development Officer -Economic Development Team	<b>JAN 2018</b> - The District is forecast to have 98% of its homes and businesses able to access fibre superfast broadband by the end of 2019. The District Council is investing £500k in Superfast Essex's Phase III programme creating a total investment of £5m and enabling an additional 4,600 premises to have access to fibre superfast broadband.
<b>PA CPDP-17 Promoting town centres 222</b>	Resourcing of Town Teams and Economic Development Working Group across the District. Supporting the development of Business Investment Districts (BIDs). Creation of a district wide car parking strategy and action plan.	31-Mar-2018	Sustainable socio-economic hubs providing employment, services, business opportunities and places to meet and socialise. <b>Output measures/milestones:</b> Delivery of action plans resulting in increased footfall. Delivery of potential Saffron Walden Business Improvement District Project Plan.	-Support for Town Teams £40k -Support for BID(s) £30k -Additional capacity to enable creation of car parking strategy, action plan and its implementation.	<b>JAN 2018</b> - Saffron Walden BID development continues – possible ballot in spring 2018 dependent on response to draft business plan which will be distributed soon. No progress on Car Parking Strategy due to vacancy. Great Dunmow Town Team have action plan in place and work is underway to deliver a number of events and initiatives.
<b>17-CPDP-18 Promoting Economic Benefits of Stansted Airport</b>	Work with London Stansted Cambridge Corridor, Invest Essex, Meet the Buyer and other partners and initiatives.	31-Mar-2018	Sustaining local businesses through supplying the airport and enabling attraction and retention of businesses. <b>Output measures/milestones:</b> Delivery of Meet the Buyer event New business investment attracted into the airport locality including review of use of airport northside with Manchester Airport Group Additional Business Rates	£13k contribution to Greater Cambridge Greater Peterborough £10k contribution to London Stansted Cambridge Consortium	<b>Jan 2018</b> - London Stansted Airport Meet the Buyer event held in November. This event was organised by Marketing Kinetics with support and participation by UDC officers. Work continues with Invest Essex, MAG and other partners to build on the success and growth of the airport. Economic Development Strategy 2018 -21 to be considered by Cabinet in February.
<b>17-CPDP-19 Working through the Local Strategic Partnership to promote economic growth, jobs and prosperity</b>	Contribute to the work of the Employment, Economy, Skills, Environment and Transport Group, West Essex Alliance, Local Enterprise Partnerships, London Stansted Cambridge Corridor and others to deliver	31-Mar-2018	Sustainable local economic growth <b>Output measures/milestones:</b> Delivery of the Employment, Economy, Skills, Environment and Transport Group work plan	Contributions to Greater Cambridge Greater Peterborough Local Enterprise Partnership and London Stansted Cambridge Corridor as above.	<b>JAN 2018</b> - Work is ongoing with EESSET, GCGPLEP and the LSCC. Engagement at Cabinet member and senior officer level to influence and inform our awareness of what is happening in broader arena. Scope to access opportunities, for example promotion of CRP, through LSCC. During the year, development of relationship with the Cambridgeshire Combined Authority

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
	programmes that promote economic prosperity				and the Greater Cambridge Partnership has become a new theme along with continued focus on the issues for the GCGP LEP.
<b>17-CPDP-20 Encouraging more people to visit Uttlesford</b>	Support the work of Town Teams and Economic Development Working Group in Stansted Work with the Saffron Walden Marketing Group	31-Mar-2018	Sustaining local businesses in the important visitor economy <b>Output measures/milestones:</b> Promotion events in Dunmow and Stansted Increased visitor numbers at the key attractions in Saffron Walden i.e. Audley End House, Saffron Hall, Saffron Walden Museum, Fry Art Gallery	Support for town teams and Business Improvement District as above Economic Development Officer and economic development team	<b>JAN 2018</b> - Saffron Walden Marketing Group, which includes all major visitor attractions in and around the town continues to flourish. A pilot shuttle between Audley End House and the town centre was deemed a success and was followed up by a vintage bus shuttle in December 2017. Visitor numbers at Audley End House and the Miniature Railway have increased significantly. Great Dunmow Town Team have an active facebook page and new website to attract visitors. Christmas promotion events to attract more visitors into the town centre including Christmas Lights event on Saturday 2nd December were held.
<b>17-CPDP-21 Supporting business parks and business communities on industrial estates and support for the South Cambridge Science Cluster</b>	Support the work of Stansted Business Forum, Stansted Airport Chamber of Commerce and Shirehill Business Network. Development of the Uttlesford Business Database. Membership of and work with Cambridge Cleantech Network. Support CRP.	31-Mar-2018	Sustaining local businesses growth Enhanced communication with key Uttlesford firms <b>Output measures/milestones:</b> Growth in membership of the local business networks. Grow the Uttlesford Business Database to 2,000 entries. Deliver the Annual Business Breakfast. Additional Business Rates income for the Council	£4k Uttlesford Business Database £2k Annual Business Breakfast Economic Development Officer and economic development team	<b>JAN 2018</b> - Support work continues with business networks throughout the district. Sponsorship of Uttlesford Business Awards, Check-in@Stansted, and a new network Meet the Town in Saffron Walden. Uttlesford Business Directory continues. Work continues with Invest Essex and the promotion of the life sciences sector in the district and in particular at Chesterford Research Park. Annual Business Breakfast delivered in September 2017.
<b>17-CPDP-22 Encouraging the establishment of a higher education offer in Uttlesford</b>	Work with South East Local Enterprise Partnership, Essex County Council, Harlow College and Manchester Airport Group to deliver a further education facility at Stansted airport.	31-Mar-2018	Fill gap in supply of skilled labour. Support local career path opportunities <b>Output measures/milestones:</b> Delivery plan for further education facility	Economic Development Officer and economic development team	<b>JAN 2018</b> - Construction work started on new Stansted Airport College in October 2017, with opening date on September 2018. 500 students expected to study a range of professional and technical courses designed to develop skills for careers at the airport. Economic Development Team working with Harlow College to promote the courses to young people in Uttlesford to ensure that they benefit from this opportunity.

**CP Priority 4 Maintain a financially sound and effective Council**

Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
17-CPDP-23 Setting a Medium Term Financial Strategy that balances prudent use of investment, reserves and capital	To provide all reports and financial data as per the timetable in measures and milestones. Finance and Revenues and Benefits to continuously monitor the income and expenditure and liaise with relevant managers.	31-Mar-2018	Balanced budget ensuring quality of service <b>Output measures/milestones:</b> Budget setting and Council Tax approval timetable; Scrutiny – 7th February 2017 Cabinet – 16th February 2017 Full Council – 23rd February 2017 Budget monitoring carried out monthly – quarterly reports to Corporate Management Team and Cabinet Quarter 1 – September 2017 Quarter 2 – December 2017 Quarter 3 – February 2018 Quarter 4 – June 2018 Final Accounts (audited) July 2018	-Finance Team -Revenues and Benefits Teams -All managers and staff to ensure that timely and accurate information is provided on all income and expenditure.	<b>JAN 2018</b> - The MTFS is part of the Budget setting process, which is currently in process for 2018/19. MTFS will be presented to Members in February 2018 for approval.
17-CPDP-24 Maximising the use of our assets, including utilising the available space within the council offices	Rental of office space on ground floor. Apply for planning permission on any General Fund building plots that are not viable for the Council to develop so they can be sold on the open market. Dispose of De Vigier Avenue site.	31-Mar-2018	Use of Assets maximised to bring in income;. <b>Output measures/milestones:</b> Space rented Outline planning permission granted Land disposed of	-Assistant Director, ICT and Facilities -Facilities Manager £50,000 pa income if let £10,000 cost of planning fees Capital receipt	<b>JAN 2018</b> – De Vigier land sale is progressing. Options for outline planning permission for Thaxted Road site in Saffron Walden being explored
17-CPDP-25 Reviewing all services to ensure efficiency and effectiveness	Costs benefit analysis of options available.	31-Mar-2018	Decision on sharing a single depot site <b>Output measures/milestones:</b> Decision on whether or not to proceed	Director of Finance and Corporate Services Assistant Director, ICT and Facilities £15,000 cost of options appraisal	<b>JAN 2018</b> - Zero based budgeting has been undertaken for six services (out of 80) as part of the 2018/19 budget setting process.
17-CPDP-26 Developing a commercial strategy for the council, including trading Aspirire	Develop commercial strategy Appraisal of options to purchase land for building of commercial units Acquisition of suitable land and commence development process	31-Mar-2018	Additional income to support the Medium Term Financial Strategy <b>Output measures/milestones:</b> Commercial strategy agreed Option appraisal completed and way forward agreed Acquisition process commenced Additional land purchased for	Director of Finance and Corporate Services Assistant Director, ICT and Facilities Acquisition and build cost circa £4m	<b>JAN 2018</b> - Significant work continues on the marketing strategy for Chesterford Research Park and the involvement of the council in promoting the site as a place to do business. Meetings with site agents arranged and work being undertaken with Invest Essex to look at wider publicity opportunities. A council Investment

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Action Code & Title	Description	Due Date	Desired Outcome	Resources	Latest Status Update
			commercial activity		Strategy will be taken for approval to Full Council in February.
<b>17-CPDP-27</b> <b>Enabling enhanced self-service through the council website</b>	Procurement of account system. Installation of account system. Launch and publicity for account system.	31-Mar-2018	Customers able to access council tax, business rates, housing benefits and housing rent account information on line and complete transactions/applications. <b>Output measures/milestones:</b> Procurement of system by end 9/17 Launch of facility by end 3/18 Take-up to be measured in 18/19	Project Team comprising staff from; -Web team -Revenues -Benefits -Information Communications Technology	<b>JAN 2018</b> - The new version of the Citizens Access (revenues) solution was due to be released in December. Officers have spent considerable time consulting with other authorities who have already installed the product to learn from their experiences. The anticipated timeline sees a soft launch in Customer Services in late Spring, followed by full release to the public in the summer.

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**Committee:** Cabinet

**Date:**

15 February 2018

**Title:** Corporate Plan 2018 - 2022

**Portfolio Holder:** Cllr Howard Rolfe, Leader of the Council

**Report Author:** Dawn French, Chief Executive, 01799 510400 **Key decision:** No

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## Summary

1. The Corporate Plan is a key document that sets out the Council's vision and priorities for the next four years. However, it is reviewed annually to ensure that it remains relevant and deliverable.
2. The Corporate Plan was significantly reviewed last year and has been refreshed to retain consistency but reflect the latest data for the district.
3. The Corporate Plan forms part of a wider strategic planning framework which directs how and where Council resources are allocated. It was accompanied for the first time in 2017/18 by a delivery plan that set out the outputs, outcomes and performance measures against the priorities and this will be produced again for 2018/19.

## Recommendations

4. That the draft Corporate Plan for 2018-22 be recommended to Council for approval.

## Financial Implications

5. There are no direct financial implications arising from this report. Any financial implications arising in the associated delivery plan will be identified in the budget.

## Background Papers

6. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

## Impact

Communication/Consultation	The plan is derived from ongoing community and budget consultation activities.
Community Safety	Community safety is clearly identified as a corporate priority; specific actions and projects will be identified in the delivery plan and service plans.
Equalities	Any equalities implications resulting from actions or projects in the corporate plan will be identified in the delivery plan and service plans. The corporate plan can be made available in other formats on request
Health and Safety	Any health and safety implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans.
Human Rights/Legal Implications	Approval of the Corporate Plan is a function that can only be discharged by Council. Any legal implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans. There are no human rights implications.
Sustainability	Any sustainability implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans.
Ward-specific impacts	Any ward-specific impacts resulting from actions or projects in the corporate plan will be identified in the service delivery and plans.
Workforce/Workplace	Any workforce implications resulting from actions or projects in the corporate plan will be identified in the delivery and service plans



**Situation**

- 7. The corporate plan was fully revised for 2017-2021 to enable and facilitate the Council to prioritise its community leadership role. This included focusing on bringing partners together, joining up local services, exercising influence in developing a shared local agenda, engaging with citizens and creating a vision for our locality. This is in addition to its more traditional role of meeting its statutory requirements and as a provider of good quality services.
- 8. It is regarded that much of the core content of the existing Corporate Plan remains relevant and, therefore, the document has been refreshed to reflect the latest data for the district, as opposed to fundamentally reviewed and changed, to ensure it remains relevant and deliverable. The draft Corporate Plan 2018-22 is attached at Appendix A.
- 9. It is important to recognise that the Corporate Plan forms part of a wider strategic planning framework which directs how and where Council resources are allocated. The associated delivery plan will be prepared for Cabinet to consider at its meeting on 4 April 2018. Its purpose will be to demonstrate how delivery against the priorities will be achieved and is currently in draft form having been prepared alongside the budget for 2018/19 to ensure that resources follow priorities.

**Risk Analysis**

Risk	Likelihood	Impact	Mitigating actions
The Council fails to deliver on its priorities.	1	3	Greater clarity and explanatory narrative enables staff to understand the priorities more clearly; a delivery plan with outputs and outcomes has been drafted alongside the budget to ensure that adequate resources are allocated; activities will feature in service and individual performance plans.

1 = Little or no risk or impact  
 2 = Some risk or impact – action may be necessary.  
 3 = Significant risk or impact – action required  
 4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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**Our Vision: Working together for the well being of our community and to protect and enhance the unique character of the District**

<b>Promote thriving, safe and healthy communities</b>	
<p><u>Why is this important:</u>                  Uttlesford is one of the most affluent areas in the country with a strong sense of community and low levels of crime, where most residents enjoy generally good health. But in some communities and for some residents, there are signs of a reversal of these positive trends, as evidenced by the comparison of Indices of Multiple Deprivation (IMD) trends 2010 - 2015. In addition, whilst Uttlesford may compare well to other areas, the absolute figures give cause for concern such as 62% of adults are overweight. The council, with its partners, wants to act early to support communities and individuals to live well; a specific concern is loneliness and isolation, recognised as a significant contributing factor to a number of physical and mental health conditions. Housing is also essential to enabling our residents to live well but there is recognised to be issues of affordability, availability and suitability. The council will continue to strive to ensure everyone has access to safe, secure, warm and affordable homes.</p>	<p><u>We will do this by:</u>                  Working with the Health and Wellbeing Partnership, to promote healthy lifestyles                  Working with the Community Safety Partnership, to improve community safety                  Working with partners, including the voluntary sector, to reduce social isolation                  Delivering affordable housing                  Preventing homelessness                  Improving private sector housing conditions                  Improving community engagement                  Promoting garden communities</p>
<b>Protect and enhance heritage and character</b>	
<p><u>Why is this important:</u>                  The combination of over 3800 listed buildings, historic towns, traditional villages and open countryside make Uttlesford a great place to live, work and visit. It is also growing at pace due to its location, which presents opportunities and challenges to protect and enhance its essential character for present and future generations. Too often our beautiful place is blighted by fly tipping, litter and untidy open space. Together with residents, communities and businesses, we want to ensure that Uttlesford always looks its best to encourage more people and businesses to visit or locate here.</p>	<p><u>We will do this by:</u>                  Producing and adopting a Local Plan                  Increasing the resources in street cleaning and promoting awareness of environmental crime                  Working with others to increase access to the heritage and history of the District                  Encouraging positive planning that values heritage and promotes growth                  Opposing a 2<sup>nd</sup> runway at Stansted airport</p>
<b>Support sustainable business growth</b>	
<p><u>Why is this important:</u>                  Uttlesford benefits from very low levels of unemployment but key to this is a diverse and growing economy. Located between London and Cambridge and with Stansted airport in our district, we want to attract and retain businesses that provide good jobs for local people. Digital connectivity is essential for businesses and their customers, which is why we are investing directly to improve broadband access. The retail sector everywhere faces particular challenges but our town centres provide local services for our residents and are important to our tourism offer; we all need to do what we can to maintain and improve their vitality. The proposed garden communities provide the opportunity for a range of businesses, jobs and skills to complement and enhance the District's economic offer.</p>	<p><u>We will do this by:</u>                  Supporting the expansion of and promotion of key sectors                  Supporting the delivery of superfast broadband                  Promoting town centres and visitor economy                  Promoting the local and regional economic benefits of Stansted Airport                  Working with the Employment, Economy, Skills, Environment and Transport Group (EESSET) and London, Stansted, Cambridge Consortium to promote economic opportunities                  Establishing local economic strategies for the proposed garden communities</p>
<b>Maintain a financially sound and effective Council</b>	
<p><u>Why is this important:</u>                  The way in which the council funds its activities has and continues to undergo significant change. UDC has lost £2.5m in funding from government comparing 2016/17 to 2018/19 and, for the first time in 2018/19, the council will receive no revenue support grant. Whilst needed to maximise all streams of income, it is also essential that we spend wisely and ensure our services are as effective as possible. Good customer service is essential to enable us to get it right first time. We also need our residents to help us for example, by recycling as much waste material as possible and paying their bills online to reduce transaction costs.</p>	<p><u>We will do this by:</u>                  Setting a MTFS that balances prudent use of investment, reserves and capital                  Continuing to develop and invest in Chesterford Research Park and investing in other suitable opportunities as they arise                  Reviewing all services to ensure efficiency and effectiveness                  Enabling enhanced citizen access through the council's website                  Developing a new depot to co-locate three existing depots</p>

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<b>Committee:</b>	Cabinet	<b>Date:</b>	
<b>Title:</b>	Economic Development Strategy and Action Plan 2018 – 21		15 <sup>th</sup> February 2018
<b>Portfolio Holder:</b>	Cllr Howard Ryles, Cabinet Member for Economic Development		
<b>Report Author:</b>	Simon Jackson, Economic Development Officer 01799 510521	<b>Key decision:</b>	Yes

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## Summary

1. The District Council’s Corporate Plan 2018–21 is focused on four priorities, one of which is “supporting sustainable business growth”. This Economic Development Strategy and Action Plan will maintain and deepen delivery against this corporate priority.
2. The strategy and action plan are focused on delivering where real impact can be made, while taking into account the national, regional and local strategic context.
3. The Economic Development Strategy and Action Plan focuses on four key themes, which are;
  - a. Supporting the expansion and promotion of key sectors in the local economy. Initially this will be life sciences, research and innovation; the rural economy; and the visitor economy which includes the town centres;
  - b. Maximise the local and regional opportunities that arise from the London Stansted Airport location;
  - c. Establishing local economic strategies for each of the three proposed new garden communities in the district; and
  - d. Support the delivery and exploitation of high levels of connectivity including superfast broadband.

## 4. Recommendations

- a. To adopt the Uttlesford Economic Development Strategy and Action Plan 2018-21.
- b. To approve the actions and associated revenue expenditure allocations for the period 2018–19 as follows:
  - i. Types of growth - £5k
  - ii. Key Sectors - Visitor economy - £50k

- iii. Key Sectors - Rural economy - £10k
  - iv. Key sectors - Life Sciences, research and Innovation - £5k
  - v. Key sectors – Provision of Business Support £10k
  - vi. London Stansted Airport Location - £5k
  - vii. Proposed garden communities - £5k
  - viii. Connectivity - £10k
  - ix. Business rates relief development scheme - £60k
- c. To note the estimated that the MTFs assumes that the Economic Development actions revenue budget will remain at £160K from 2019–21.
  - d. To note the provision in the proposed capital programme for £500K in 2018/19 for Superfast Essex Phase III and slippage of £100k from 2017/18 to 2020/21 for closing the 2% gap.

### **Financial Implications**

- 5. The estimated total cost of implementing the recommendations for 2018–19 would be:
  - a. £160k revenue – as listed above
  - b. £500k capital for Superfast Essex Phase III, which has been included in the proposed capital programme for 2018/19. This has been funded from the Strategic Infrastructure Fund.
- 6. The estimated cost of implementing the action recommendations for 2019–21 and future years exceeds the provision in the MTFs and the action plan proposals will need to reviewed annually in the light of budget pressures.
- 7. Capital funding for Mobile infrastructure investment has not been included in the proposed capital programme as what is needed will depend on the proposed technical study work. Any allocation would need to be assessed against other provision that has been included in the forward capital programme.

### **Background Papers**

- 8. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

## Impact

9.

Communication/Consultation	Consultation with businesses undertaken at annual Business Breakfasts. Electronic mailshots to businesses listed on Uttlesford Business Directory. Stakeholder interviews completed with key partners.
Community Safety	None
Equalities	Equality Impact Assessment completed.
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	Affects all wards
Workforce/Workplace	Implementation will impact on Economic Development Team and other internal services across the Council

## Situation

10. This strategy and action plan will deliver the Corporate Plan objective of “sustainable business growth”.
11. The strategy seeks to support the performance and growth of businesses across the district.
12. Through supporting sustainable growth the strategy contributes to maximising the Council’s financial position under the business rate retention scheme by encouraging longer term rateable value growth.

## Risk Analysis

13.

Risk	Likelihood	Impact	Mitigating actions
Budget pressures in 2 <sup>nd</sup> and 3 <sup>rd</sup> years of the strategy term could result in difficulties in delivering actions due to lack of budget.	2. Working within the MTFS forecasts	2. A reduction in available budget could put individual projects in danger of non-delivery.	The strategy and action plan focuses on a few key areas of work. The Economic Development Team will ensure detailed costings are acquired for delivery before action starts, and if budget is unavailable that alternative delivery methods are identified (may include in-kind contributions, financial contributions from partners).

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



# UTTLESFORD ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN 2018 – 21

## “SUPPORTING SUSTAINABLE BUSINESS GROWTH”

**Bigger, better and more collaborative action**



Version 18

## **FOREWORD BY COUNCILLOR HOWARD RYLES**

Uttlesford district is a great place to live, work or visit and as Cabinet Member for Economic Development I want to ensure that the District's residents benefit from local economic growth while maintaining the natural beauty, heritage and character of the area. There are major opportunities for growth and this new corporate economic development strategy sets out how we will maximise the benefits while protecting the environment and the future for our children.

Uttlesford district already enjoys a number of important economic strengths on which to build. We have a well-qualified resident population and a strong entrepreneurial spirit which underpins an enviable high quality of life in a district that blends outstanding natural beauty and striking architectural features. We benefit from being the home of the fourth busiest and growing airport in the UK, and having an expanding life sciences sector which is part of the internationally recognised London Stansted Cambridge Corridor.

We have challenges to address, for example, we need to improve digital connectivity across the district so that we can be "open for business" 24 hours a day, and your Council has recently made a large financial investment in order to achieve as close to 100% superfast broadband coverage as possible.

We also understand that in order for sustainable business growth to be achieved that we need to address the current weakness in the availability of commercial land and property by developing the existing pipeline and through the emerging local plan.

This strategy outlines four areas of focus designed to support sustainable business growth, these are:

1. Key sectors - life sciences, research and innovation; the rural economy and visitors;
2. The London Stansted Airport location;
3. The three proposed new garden communities; and
4. Connectivity including superfast broadband.

The strategy seeks to deliver positive interventions in all of these areas of focus over the next three years to create a more sustainable economy for the future.

**Councillor Howard Ryles**

Cabinet Member for Economic Development

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## INTRODUCTION

The District Council's Corporate Plan 2017 – 21 outlines a clear way the Council will operate:

*“Working together for the well-being of our community and to protect and enhance the unique character of the District.”*

This is being achieved by a focus on the following priorities:

- promoting thriving, safe and healthy communities;
- protecting and enhancing heritage and character;
- supporting sustainable business growth; and
- maintaining a financially sound and effective Council.

The central aim for this Economic Development Strategy is to deliver the council's sustainable business growth priority. Where “sustainable business growth” means:

- More business start-ups
- More businesses relocating into the district
- More expansions of existing businesses
- More local jobs for local people
- Thriving town and village centres
- More people working from home and home based businesses

In addition to setting out work delivered by the Economic Development Team and many other teams across the Council, this strategy focuses on four areas:

1. Supporting the expansion and promotion of key sectors in the local economy. Initially this will be life sciences, research and innovation; the rural economy; and the visitor economy which includes the town centres;
2. Maximise the local and regional opportunities that arise from the location at London Stansted Airport;
3. Establishing local economic strategies for each of the three proposed new garden communities in the district; and
4. Support the delivery and exploitation of high levels of connectivity including superfast broadband.

There are a number of additional sectors this strategy could potentially focus on such as advanced manufacturing. To maximise the impact of the strategy requires a targeted approach and hence why initially three sectors have been chosen.

The emerging Uttlesford Local Plan will deliver significant new growth in the district with three proposed new garden communities being built over the next twenty five to thirty years. The Local Plan provides for over 14,100 houses and 14,600 new jobs and opportunities being brought forward by 2033. This will support an economy that helps create more jobs nearer to homes and increased opportunities for local people to work locally. The new Economic Development Strategy addresses the challenges and opportunities that this development could bring to the local economy, and works

to maximise the benefits to both existing businesses and residents and those who will move into the new developments.

## UTTLESFORD IN CONTEXT

Uttlesford district is situated in the north west of the county of Essex, within a nationally significant economic growth area, the London – Stansted – Cambridge Corridor. The district covers approximately 250 square miles and 70% of the population live in villages or in the countryside. The district contains two market towns, 56 parishes, 36 conservation areas, around 3,700 listed buildings and London Stansted Airport, an international airport and the largest single employment site in the East of England – see map of Uttlesford.



Legend for map – insert box

1 – 7 existing business parks / industrial estates

8, 9 and 10 – new proposed garden communities

Uttlesford District has low unemployment, and highly qualified residents living in homes that cost more than the national average. In 2011 18,000 residents were commuting out of the district for work at above national average income levels, while

17,600 were travelling into the district for work at salary levels closer to the national average.

The district has rail links to London and Cambridge, and the M11 and A120 offer good transport links but local roads are often congested and public transport is limited in rural areas. The result is dependence on the car for travel, with 71% of travel to work trips being car based. Carbon dioxide emissions in the district are relatively high compared to other districts in Essex. Road transport is a major contributor to this and it is exacerbated by the presence of the M11 motorway in the area – see map below.



Other challenges for the Uttlesford economy include the lack of digital connectivity in many areas which limits opportunities for inward investment and damages local businesses and their ability to compete.







which is currently exploring the potential for a Business Improvement District in the town centre.

The coming years present important new and exciting opportunities and challenges for Uttlesford and the emerging Uttlesford Local Plan sets out a clear spatial strategy for the period up until 2033. New and existing businesses will be supported by new development in the towns and larger villages with three proposed new garden communities being built at West of Braintree, Easton Park and North Uttlesford. The new communities will be designed to support the development and implementation of smart technology solutions that improve the quality of life and create healthy, safe and vibrant places for living and working.

### **Within Essex**

The Essex Economic Commission, a new independent advisory body, was established in May 2016 at the invitation of local authority leaders to help shape the economy of Greater Essex, the geographical county of Essex. In January 2017 the Commission published “Enterprising Essex: Opportunities and Challenges”, the result of the first phase of their work, a comprehensive analysis of the “Greater Essex” economy.

The report highlights that the Greater Essex rate of growth, at 0.6% p.a. was slower than the UK average of 1.3% p.a. between 2004 and 2014. They highlighted the variable rates of growth in the four different corridors in the county, the Essex Haven Gateway, Heart of Essex, South Essex and West Essex and identifies that growth has been slower than average for the UK’s fastest growing sectors.

The report identifies many positives for locating and developing businesses in Greater Essex. It includes five key challenges that need to be addresses. These include:

1. Raising skills and qualifications.
2. Developing opportunity sectors and technologies.
3. Improving transport infrastructure.
4. Expanding availability of suitable workspace and commercial premises.
5. Supporting coastal districts.

The Essex Economic Commission also identify “opportunity sectors” with particular reference to individual sites and local authority areas. These include:

- Advanced manufacturing - for Uttlesford this is associated with Chesterford Research Park and London Stansted Airport.
- Life sciences and healthcare – for Uttlesford this is linked to the development of the Chesterford Research Park.
- Logistics – particular opportunities in Uttlesford linked to the London Stansted Airport.

- Low carbon and renewables – the report identifies small sector strengths in Uttlesford, and the importance of this sector to Government policy to reduce emissions.
- Other sectors regarded as important as the population grows include wholesale and retail services, education, construction, tourism and food production.

Essex County Council is currently reviewing their Economic Growth Strategy.

### **Within the East of England**

The Uttlesford District sits within two business-led Enterprise Partnerships, the Greater Cambridge/Greater Peterborough (GCGPEP) and the South East (SELEP). It is also a member of the London Stansted Cambridge Consortium (LSCC).

The LSCC was formed in June 2013 as a strategic partnership of public and private organisations covering the area north from the Royal Docks, Tech City, the City Fringe, Kings Cross, and the Olympic Park, up through the Lee Valley, the M11, A1 and A10 road, the East Coast and West Anglia Mainline rail corridors to Stevenage, Harlow and Stansted, and through to Cambridge and Peterborough.

The Consortium's aim is to develop and articulate a clear vision for the London Stansted Cambridge Corridor and to provide the strategic leadership to help the vision become reality. In essence, the LSCC wants to work with the four Local Enterprise Partnerships (LEPs) which cover the Corridor: Greater Cambridge/Greater Peterborough LEP; Hertfordshire LEP; South East LEP; and the London Enterprise Panel. The role of the LSCC is to act as the coordination mechanism for joint policies and initiatives and to develop cross-border and corridor-wide initiatives than can benefit neighbouring areas.

The LSCC established a Growth Commission which produced its final report in July 2016, setting out a vision for transformational change across the London Stansted Cambridge Corridor. The main findings in the report include:

- The London Stansted Cambridge Corridor has the hallmarks of a national asset.
- The number of jobs in the Corridor increased at more than twice the national rate in the last ten years.
- The Corridor provides a national innovation and knowledge hub, driving UK growth and economic dynamism.
- The Corridor is Europe's leading life sciences cluster.
- London, Cambridge and the Corridor compete for international investment and jobs that would otherwise go to an overseas knowledge region.

The Commission set out five priorities to deliver a 20 year ambition to become a competitive global tech and life sciences region. The priorities are:

- New powers and financial vehicles for infrastructure, housing and place-making,
- Place-making for tech and life sciences.
- Building talent and ensuring everyone can benefit.
- London Stansted airport as a dynamic source of growth and development, and the creation of an “economic development zone” at or near the airport.
- Deepening the partnership with London.

Their final report makes the case for unleashing the potential of one of the UK’s major economic regions, the “London-Stansted-Cambridge Corridor.” It outlines a 20-year vision that would see the Corridor become one of the top “knowledge regions” in the world, competing alongside Silicon Valley, Boston’s Route 128 and the Triangle in North Carolina.

The LSCC is working with the Local Enterprise Partnerships (LEPs) to achieve their vision. LEPs are business-led partnerships with local authorities. They decide priorities for investment in roads, buildings and facilities in their area. There are 39 local enterprise partnerships across the country. The GCGPEP covers an area from Rutland and West Norfolk including Peterborough, East and South Cambridgeshire, Huntingdonshire, St. Edmundsbury, North Hertfordshire and Uttlesford to the south. The South East LEP covers an area that includes Essex, Kent and East Sussex.

All of these strategic bodies are working to maximise the benefits of the “Cambridge phenomenon” and the rapid growth of the globally recognised life sciences sector. Over the next few years Public Health England will move their operations to Harlow, while Astra Zeneca will move their operations to Cambridge, cementing the role of the London Stansted Cambridge Corridor in the UK and globally.

### **Within the United Kingdom**

Nationally, the Government’s emerging and overarching Industrial Strategy seeks to improve productivity and living standards across the UK. The strategy identifies ten pillars that support activity, including:

1. Investing in science, research and innovation.
2. Developing skills.
3. Upgrading infrastructure.
4. Supporting businesses to start and grow.
5. Improving procurement.
6. Encouraging trade and inward investment.
7. Delivering affordable energy and clean growth.
8. Cultivating world-leading sectors.
9. Driving growth across the whole country.
10. Creating the right institutions to bring together sectors and places.

The Uttlesford Strategy reflects many of the proposed ‘pillars’ that underpin this aspiration, particularly around cultivating world-leading sectors such as life sciences,

developing skills, supporting businesses to start and grow, encouraging inward investment while promoting clean growth.

The Government has recently launched its UK Digital Strategy 2017 which aims to create a world leading digital economy that works for everyone. Our Strategy reflects many of the actions outlined in the national strategy, particularly around skills, infrastructure and sector support.

In October 2017 the Government launched the Clean Growth Strategy which provides strategic context for the work identified in this strategy.

One of the biggest challenges and opportunities currently facing the UK economy is the decision to leave the European Union. This strategy aims to support business resilience so that they are strong enough to face whatever challenges and opportunities the future brings.

This new strategy, although tailored to local opportunities and challenges, has also been shaped by national and regional priorities. This will ensure that a local approach to growing the economy is both cohesive and sustainable within those national and regional economic strategies.

## **UTTLESFORD'S ECONOMY**

### **Uttlesford in numbers**

ONS 2016 - Total population - 86,200

ONS 2016 - Uttlesford has slightly lower number of working age population than GB - Total working age population aged 16 - 64 years in Uttlesford - 52,300 or 60.7% of total population, compared with 63.1% in Great Britain.

ONS 2016 - Uttlesford has higher proportion of employed residents in more senior positions than GB - 55.8% of Uttlesford employed residents are Directors / Managers / Associate Professional / Technical staff compared with 45.5% in GB.

ONS 2016 - Uttlesford residents are more highly qualified than the average in GB - 46.6% are qualified at NVQ Level 4 or above in Uttlesford, compared with 38.2% in GB.

ONS 2016 - Uttlesford residents have higher earnings than average in GB. - On average full time Uttlesford residents earn £704.80 gross per week, compared with £541.00 in GB. Full time workers in Uttlesford earn on average gross £553.20 weekly

Census 2011 – 18,000 residents commute out of the district to work, while 17,600 commute into the district for work.

ONS 2016 – Number of businesses in Uttlesford – 5,365

ONS 2016 - More micro-businesses in Uttlesford than GB - there are 4,785 businesses in Uttlesford and 90.7% employ between 1 and 9 people, compared with 89.7% for GB.

ONS June 2017 - Low unemployment rate in Uttlesford - 0.5% unemployment rate compared with 1.9% in GB.

ONS 2015 - In Uttlesford there are a higher than average number of people employed in construction, transportation and storage, accommodation and food service.

English Indices of Deprivation 2015 - Uttlesford District is ranked at 300 out of 326 local authorities in England where 1 is the most deprived.

## **SWOT**

The following table summarises the strengths, opportunities and issues facing the Uttlesford economy. This is not intended to be an exhaustive list but is illustrative of the findings of the existing research.

<b>strengths</b>	<ul style="list-style-type: none"> <li>❑ well educated resident population (47% with NVQ4 or above, 38% nationally)</li> <li>❑ high employment rate</li> <li>❑ town centres with large proportions of independent traders and Town Teams</li> <li>❑ high average earnings of residents</li> <li>❑ some excellent connectivity (road/rail/air/ports access)</li> <li>❑ London Stansted Airport UK's third largest airport and key economic driver</li> <li>❑ good or high quality of living</li> <li>❑ high quality natural environment</li> <li>❑ arts, cultural and heritage assets</li> <li>❑ good quality employment locations</li> <li>❑ varied existing business base including rural businesses</li> <li>❑ existing clusters and drivers i.e. London Stansted Airport and Chesterford Research Park/life science sector</li> <li>❑ proximity to London and Cambridge (internationally recognised brands, markets, world city functions and academic research)</li> <li>❑ promotional brands of Think Cambridge and London Stansted Cambridge Consortium</li> </ul>
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<b>opportunities</b>	<ul style="list-style-type: none"> <li>❑ pool of people with the skills and resources to start and stay in business</li> <li>❑ visitor economy including “staycation” trend and Tour de France legacy</li> <li>❑ target sector development e.g. visitor, rural, airport and surrounds, life sciences</li> <li>❑ joint promotion with adjoining Councils and partners to attract investment through Think Cambridge and London Stansted Cambridge Consortium</li> <li>❑ town centres</li> <li>❑ highly skilled and experienced resource of “volunteers” with business experience in the District</li> <li>❑ potential new garden communities</li> </ul>

<b>issues</b>	<ul style="list-style-type: none"> <li>❑ high levels of out commuting</li> <li>❑ access to superfast broadband</li> <li>❑ rural issues e.g. accessing employment</li> <li>❑ relative anonymity</li> <li>❑ relative costs e.g. commercial space and house prices</li> <li>❑ competition for jobs and investment i.e. Greater London/Cambridge/Harlow Enterprise Zone</li> <li>❑ tightness of supply of commercial property impacting on the ability to attract inward investment or expansions</li> <li>❑ difficulty recruiting suitable staff</li> </ul>
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Sources: NOMIS Labour Market Profile 2017, Commercial Workspace Review 2015, Essex Economic Commission 2017, Essex Employment and Skills Board 2017-18

## **ACTION PLAN**

Four priority areas have been identified that will positively impact sustainable business growth:

### **Priority One – Key sectors**

- Visitor economy (including town centres)
- Rural economy
- Life sciences, research and innovation sector

### **Priority Two – London Stansted Airport location**

### **Priority Three – Proposed Garden Communities**

### **Priority Four - Connectivity**

- Digital connectivity
- Transport

## **Types of Sustainable Business Growth**

This section outlines what growth looks like for each of the types of sustainable business growth identified. All of the types of growth need further research and insight in order to establish baselines to enable targets to be agreed and monitored.

It should be noted that whilst actions are designed to positively impact on the types of growth there are many factors over which the Council has no control, such as Brexit, and that may have an overriding impact on one or more of the types of growth. In such circumstances the economic development actions are designed to help to mitigate a negative impact or extenuate a positive impact. To this extent targets for the types of growth will always be “aspirational.”

New business start-ups – Uttlesford has a higher proportion of micro businesses than the GB average (ONS 2016). A baseline estimate for the last 3 years of net change in the number of new business starts up will be established and appropriate percentage growth target agreed.

Businesses relocating into the district – Uttlesford attracts a number of relocating businesses each year into the district. An average number of relocations per annum will be estimated and growth target agreed.

Expansion of existing businesses - a number of existing Uttlesford businesses expand each year. The average growth achieved per annum in terms of square footage and net additional jobs will be estimated and growth target agreed.

Local jobs for local people – the district currently has 17.5k people commuting out of the district to work and as many people coming into the district for work. The action plan will seek to enable jobs to be created plus self-employment so that more people who live in the district can also work here.

Town centres – footfall is a key driver in the vitality and viability of the districts centres. The action plan will established current levels and trends in footfall and growth targets agreed.

Homeworkers - increases in the number of people working and operating businesses from home has many economic benefits including reducing commuting and supporting local suppliers. The current number of people working from home will be established and growth target agreed.

	<b>RESEARCH/INSIGHT INTO THE TYPES OF ECONOMIC GROWTH</b>
<b>ACTIONS</b>	Research/insight into the types of economic growth e.g. new business start-ups, businesses relocating into the district, expansion of existing businesses, local jobs for local people
<b>LEAD / OWNER</b>	Economic Development Team (EDT)
<b>BUDGET</b>	£5k
<b>PARTNERS</b>	
<b>OUTCOMES FOR SUCCESS</b>	An agreed set of growth targets for each of the identified types of growth
<b>BENEFITS</b>	Understanding of how to influence and measure the impact of the strategy’s actions on the types of sustainable economic growth – enables our efforts to be focussed and measurable
<b>MORE INFORMATION</b>	EDT Service Plan

## 1. Key Sectors

### Vision – In 2033

In the last 15 years strong business growth in the target sectors has been integrated into the existing infrastructure or accommodated at the new business hubs within the garden communities.

All three targeted sectors are booming, and growth has enabled local people to get good jobs, or start their own businesses, without causing damage to the beauty and character of the district.

Initial research into the local visitor and rural economies provided a deeper understanding of the challenges and opportunities in Uttlesford. Strong links have been developed between these two sectors and both are booming. Visitor numbers



are increasing across the district, both day trippers and those staying overnight. Uttlesford residents have taken full advantage of the opportunities these visitors present and the rural economy has diversified with a wide range of high quality artisan products, and visitor attractions. The town centres attract visitors and shoppers from near and far, looking for a special experience, an enjoyable day out and the opportunity to acquire products that cannot be found elsewhere.

The London Stansted Cambridge Corridor has further expanded its global role in the life sciences sector. The Chesterford Research Park has seen considerable expansion over the last 15 years, where innovative science meets beautiful countryside and success breeds success.

### **Priority Actions**

Targeting three priority sectors in Uttlesford:

1. Visitor Economy including the town centres
2. Rural Economy
3. Life Sciences, research and innovation sector

### **The Visitor Economy**

The visitor economy in Uttlesford is made up of:

- Visitors – leisure, business, shoppers, visitors to the town centres. day and overnight stays
- Core supply chain – accommodation, attractions, bars and restaurants
- Related supply chain – retail, transport, other services i.e. food suppliers

The district's visitor economy represents the second most important income strand for the district after retail spending. In addition to the town centres and villages the district contains a number of regionally and nationally important visitor attractions including Saffron Hall, Audley End House, Bridge End Gardens, Fry Art Gallery, Audley End Railway, St Mary the Virgin Parish Church, Saffron Walden Museum, Priors' Hall Barn, Gardens of Easton Lodge, Great Dunmow Maltings, Mountfitchet Castle and Toy Museum, St Mary's Church Stansted, Hatfield Forest, Thaxted Morris Festival, Dunmow Flitch, St Botolph's Saxon Church, Hadstock and Chickney St Mary's.

The district's proximity to Cambridge and London and their huge international draw are a major opportunity for the district to attract more visitors. The district is served by two high quality tourism services in Visit Essex and Visit Cambridge & Beyond.

Saffron Walden and surrounds is serviced by the award winning Saffron Walden Tourist Information Centre and their resources and expertise are central to the success of growing the visitor economy in the district.

The delightful town centres in both Saffron Walden and Great Dunmow are a draw for many shoppers and visitors alike. Both offer a range of independent stores, alongside friendly cafes and service businesses.

	<b>VISIT ESSEX - MARKETING OF THE UTTLESFORD VISITOR OFFERS</b>
<b>ACTIONS</b>	<p>1. Promoting events and what's on in the District</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Using a range of promotional platforms – newsletters, press and broadcast media, website, social media - ensure that Essex residents and visitors are aware of what's on and of particular events and occasions in Uttlesford.</li> <li><input type="checkbox"/> Media platforms have a huge local reach, with 30,000 opted in newsletter subscribers, over 20,000 social media followers and well over 2 million page views a year on our website.</li> </ul> <p>2. Carry out Destination PR for the district</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> As well as promoting events, use media channels to promote the district and its key attractions as a place to visit</li> </ul> <p>3. Bringing visitors to the district via campaign itineraries</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> At least two campaigns relevant to Uttlesford with Visit Britain and other DMOs promoting particular themes with which to attract overseas visitors. These are Gardens &amp; Gourmet (to be called Colours &amp; Flavours for its second phase) and Friendly Invasions (focussing USAF role in WWII). More campaigns in the pipeline.</li> <li><input type="checkbox"/> For campaigns visitor itineraries are created taking in relevant attractions as well as eateries and accommodation for staying visitors, ensuring high spending overseas visitors come to the district and support local businesses.</li> <li><input type="checkbox"/> Run Essex Big Weekend in 2018 running a ballot for free tickets for residents to visit local attractions. Thousands of people got involved in our first Big Weekend</li> </ul> <p>4. Supporting businesses in the district</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support members to be successful and growing businesses by supporting their marketing activity to ensure strong visitor numbers/users, by facilitating industry networking and collaboration, and offering training opportunities.</li> </ul> <p>5. Holding events for the visitor industry in the district and bringing visitor businesses to the district.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Hold investor networking events in the district, as well</li> </ul>

	<p>as training workshops (e.g. at Radisson Stansted)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Hold late summer/autumn training workshops in the district, bringing businesses to the district to see what it has to offer within the conferencing and business sector.</li> </ul>
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£3k
<b>PARTNERS</b>	<p>Visit Essex</p> <p>Saffron Walden Tourist Information Centre</p>
<b>OUTCOMES FOR SUCCESS</b>	<p>Increase in the number of visitors to Uttlesford</p> <p>Strengthen core supply chain</p>
<b>BENEFITS</b>	Increased number of visitors enabling sustainable growth of local businesses
<b>MORE INFORMATION</b>	<p><a href="http://www.visitessex.com">http://www.visitessex.com</a></p> <p>EDT Service Plan</p>

	<b>VISIT CAMBRIDGE &amp; BEYOND (VCB) - MARKETING OF THE UTTLESFORD VISITOR OFFERS</b>
<b>ACTIONS</b>	<p>Strategic Partner Agreement between VCB and Uttlesford District Council from 1st April 2018.</p> <p>1. Increasing visitors to Saffron Walden and the attractions in the surrounding area through the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Increased profile on the Visit Cambridge website</li> <li><input type="checkbox"/> Inclusion in the VCB social media activity</li> <li><input type="checkbox"/> Digital mail outs to the Visit Cambridge website database</li> <li><input type="checkbox"/> Inclusion of Saffron Walden in the Christmas in Cambridge &amp; Beyond marketing activity</li> <li><input type="checkbox"/> 50% first-year discounted VCB membership for Saffron Walden town centre businesses</li> </ul> <p>2. To promote the Uttlesford District Council meetings, weddings and events venues and the One Nucleus Business research centre through the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Designated web pages for Audley Rooms and One Nucleus on visitcambridge.org</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Online promotion of Saffron Walden as a destination for hosting meeting and events through a designated section on the Meet Cambridge website</li> <li><input type="checkbox"/> All public events at Uttlesford DC venues and One Nucleus to be promoted through the Visit Cambridge What's On feed</li> </ul> <p>With input from Uttlesford District Council, Saffron Walden TIC, Saffron Walden Town Council and Saffron Walden Town Team, Visit Cambridge &amp; Beyond will deliver the objectives listed above.</p>
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Visit Cambridge & Beyond £4k
<b>PARTNERS</b>	<p>Visit Cambridge &amp; Beyond</p> <p>Saffron Walden Tourist Information Centre</p> <p>Saffron Walden Town Team (emerging BID)</p>
<b>OUTCOMES FOR SUCCESS</b>	<p>Increase in the number of visitors to Uttlesford</p> <p>Strengthen core supply chain</p>
<b>BENEFITS</b>	Increased number of visitors enabling sustainable growth of local businesses and growth of usage of council's Audley Rooms
<b>MORE INFORMATION</b>	<p><a href="https://www.visitcambridge.org/beyond-cambridge">https://www.visitcambridge.org/beyond-cambridge</a></p> <p>EDT Service Plan</p>

	<b>SAFFRON WALDEN MARKETING GROUP</b>
<b>ACTIONS</b>	Saffron Walden Marketing Group delivers events such as the horse and carriage shuttle from Audley End House to Saffron Walden town centre
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£1k
<b>PARTNERS</b>	Saffron Hall, Saffron Walden Tourist Information Centre, English Heritage (Audley End House), Saffron Walden Town Team, Fry Art Gallery, Saffron Screen and Audley Miniature Railway

<b>OUTCOMES FOR SUCCESS</b>	Increase in the number of visitors to Saffron Walden
<b>BENEFITS</b>	Increased number of visitors enabling sustainable growth of local businesses
<b>MORE INFORMATION</b>	EDT Service Plan

	<b>GREAT DUNMOW &amp; STANSTED MARKETING GROUP</b>
<b>ACTIONS</b>	Create, support and maintain a marketing group
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£1k
<b>PARTNERS</b>	Stansted London Airport, Mountfitchet Castle & Toy Museum, Gardens of Easton Lodge, Great Dunmow Maltings and Dunmow Fritch
<b>OUTCOMES FOR SUCCESS</b>	Increase in the number of visitors to Great Dunmow and Stansted Mountfitchet
<b>BENEFITS</b>	Increased number of visitors enabling sustainable growth of local businesses
<b>MORE INFORMATION</b>	EDT Service Plan

	<b>TOWN CENTRES</b>
<b>ACTIONS</b>	Establishment of a Saffron Walden BID company (assuming a positive ballot in April/May 2018).  Delivery of marketing plan in Great Dunmow via the Town Team  Explore a potential BID in another location in the district  Support a marketing plan in Stansted Mountfitchet
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	<input type="checkbox"/> SWTT or SWBID £25k <input type="checkbox"/> GDTT £10k <input type="checkbox"/> Potential BID £10k <input type="checkbox"/> Stansted Mountfitchet £1k

<b>PARTNERS</b>	Saffron Walden and Great Dunmow Town Councils Stansted Mountfichet Parish Council Saffron Walden and Great Dunmow Town Teams Stansted Mountfichet Economic Development Working Group Saffron Walden BID Steering Group Local businesses
<b>OUTCOMES FOR SUCCESS</b>	Low vacancy rates and increased footfall.
<b>BENEFITS</b>	If SW BID formed will generate £500k+ of funding to support the town centre for 5 years. The creation of a SW BID will ensure continued funding for the town centre post 2018-19 after which time funding for the town centre will cease. Increased footfall and increased revenue for the council via increased use of the car parks
<b>MORE INFORMATION</b>	EDT Service Plan

## **Rural Economy**

The Government publishes Rural Economy Business Statistics. The latest bulletin highlights that in 2015/16 24% of all businesses in England were located in rural areas. They employed 3.5 million people, accounting for 13% of all employment in registered businesses in England. There were proportionately more small businesses in rural areas.

The character and appearance of the countryside changes from one area of the Uttlesford District to another, but the landscape is predominantly agricultural. Approximately 97% of the land in the District is agricultural land, and it is mostly arable. Farming remains an important part of the rural economy. In recent years there has been a degree of diversification into new areas of activity.

The emerging Uttlesford Local Plan sets out policies relating to the rural economy.

Policy EMP4 – Rural Economy identifies types of development which are considered to be acceptable. These include:

- Schemes for farm diversification involving small scale business and commercial development that contribute to the operation and viability of the farm holding.
- Small-scale tourism proposals including visitor accommodation.
- Proposals that recognise the economic benefits of the natural and historic environment as an asset to be valued, conserved and enhanced.

- The expansion of businesses in their existing locations dependent upon the nature of the activities involved and provided the development does not conflict with other policies in the Local Plan.
- Small scale employment development to meet local needs.
- The use of land for agriculture, forestry and equestrian activity.
- Four detailed policies for development in the countryside.

Development of the District’s rural economy is essential for sustainable business growth, maximising opportunities for residents to work near to where they live. There may also be opportunities for links with other targets sectors, including tourism and life sciences. Some life science sector businesses, e.g. wormeries might prefer rural isolation for their activities, as opposed to the centre of a research park.

A further consideration is the role of businesses in the smaller settlements and in the rural areas. Together these businesses play a very important role in the local economy but often, because of their dispersed nature, do not have a significant profile. Actions are therefore proposed to support the further development of this sector.

There are challenges to the growth of the rural economy and many redundant farm buildings have been converted into residential properties in recent years, making considerably more profit from the conversion than they would have done if the building had been converted to business use.

A proposal to require that redundant farm buildings are marketed for commercial purposes for two years prior to any consideration of conversion to residential is being considered as a policy within the emerging Local Plan. It is also important that marketing activities are more effectively coordinated locally and support is provided to business start-ups looking for commercial land or property in the area.

	<b>GROWTH OF RURAL ECONOMY</b>
<b>ACTIONS</b>	Explore opportunities for the growth of Uttlesford rural economy. Commission a report that provides a clear picture of the current situation and proposals for the future. Plus options measuring sustainable growth identified
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£5k
<b>PARTNERS</b>	Local businesses Local landowners/farmers
<b>OUTCOMES FOR SUCCESS</b>	A comprehensive report outlining current baseline, opportunities, obstacles etc.
<b>BENEFITS</b>	Increase in the number of rural businesses and growth in commercial business rates

<b>MORE INFORMATION</b>	<a href="http://www.gov.uk">www.gov.uk</a> EDT Service Plan
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	<b>EASTERN PLATEAU</b>
<b>ACTIONS</b>	Promote Eastern Plateau grant funding opportunities to local businesses.
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Eastern Plateau - £5k
<b>PARTNERS</b>	LEADER Eastern Plateau Funding Programme,
<b>OUTCOMES FOR SUCCESS</b>	£500k grant funding for rural businesses 2018 / 20
<b>BENEFITS</b>	Advice and support to help enable new businesses to form and existing to grow or stay in business. Access to funding
<b>MORE INFORMATION</b>	<a href="http://www.uttlesford.gov.uk">www.uttlesford.gov.uk</a> <a href="http://www.easternplateau.org.uk">www.easternplateau.org.uk</a> EDT Service Plan

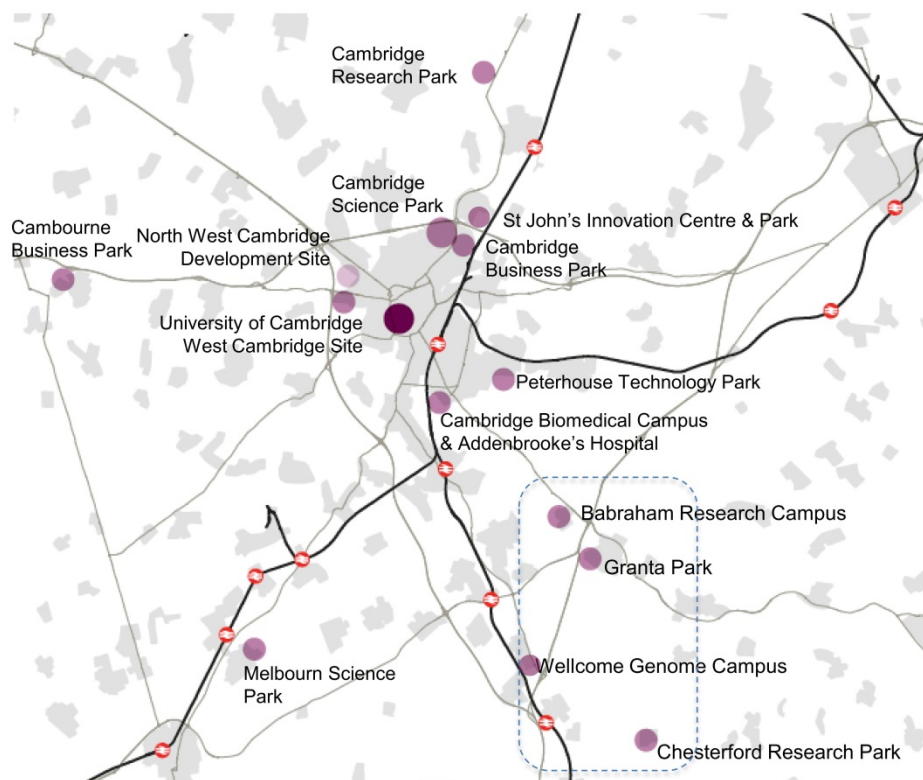
### **Life Sciences, Research and Innovation**

Supporting the expansion and promotion of existing life science and research and innovation based where some, but not all, are located on the Chesterford Research Park in the north of the district.

Chesterford Research Park is working closely with Granta Park, Babraham Research Park and the Wellcome Trust Sanger Institute as part of the South East Cambridge Cluster, reflecting the growth of the life science and research and innovation sectors within the Cambridge area – please refer to map below.

Map showing Cambridge life sciences and research and innovation cluster





According to the Cambridge Cluster Map, last updated in January 2017, in 2015 /16 there were 430 Cambridge based life sciences and healthcare businesses within 20 miles of the centre of Cambridge. These businesses were generating £3,43bn turnover, an increase of 24% from the previous year and employing 13,051 members of staff, an increase of 8% from the previous year.

In August 2017 a report “Life Sciences Industrial Strategy – a report to the Government from the life sciences sector” was submitted to the UK Government for consideration as part of the development of their emerging Industrial Strategy.

The report highlights the role of clusters, infrastructure and ‘place’ in the growth of the life science and research and innovation sectors. The author, Professor Sir John Bell, states that ‘Evidence shows that geographical clustering of companies in a sector, alongside elements of their supply chain can bring additional benefits, where there is connectedness, dependency and complementarity, as well as knowledge transfer and shared spaces or services.’ He then identifies the internationally recognised life sciences cluster, known as the Golden Triangle, comprising Oxford, Cambridge and London. He identifies that Cambridge has over 200 life science sector companies and the largest array of science infrastructure in the cluster.

Professor Bell states that “By most measures, the Golden Triangle is the third largest technology cluster in the world, after Silicon Valley and Boston and is a clear driver for economic growth in the life sciences sector.”

The Essex Economic Commission and London Stansted Cambridge Corridor Growth Commission recognise the importance of the life sciences and research and innovation sectors in the area. Over the next few years Public Health England will

move their operations to Harlow, while Astra Zeneca will move their operations to Cambridge, cementing the role of the London Stansted Cambridge Corridor in the UK and globally.

This will provide a huge opportunity for Chesterford Research Park and particularly the north of the district to become a key site for growth in Uttlesford, and a dynamic centre for innovative work.

A number of factors drive the growth of a science cluster and all are prevalent in Uttlesford:

- Proximity to world-class Science
- Centres
- Access to talent
- Access to funding
- Quality-of-life factors
- Affordable-adaptable lab/office space
- Entrepreneurial environment
- Availability of support services
- Access to patients and markets
- Favourable incentives and tax treatments

At Chesterford Research Park the opportunity exists to support the development of the park and its brand from a “property offer” to a “research and property offer.” The Vision and Strategy of the nearby Babraham Research Campus is:

*“To be best place in Europe to start and grow a biomedical company and be the nucleus of the Cambridge bio-cluster” by:*

- Creating the right campus
- Encouraging the right community
- Supplying the right capabilities
- Continuing to innovate.

Creating a vibrant ecosystem on campus providing a pipeline from concept to delivery on one site with:

- Flexible space and facilities focused on life-science ventures
- Proactively created networks to optimise collaboration, sharing of best practice and sharing of capabilities
- Access to investors (on site, encouraged onto site + investor events)
- Mentoring and advice
- Empathy with the start-up and scale-up challenges
- Plus real science and technology capabilities from onsite institute(s)

An initial focus on life sciences and research and innovation aligns with the Government’s Industrial Strategy Challenge Fund announced in April 2017, committing to increasing investment in research and development by £4.7billion over the next four years. Funding will focus on six areas:

- healthcare and medicine
- robotics and artificial intelligence
- batteries for clean and flexible energy storage
- self-driving vehicles
- manufacturing and materials of the future
- satellites and space technology.

	<b>THE GROWTH OF THE LIFE SCIENCES AND RESEARCH AND INNOVATION SECTORS</b>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>• Develop a strategy for support of life sciences and research and innovation sector businesses, including those already located in the district and those who may consider moving into the district.</li> <li>• Develop an intermediary network to promote Chesterford Research Park and the life sciences and research and innovation sectors across Uttlesford.</li> <li>• Work with Invest Essex and other partners to identify opportunities for life science and research and innovation sector businesses to move into the district.</li> </ul>
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£5k
<b>PARTNERS</b>	Aspire, Invest Essex, CRPark Management company, Church Manor/Aviva, LSCC SELEP GCGPEP
<b>OUTCOMES FOR SUCCESS</b>	<p>A comprehensive strategy and action plan for support of the sectors in the district.</p> <p>An increased number of life science and research and innovation sector businesses in the district.</p>
<b>BENEFITS</b>	A strategy for the growth of the life science and research and innovation sectors in the district, attraction of inward investment including into Chesterford Research Park, job creation and growth in commercial business rates
<b>MORE INFORMATION</b>	<p><a href="http://www.chesterfordresearchpark.com">www.chesterfordresearchpark.com</a></p> <p><a href="http://www.churchmanor.com">www.churchmanor.com</a></p> <p><a href="http://www.camclustermap.com">www.camclustermap.com</a></p>

	EDT Service Plan
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Business support and advice will be provided proactively across all three key sectors as set out below.

	<b>PROVISION OF BUSINESS SUPPORT AND ADVICE</b>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>• Continued provision of Council services and high quality support, advice and guidance.</li> <li>• Review of advice and guidance services to investigate the effectiveness of a more joined-up approach.</li> <li>• Production of a business advice and guidance booklet to be sent out with the Business Rates bills.</li> <li>• Upgraded website with resources, advice and guidance as a one stop shop for all businesses.</li> <li>• Training for Contact Centre staff to deal with incoming enquiries from businesses.</li> <li>• Training for all existing staff (and induction training for new staff) that deal with businesses.</li> <li>• Promotion of business continuity management advice and guidance.</li> </ul>
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Annual Business Breakfast - £2k Uttlesford Business Awards - £4k Business Directory – subscription and marketing - £3k
<b>PARTNERS</b>	UDC departments including Environmental Health, Licensing, Planning, Emergency Planning, Business Rates, Procurement, Communications BEST Growth Hub Signpost2Grow Growth Hub LoCase ECC Funding and Investment Team Essex Business Boost Stansted Airport Chamber of Commerce Shire Hill Business Network Stansted Business Forum Saffron Walden Meet the Town London Stansted Meet the Buyers Archant Newspapers (Uttlesford Business Awards) Stansted Economic Development Working Group Saffron Walden Town Team Great Dunmow Town Team

<b>BENEFITS</b>	Practical proactive support for businesses within each of the key sectors.
<b>OUTCOMES FOR SUCCESS</b>	Opportunity for the Council to consult and engage with local businesses directly and to promote the Council as being “open for business” and a supporter of business growth. The database will also enable the Council to communicate directly with local businesses regarding procurement opportunities.
<b>MORE INFORMATION</b>	<a href="http://www.uttlesford.gov.uk">www.uttlesford.gov.uk</a> <a href="http://www.uttlesfordbusinessdirectory.co.uk">www.uttlesfordbusinessdirectory.co.uk</a> <a href="http://www.gov.uk">www.gov.uk</a> (Business Continuity Management Toolkit) <a href="http://www.bestgrowthhub.org.uk">www.bestgrowthhub.org.uk</a> <a href="http://www.signpost2grow.co.uk">www.signpost2grow.co.uk</a> <a href="http://www.easternplateau.org.uk">www.easternplateau.org.uk</a> <a href="http://www.locase.co.uk">www.locase.co.uk</a> <a href="http://www.essexbusinessboost.co.uk">www.essexbusinessboost.co.uk</a> <a href="http://www.gov.uk/business-finance-support">www.gov.uk/business-finance-support</a> <a href="http://funding-investment.essex.gov.uk">http://funding-investment.essex.gov.uk</a> <a href="http://www.gov.uk">www.gov.uk</a> - hmrc <a href="http://www.uttlesfordbusinessawards.co.uk">www.uttlesfordbusinessawards.co.uk</a> <a href="http://www.sacc.co.uk">www.sacc.co.uk</a> <a href="http://www.stanstedbusinessforum.co.uk">www.stanstedbusinessforum.co.uk</a> <a href="http://www.stanstedmtb.co.uk">www.stanstedmtb.co.uk</a>

## 2. London Stansted Airport Location

### Vision – In 2033

The Council has worked with neighbouring local authorities to develop an Economic Development Strategy for the London Stansted Airport and the surrounding area. This has established a clear agreed vision for the future of the airport and provided the foundation for sustainable growth that benefits the local community.

### **London Stansted Airport Location**

London Stansted airport is located in the south of the Uttlesford district. It is the primary airport for the East of England, the fourth busiest in the UK, and provides international connections to over 170 destinations in 35 countries. Manchester Airports Group (MAG) acquired the airport in 2013 and has ambitious plans for Stansted to become the fastest growing airport in the UK. It is already the largest single-site employer in the East of England with approximately 12,000 on-site employees across 220 companies.

The Stansted Sustainable Development Plan (SDP) was published in 2015 and outlines a range of priorities, targeting growth in both passenger numbers and freighter traffic and maximising the usage of the single runway.

The SDP sets out the following strategic objectives:

- To make Stansted the best London airport;
- Proactively plan for growth to make best use of existing capacity;
- Support economic growth in the region;
- Actively manage and contain environmental impacts;
- Be active and supportive partners in the local community; and
- Maintain Stansted's position as the best in the UK for public transport use.

MAG is currently planning £500 million investment over the next five years. This includes three key areas of growth which are:

- New Arrivals terminal
- Reconfiguration of existing terminal to become a Departures terminal
- New technical and professional skills college on site.
- The emerging Uttlesford Local Plan includes the following objective specifically relating to London Stansted airport.

In July 2016 the London Stansted Cambridge Consortium Growth Commission produced a 20 year vision for the London Stansted Cambridge Corridor. They identified London Stansted Airport location as a “dynamic source of growth and development”. They identified two actions relating to the airport.

1. The London Stansted Cambridge Consortium should produce a joint public-private economic development strategy for the airport and its surrounding area, with their aim of developing the Airport zone as a growth node in the Corridor. The strategy would articulate how international connectivity can support the vision to be a competitive global tech and life sciences region, and how the Airport can contribute to the aviation needs of London, the Corridor and Greater South East.
2. Develop an ‘airport economic development zone’ strand to the work of the National Infrastructure Commission, in which economic development and growth potential should be considered alongside passenger and international aviation demand.

The emerging Uttlesford Local Plan includes the following objective related to London Stansted Airport.

Objective 2c – London Stansted Airport

To accommodate development by:

- Utilising permitted capacity of the existing runway and provide for the maximum number of connecting journeys by air passengers and workers to be made by public transport; and
- Ensuring that appropriate surface access infrastructure and service capacity will be provided without impacting on capacity to meet the demands of other network users.

	<b>LONDON STANSTED AIRPORT LOCATION</b>
<b>ACTIONS</b>	<p>Work with MAG and partners to achieve Objective 2c.</p> <p>J8</p> <p>West Anglia Mainline</p> <p>Work with partners to develop an economic development plan for the airport location.</p> <p>Work with local authority partners to develop a strategic plan for the London Stansted Airport location to ensure that local communities benefit from the opportunities that the airport offers.</p> <p>Develop an intermediary network to develop closer relationships with key partners and encourage more businesses to work at the airport location.</p>
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£5k
<b>PARTNERS</b>	<p>MAG</p> <p>Airport related businesses including supply chain businesses</p> <p>Businesses located in the area surrounding the airport</p> <p>Transport groups, lobbying etc.</p> <p>Essex County Council</p>
<b>OUTCOMES FOR SUCCESS</b>	Research into the airport location and options for supporting and measuring sustainable growth identified
<b>BENEFITS</b>	A strategy for the creation and development of the airport location, attraction of inward investment, job creation and growth in commercial business rates
<b>MORE INFORMATION</b>	Stansted Sustainable Development Plan available at <a href="http://www.stanstedairport.com/about-us/developmentplan/">http://www.stanstedairport.com/about-us/developmentplan/</a>

### **3. Proposed New Garden Communities**

#### **Vision – In 2033**

The emerging Uttlesford Local Plan proposes three new Garden Communities at North Uttlesford, Easton Park and West of Braintree. The vision for each new community is that there will be at least one job per household within each settlement with a range of local jobs with proactive marketing, links to skills and training, flexible, affordable and attractive employment floor-space, and excellent digital connectivity. New jobs will be provided in schools, retail, health and leisure as well business and employment areas.

The Economic Development Strategy will produce local economic strategies to underpin the development of the three proposed new garden communities.

The new Garden Communities will also provide new opportunities for existing communities in both existing settlements and in surrounding rural areas. A strong focus on the local economy will seek to reduce the need to travel and maximise the economic benefits of development within Uttlesford. For example, there will be special opportunities to connect North Uttlesford with the Welcome Genome Campus and Chesterford Research Park, as well as Easton Park to be connected with Stansted Airport.

During the life of the Action Plan work will continue on refining the Masterplans of the new garden communities. It is vital that the new development is designed in a way to maximise the quality and number of jobs within each new garden community and any reduction of employment provision in favour of additional housing numbers will be resisted.

The Economic Plans will be focused towards small and medium enterprises (SMEs) address opportunities to provide specific advice and promotion opportunities for new start-ups, business hubs, incubator units, grow-on space, as well as opportunities for expansion of established businesses.

There will also be a need for construction site employees to have modern construction skills and training will be provided to ensure that local people have the skills to be employed on the sites.



	<b>LOCAL ECONOMIC STRATEGY FOR EACH NEW GARDEN COMMUNITY</b>
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>• Commission/undertake Local Economic Strategies for the West of Braintree, Easton Park and North Uttlesford proposed Garden Communities;</li> <li>• Consult key stakeholders, parish councils and residents.</li> <li>• Incorporate conclusions in formal Development Plan or Supplementary Planning Documents</li> </ul>
<b>LEAD / OWNER</b>	Planning Policy Team
<b>BUDGET</b>	£5k
<b>PARTNERS</b>	Landowners, promoters, developers, residents and businesses
<b>OUTCOMES FOR SUCCESS</b>	Approved Masterplans for each new Garden Community by March 2021 that will support local jobs and businesses both in the new development and also in surrounding communities.
<b>BENEFITS</b>	Optimising sustainable business growth in each of the communities
<b>MORE INFORMATION</b>	EDT Service Delivery Plan

	<b>WORK RELATED SKILLS</b>
<b>ACTIONS</b>	Working closely with Stansted College / Harlow College to ensure that training in modern construction skills is provided to ensure that local people are employed on local construction sites and that they benefit from the work opportunities.
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Within existing budgets
<b>PARTNERS</b>	Harlow College / Stansted Airport College

<b>OUTCOMES FOR SUCCESS</b>	No. local people completing modern construction training.
<b>BENEFITS</b>	Improved local skillsbase
<b>MORE INFORMATION</b>	<a href="http://www.harlow-college.ac.uk/study-options/stansted-airport-college">http://www.harlow-college.ac.uk/study-options/stansted-airport-college</a> EDT Service Plan

## 4. Connectivity

### Vision – In 2033

The Uttlesford district is a beautiful place to live and work. The heritage and character of the older villages exists alongside the vibrancy and growth of the new garden communities. Technological advancements have meant that more residents are working from home, and the business hubs in the garden communities have provided increased opportunities for people to start and run businesses close to their homes.

Businesses are thriving and enjoying the benefits of ultra-fast digital connectivity, improved transport infrastructure, including the roads and railways and London Stansted Airport has international links across the globe. Many residents are now commuting to work without using their cars, with fast and convenient public transport systems and a comprehensive network of cycle and footpaths

### Priority Actions

Targeting two priority elements of infrastructure in Uttlesford:

- Digital connectivity
- Transport

### Digital Connectivity

A priority of UDC is to ensure businesses and homes throughout the District have access to appropriate superfast broadband and mobile communication. Any lack of availability of superfast broadband and 4<sup>th</sup> and 5<sup>th</sup> Generation mobile communication appropriate to business requirements is a barrier to business success and to the attraction of new investment into the district.

The District is forecast to have 98% of its homes and businesses able to access fibre superfast broadband by the end of 2019 – see below. The District Council is investing £500k in Superfast Essex’s Phase III programme creating a total investment of £5m and enabling an additional 4,600 premises to have access to fibre

superfast broadband.

- 42,800\* homes and businesses in Uttlesford
- 37,300\* enabled via existing commercial operators or Superfast Essex Phase I or planned for Phase II (87%)
- 39,300\* forecast enabled via Superfast Essex Phase III with no UDC investment (91%)
- 41,900\* forecast enabled via Superfast Essex Phase III with UDC investment (98%)

\* as at October 2017

However this would still leave 2% with potentially no access to fibre superfast broadband and has allocated an additional £100k to help enable this gap to be closed by the end of 2020.

The district also has a number of mobile communication “Not-spots” where not even a voice call is possible.

Significant work and investment has gone into and continues to go into developing the fibre superfast broadband infrastructure. It is now important that we also focus on the applications that can be carried by that infrastructure, and the way we transform the services we deliver to adapt to new technology.

### Digital Innovation Zone

The ambition to establish a Digital Innovation Zone arose from a realisation that having invested significantly in network capacity there was a desire to move the focus more towards how best we can ‘maximise the impact’ from this investment i.e. whilst it is good to have the infrastructure in the ground what is important is how many people take up the enhanced connectivity offered, what they use the service for and what added value public sector organisations might gain from the network through new ways of working and delivering services digitally to the community.

#### Mission statement

To create a Digital Innovation Zone to put West Essex and East Herts on the map as the best place for digital innovation in the UK outside London.

#### Purpose

- To develop the vision for the digital economy of West Essex and East Herts and develop and agree the priority outcomes that we want to achieve with this vision.
- To provide strategic leadership and oversee the governance and development of a strategy to create a Digital Innovation Zone.

- To oversee and manage of a small number of work streams focusing on specific areas to be defined in the strategy.

## Strategy

- To map existing assets and infrastructure (and identify gaps) in order to articulate what our competitive advantage is.
- To articulate a series of recommendations to create the right policy and regulatory environment to create a Digital Innovation Zone – focusing on measures the partners around the table could implement with their existing powers and policy and funding levers.

## Smart Essex

Essex County Council programme of smart projects that touch on different aspects of residents lives. There is Smart Movement that is looking at how we move people and things around more effectively before we go ahead and build new fixed assets;

- Smart Public Services aiming to simplify the customer experience with councils;
- Smart Places, designing great quality of life using the best technology can offer;
- Smart Economy, supporting our growing population and the inevitable demands from increased business to support economic growth; and
- Smart Lives, enabling people to live safe and well at home for longer through smarter health and social care.

Addressing the gap between the ever-increasing demands placed upon the health and social care systems and limited financial resources is central to the challenges facing the public sector today. Working together, across geographical boundaries, across public sectors and with the private sector to ensure we help shape the future of health and social care will be crucial to its long term success.

	<b>CLOSING THE 2% GAP</b>
<b>ACTIONS</b>	Investment of £100k into Superfast Essex Phase IV programme or other solution programme
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£100k capital investment
<b>PARTNERS</b>	Potentially Superfast Essex & BDUK
<b>OUTCOMES FOR SUCCESS</b>	100% of premises to have access to superfast broadband by end of 2020 – enabling district to be competitive in attraction of new investment, enabling

	more working from home, etc
<b>BENEFITS</b>	Enabling delivery of access to superfast broadband to remaining 2% of homes and businesses
<b>MORE INFORMATION</b>	EDT Service Plan

	<b>MOBILE COMMUNICATION</b>
<b>ACTIONS</b>	Mobile Communication – research by specialist in mobile communication networks into extent of lack of /poor coverage problem for voice, 4g and 5g and options for resolution
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	£10k
<b>PARTNERS</b>	Mobile Operators, Department for Digital, Culture, Media & Sport
<b>OUTCOMES FOR SUCCESS</b>	Assessment completed and solutions identified by December 2018
<b>BENEFITS</b>	Enable district to improve mobile digital connectivity – help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home
<b>MORE INFORMATION</b>	EDT Service Plan

	<b>SUPERFAST ESSEX PHASE III</b>
<b>ACTIONS</b>	Investment of £500k into Superfast Essex Phase III programme
<b>LEAD / OWNER</b>	Economic Development Team (EDT)
<b>BUDGET</b>	£500k capital investment approved (total investment of £5m including Essex County Council (Superfast

	Essex), Broadband Development UK (BDUK) and Gigaclear)
<b>PARTNERS</b>	Superfast Essex, BDUK & Gigaclear
<b>OUTCOMES FOR SUCCESS</b>	41,900 (98%) premises (homes and businesses) to have access to fibre superfast broadband by end of 2019
<b>BENEFITS</b>	Help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home
<b>MORE INFORMATION</b>	<a href="http://www.superfastessex.org/">http://www.superfastessex.org/</a> EDT Service Plan

	<b>JOINT DIGITAL INFRASTRUCTURE STRATEGY</b>
<b>ACTIONS</b>	Creation of joint digital infrastructure strategy across West Essex and East Herts
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Existing West Essex Alliance funds
<b>PARTNERS</b>	West Essex and Eastern Hertfordshire local authorities Superfast Essex Private sector infrastructure providers including BT Openreach, Gigaclear key public sector service delivery partners such as the West Essex CCG, Princess Alexandra Hospital, Harlow and Public Health England
<b>OUTCOMES FOR SUCCESS</b>	Draft strategy completed by April 2018
<b>BENEFITS</b>	Help to improve competitive edge to attract investment, enable businesses in rural areas to be created and reduce out commuting as more people work from home
<b>MORE INFORMATION</b>	EDT Service Plan

## Transport

The draft Uttlesford Local Plan sets out a range of transport proposals that support existing businesses, three new Garden Communities and facilitate other development within the district. An extensive transport evidence base supports these proposals covering a balance of provision including public transport, and improvements to highway, cycling and pedestrian provision.

Additionally there are a number of strategic transport investments which need to be addressed in the longer term to maintain and improve the competitiveness of the district and surrounding region. In each case the district needs to work with key partners to bring forward transport solutions and the Action Plan identifies a number of priorities for further work.

	<b>STRATEGIC TRANSPORT IMPROVEMENTS TO SUPPORT THE LOCAL AND REGIONAL ECONOMY</b>
<b>ACTIONS</b>	Support feasibility studies and modelling; Promote the case for funding participating with partners in bidding rounds where appropriate.
<b>LEAD / OWNER</b>	Economic Development Team
<b>BUDGET</b>	Within approved budgets.
<b>PARTNERS</b>	Essex County Council, Highways England, Network Rail, Department for Transport, Abellio, Manchester Airports Group, London Stansted Cambridge Consortium,
<b>OUTCOMES FOR SUCCESS</b>	Approved scheme, timetable and identified funding by March 2021 for the following transport priorities: <ul style="list-style-type: none"> <li><input type="checkbox"/> M11 Junction 8 Major Scheme Improvements to support strategic development in Uttlesford and neighbouring districts beyond 2033;</li> <li><input type="checkbox"/> A505 Corridor Improvements and associated study work for major improvement to support strategic housing and employment growth in Uttlesford and neighbouring districts;</li> <li><input type="checkbox"/> West Anglia Mainline – Four Tracking to support economic growth in the London, Stansted and Cambridge corridor;</li> <li><input type="checkbox"/> Enhanced Public Transport Links (including possible light rail or rapid transit) between Stansted Airport and Braintree linked to proposed Garden Communities to support economic growth in Uttlesford and neighbouring districts.</li> <li><input type="checkbox"/> Long term major improvements in Saffron Walden</li> <li><input type="checkbox"/> Air Quality Management Area measures in Saffron</li> </ul>

	Walden <input type="checkbox"/> Cycling and Walking Schemes
<b>BENEFITS</b>	
<b>MORE INFORMATION</b>	EDT Service Plan



## **Monitoring Progress and Reviewing Future Action**

This Economic Development Strategy provides the headline actions that the council will focus on to deliver sustainable business growth. Behind the headline actions a sustainable growth delivery plan will be created setting out how the actions will be delivered and performance measured.

The actions in the growth delivery plan will specify what will happen, how, when and who is responsible for delivery. These will be updated and reviewed regularly to allow performance and progress to be monitored.

We will measure progress via a series of headline and project performance indicators. The goal is to achieve sustainable improvement in each of the types of identified growth. We are committed to driving these types of growth, success will be measured with clear and transparent SMART measures and we will review progress on a six monthly basis.

Changes in the wider economic environment will necessitate review and updates in the measures to ensure that priorities are delivered flexibly and dynamically.

## Budgetary Implications Summary

The budgetary implications of the three year strategy are set out below. The first year budget for strategy is forecast with a high degree of confidence. Years two and three are estimates and subject to change, for example a number of the actions in year one are research that will lead to action in years two and three where the action is not yet known. There are however a number of ongoing actions identified as part of the years two and three budget.

### 1. 2018-19

#### Revenue budget £104k

Types of growth £5k

- Baseline data and targets £5k

Key Sectors

Visitor Economy

- £4k Visit Cambridge
- £3k Visit Essex
- £1k Saffron Walden Marketing Group
- £1k Great Dunmow & Stansted Marketing Group
- £25k Saffron Walden BID / Town Team
- £10k Potential BID
- £10k Great Dunmow Town Team
- £1k Stansted Mountfitchet Business Forum / Parish Council

Rural Economy

- £5k for research into sector
- £5k Eastern Plateau administration support charge

Life Sciences, Research and Innovation

- £5k for research into sector

Provision of Business Support and Advice

- £2k Annual Business Breakfast
- £4k Uttlesford Business Awards
- £3k Uttlesford Business Directory

London Stansted Airport Location

- £5k for research into location

Proposed garden communities

- £5k initial development of economic strategies

#### Connectivity

- £10k Mobile communications study

#### **NNDR Budget £60k:**

- Business Development Rate Relief Scheme £60k

#### **Capital budget £600k:**

##### Infrastructure £600k (approved)

- £500k Superfast Essex Phase III (expenditure 2018 / 2019)
- £100k Closing the last 2% gap (expenditure 2020)

## **2. 2019-21**

#### **Revenue budget £236k (£118k p.a.)**

##### Proposed garden communities £30k p.a.

- £30k Continued development and implementation of local economic strategies for each of the (proposed) new garden communities (£10k each)

##### Key Sectors £42k p.a.

- £10k for research into 2 additional target sectors (£5k each sector)

##### Visitor Economy (includes town centres)

- £5k Visit Cambridge
- £3k Visit Essex
- £5k Saffron Walden Marketing Group
- £5k Great Dunmow & Stansted Marketing Group
- £30k Potential BID development
- £10k Follow up actions

##### Rural Economy

- £10k Follow up actions

##### Life Sciences, Research and Innovation

- £10k Follow up actions

## **NNDR Budget £120k (£60k pa)**

- £60k Business Development Rate Relief Scheme

### **Capital budget:**

Connectivity

Mobile infrastructure investment – dependent on technical study to be conducted

## **REFERENCES**

Commercial Workspace Review 2015

NOMIS Uttlesford Profile 2017

Uttlesford Local Plan (adopted 2005)

Uttlesford Regulation 18 Draft Local Plan 2017

Uttlesford Housing Strategy 2016 – 21

LGA Peer Challenge

London Stansted Airport Sustainable Development Plan 2015

London Stansted Cambridge Consortium Growth Commission 2016

Essex Economic Commission 2017

Life Sciences Industrial Strategy 2017

Clean Growth Strategy 2017

Digital Strategy 2017

## Appendices

### STAKEHOLDER ENGAGEMENT

There have been three stages of stakeholder engagement in the preparation of this Strategy:

1. District Council Officers' Workshop and Questionnaire
2. Business Breakfast on 20 September 2017
3. Stakeholder Interviews

The feedback from this engagement has been as follows.

#### 1. District Council Officers' Workshop and Questionnaire

On 2 August 2017 a workshop was held with fifteen senior officers in the District Council. A discussion took place about how best to achieve sustainable business growth.

The workshop recognised that both superfast to ultrafast broadband is vital without gaps and with high quality provision in towns and rural areas. Similar excellent connectivity is needed in wireless and mobile telephony.

The proposed Garden Communities have the potential for great business opportunities with possible business hubs in each settlement. The Unique Selling Point for each place will be important. Also business advice and networking would also support new businesses in the new settlements.

Infrastructure constraints, especially in transport provision, were highlighted as a priority for action including improvements in railway routes (both in existing lines and the scope for a new light rail/tram link to Stansted Airport).

Strategic priorities should include support for town centres, and tourism. Other topics for action included more local procurement of services, staff training to improve officer understanding of business needs and issues, specific advice for businesses (eg rural diversification), improvements in practice on approaches to enforcement, and developing the marketing arrangements for Chesterford Research Park.

Key Council Services were also requested to complete a questionnaire. The purpose of the questionnaire was to explore the extent of 'business friendliness' within the Council and to identify further actions that are needed to promote sustainable business growth. A response was provided by 12 separate District Council services and in ten of these functions it was not planned to undertake any business orientated training. There is clearly an opportunity to address this issue.

Other points not previously raised in the workshop included opportunities to develop the offer at the Saffron Walden Museum, support for the Business Improvement

District initiative, a new business information pack about Council services, scope to work more effectively with businesses at Stansted Airport.

## 2. Business Breakfast on 20 September 2017

On 20 September a Business Breakfast took place at the Novotel Hotel at Stansted Airport. About 70 delegates attended the event and each business was asked to identify what issues need to be addressed to enable their business to thrive. Additionally delegates were invited to prioritise the themes from the emerging Economic Development Strategy.

There was a good deal of agreement about the top priorities for business and these are:

- Digital Connectivity
- Transport Infrastructure
- Availability of Commercial Land and Property

More specifically on digital connectivity it was recognised that 4G and 5G mobile telephony provision is important and suggestions included meshing 5G and wifi. Concern was expressed that broadband upgrade programme need to be sustained in the long term. It was felt that there is a big opportunity to support more home based businesses and home working.

Transport Infrastructure improvements included Junction 8 of the M11 Motorways, widening of the M11 Motorway between Junctions 8 and 9 (and a new junction); four tracking of the West Anglia mainline, more railway stations, a multi storey car park at Swan Meadow Saffron Walden, more car parking at railway stations, better bus services, further transport links to Stansted Airport, a rail link along the old 'Flich' Railway line, and better cycling links.

Commercial land and property included a suggestion to allow businesses to use premises overnight, provide business incubation centres, a hot desking centre for creative work spaces, meeting places and hubs in the new Garden Communities, need for commercial 'grow-on' space for retail and offices, and a suggestion for a business hub in every community – like a corner shop in every neighbourhood.

### **Interviews with stakeholders**

Invest Essex

Harlow District Council

Essex Chambers of Commerce

Essex County Council

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**Committee:** Cabinet

**Date:**

**Title:** Local Development Scheme

15 February 2018

**Portfolio Holder:** Cllr Susan Barker, Deputy Leader and Cabinet Member for Environmental Services

**Report Author:** Simon Payne, Project Manager - Planning Policy, 01799 510465

**Key decision:** No

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## Summary

1. The Local Development Scheme (LDS) is the project plan for the Uttlesford Local Plan. The last revision to the LDS was approved by Cabinet in July 2017 to set out a timetable for the production of a plan.
2. It has become necessary to update the timetable and a revised version is attached. The revised LDS, once approved, will be posted on the Council's website and forwarded to the Planning Inspectorate for information.

## Recommendations

3. That Cabinet adopt the revised Local Development Scheme.

## Financial Implications

4. None - costs can be met from existing budgets

## Background Papers

5. There are no background papers.

## Impact

- 6.

Communication/Consultation	The revised LDS will be posted on the Council website for inspection.
Community Safety	N/A
Equalities	The policy documents which will be prepared will be subject to separate equalities impact assessments
Health and Safety	N/A
Human Rights/Legal Implications	N/A

Sustainability	The policy documents which will be prepared will be subject to separate Sustainability Appraisals
Ward-specific impacts	All
Workforce/Workplace	Existing staff resources

## Situation

6. Local Planning Authorities are required to hold and keep up to date a LDS setting out a programme for Development Plan and Supplementary Planning document preparation. The Cabinet last considered the LDS in July 2017 and it is now necessary to bring the document up to date.
7. Since the 2017 LDS the District Council has completed formal consultation on the Regulation 18 Draft Local Plan and also jointly carried out an 'Issues and Options' consultation on the West of Braintree Garden Community Plan.
8. The LDS has been updated to reflect the revised timetable for the production of the Uttlesford Local Plan. The key dates are as follows:
  - **June 2018**  
Regulation 19 Draft Local Plan approved
  - **June – August 2018**  
Regulation 19 Local Plan pre submission consultation
  - **Autumn 2018**  
Regulation 22 Local Plan Submission
  - **Winter 2018/19**  
Regulation 24 Start for hearing sessions for the public examination
  - **Summer 2019**  
Receipt of Inspector's Report
  - **Autumn 2019**  
Regulation 25 Adoption
9. The revised timetable provides for a six month slippage in the local plan preparation. This slippage has arisen for the following primary reasons:
  - the Environment Agency expressed significant concerns in the formal representation stage of the local plan and it has been necessary to commission additional Water Cycle Studies. These concerns have centred on the feasibility of delivering drainage solutions to the Garden Communities, including Easton Park; and

- the number and scope of the representations to the local plan, at around 6,000, was significantly higher and more complex than anticipated and has led to the need for additional work on the evidence base of the local plan.
8. The revised LDS is attached. Members should be aware that this timescale is planned on the basis of what we know at this point of time. It is expected that Cabinet and Full Council will consider the Regulation 19 Draft of the Local Plan in June 2018 with the provisional date for consultation being set for seven weeks from 25 June until 13 August 2018.
  9. The timescale in the LDS may need to be reviewed in the event of any significant or extensive formal representations during the 19 Consultation stage, or as a result of any major new factors that may arise.

### Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The Local Plan may be found to be unsound because it has not been prepared in accordance with the LDS	The LDS will be monitored and updated as necessary.	If the Local Plan is found to be unsound this will cause delay and uncertainty	Amend the LDS to make sure the programme for delivering the Local Plan is up to date and deliverable.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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**UTTLESFORD DISTRICT COUNCIL**

# **LOCAL DEVELOPMENT SCHEME**

**FEBRUARY 2018**

**TIMETABLE**

Revision 13 – Presented to *Cabinet 15 February 2018*

## CONTENTS

### Section

1. Introduction
  2. Terminology
  3. About the District
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  5. Uttlesford Development Plan Documents
  6. Profiles of Proposed Development Plan Documents
  7. Supplementary Planning Guidance and Supplementary Planning Documents
  8. Other Documents
  9. Evidence Base
  10. Staff Resources and Management
  11. Risks
- 
- Appendix 1 Proposed Programme of Replacement for the Policies in the Uttlesford Local Plan, Adopted January 2005
- Appendix 2 Production milestones for the Local Plan
- Appendix 3 Local Plan Programme
- Appendix 4 Sources of Information for the Evidence Base

## 1. Introduction

- 1.1 The Uttlesford Local Plan was adopted in 2005. It forms the basis for making planning decisions within the district alongside the National Planning Policy Framework published in March 2012 and the Planning Practice Guidance. The Plan needs to be brought up to date and a replacement plan is being prepared.
- 1.2 This Local Development Scheme (LDS) forms part of the project plan for producing the new Local Plan. It has three main functions:
  - to provide information on the documents the Council intends to prepare together with timescales for preparation;
  - to establish the Council's priorities and to allow the Council to programme the work needed to prepare the new plans; and
  - to set out the timetable for the review of documents.
- 1.3 The original LDS came into effect from 26 April 2005. At this time the Council was intending to produce a Local Development Framework made up of various documents including a Core Strategy and two separate development plan documents for site allocations and development management policies. There have been a series of LDSs produced since then. The last LDS was approved in July 2017.
- 1.4 The new timetable is shown in Appendix 2 and 3. Normally the Council will review the Local Development Scheme every year and update it when necessary.
- 1.5 The LDS is available on the Council's website at [www.uttlesford.gov.uk](http://www.uttlesford.gov.uk). Queries may be dealt with by emailing [planningpolicy@uttlesford.gov.uk](mailto:planningpolicy@uttlesford.gov.uk) or alternatively contacting the Planning Policy Team on 01799 510637 or 01799 510454.
- 1.6 Copies of this document may be provided in large print, Braille or alternative format by contacting Uttlesford District Council, London Road, Saffron Walden, Essex CB11 4ER (Tel: 01799 510510).

## 2. Terminology

2.1 The terms and abbreviations, which are used in this document, are explained below.

AMR	Annual Monitoring Report	Authorities are required to monitor the progress of the local development scheme and the extent to which policies in the development plan documents are being achieved.
DPD	Development Plan Document	These documents are the statutory documents with development plan status. For Uttlesford this will include the Local Plan and the Gypsy and Traveller Site Allocations. The community will be involved in preparing them and they will be tested at an Examination by the Planning Inspectorate.
LDS	Local Development Scheme	The LDS sets out the programme for preparing the Local Plan
NP	Neighbourhood Plans	Neighbourhood plans will be prepared by local communities. They must be in conformity with the Local Plan.
NPPF	National Planning Policy Framework	Government statement of national planning policy.
SCI	Statement of Community Involvement	This document explains how and when stakeholders and the community can become involved in the preparation of the Local Plan and the ways that this will be achieved.
SA	Sustainability Appraisal	Assessment of the potential impacts of the policies and proposals in the LDF on economic, social and environmental issues.
SEA	Strategic Environment Assessment	Assessment of the potential impacts of the policies and proposals contained within the LDF on the environment
EIA	Equalities Impact Assessment	Assessment of the Plan to make sure that the policies within it are free from discrimination in terms of a direct or indirect impact on any particular group.
SPD	Supplementary Planning Document	SPDs are intended to support the policies and proposals in DPDs but they do not have the same status as DPDs and they are not subject to examination.



### **3. About the District**

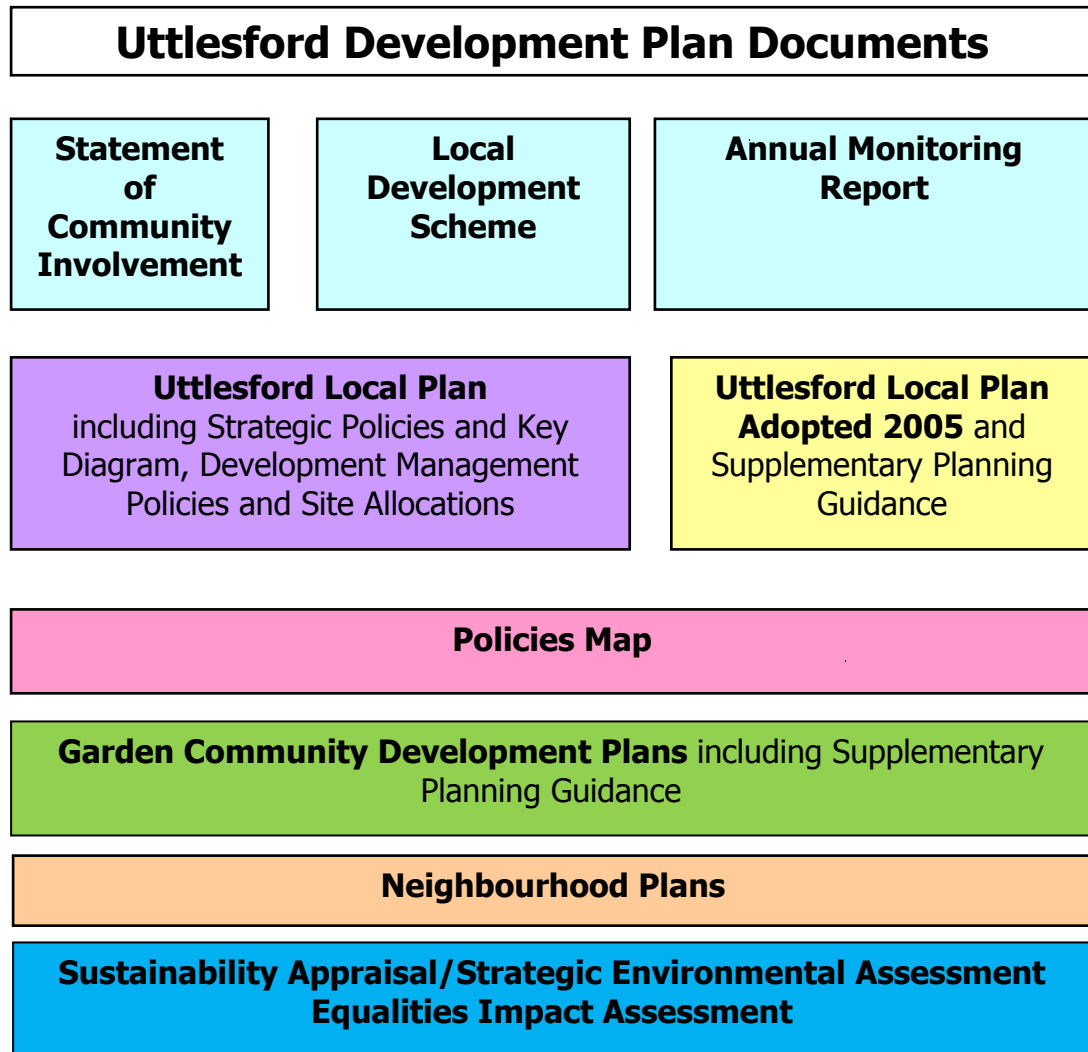
- 3.1 Uttlesford is a rural area in north west Essex and is geographically the second largest district in the County. It has a population of 79,443 (Source: 2011 Census). Approximately 40% of the residents live in one of the three main centres of population, Great Dunmow (8,830), Saffron Walden (15,500), and Stansted Mountfitchet (6,460). The remainder live in the numerous villages and hamlets within the District. There are a large number of listed buildings and significant areas of attractive rural landscape and ancient woodland including Hatfield Forest. In the south of the district is Britain's third largest airport, London Stansted.

### **4. Saved Policies**

- 4.1 Planning policy for Uttlesford is currently made up of the National Planning Policy Framework (NPPF), the 2005 Uttlesford Local Plan prepared by the District Council and the Minerals Plan and Waste Plan prepared by Essex County Council.
- 4.2 Essex County Council is the authority responsible for production of the Waste and Minerals Local Plans, which form part of the Development Plan. At present the adopted plan for Essex is;
- The Essex Minerals Local Plan (2014)
  - The Essex and Southend-on-Sea Waste Local Plan (2017)
- 4.3 More details on the waste and minerals development document can be found on the Essex County Council website [www.essex.gov.uk](http://www.essex.gov.uk) following the links from planning to minerals and waste policy.
- 4.4 The Uttlesford Local Plan was adopted on 20 January 2005 and the policies in it were originally “saved” for 3 years. In July 2007 the Council applied to the Secretary of State to extend the time period for the saved policies. All the policies in the Uttlesford Local Plan, except Takeley Local policies 1 and 2 – Land west of Hawthorn Close and Land off St Valery have been saved. Appendix 1 lists all the policies in the Uttlesford Local Plan and shows what will happen to each policy when the new Local Plan is adopted. The policies in the Local Plan have been independently reviewed to check their consistency with the National Planning Policy Framework. The assessment is available on the Council's website.

## 5. Uttlesford Development Plan Documents

- 5.1 As well as the Local Plan other documents are being produced which together will provide the framework for planning decisions in Uttlesford to be made. The diagram below shows the links between the documents.



### The Uttlesford Local Plan 2005

- 5.2 The Uttlesford Local Plan sets out the planning policies for the District until the policies are replaced by policies in the new Local Plan. Supplementary advice which has been adopted by the Council in support of some of the policies in the local plan will also remain relevant, until the policies are replaced.

### Statement of Community Involvement

- 5.3 The Statement of Community Involvement (SCI) lets people who may be interested in the plan know when and how they can get involved in the preparation of the Local Plan. Minimum requirements for public consultation

are set out in regulations. The SCI shows how these requirements are met and adds other measures, which the Council feels would be suitable. It identifies the groups to be involved and the techniques and resources required for effective involvement. The SCI was one of the first documents to be prepared and was first adopted in July 2006 following a written representations examination by an independent Inspector. The SCI was revised and adopted in January 2018. The adopted version is available on the Council's website.

#### Annual Monitoring Reports

- 5.4 The District Council needs to monitor how effective its policies are. This is done through a series of monitoring reports. The purpose of the monitoring reports is to:
- Check how the Council is performing against the timescales set out in the LDS
  - Check how the Council is performing in relation to the targets in the Uttlesford Local Plan.
  - Give information on the extent to which the policies in the Local Plan are being achieved.
  - Examine whether the Local Plan needs reviewing before the scheduled main review date.
- 5.5 In the light of the monitoring the Council will consider what changes, if any, need to be made to the policies. This will be reflected in an updated LDS. An Annual Monitoring Report (AMR) will be produced each year looking at the period from 1 April to 31 March. The reports are posted on the Council website. The next AMR is expected to be reported the Council's Planning Policy Working Group in Winter 2018.

#### Strategic Environmental Assessment (SEA) / Sustainability Appraisal (SA)

- 5.6 SEA/SA is a process that will make sure that social, economic and environmental considerations are fully taken into account at every stage of preparation for each Development Plan Document produced. All plans and policy documents need to undergo SEA/SA. The Council has commissioned consultants who have developed a sustainability framework in consultation with relevant bodies. For each document various options developed through consultation are tested against the framework to identify options..

#### Equality Impact Assessment

- 5.7 As well as the SA/SEA the Council has to carry out an Equalities Impact Assessment (EIA) for all plans and policies it produces. An EIA will be done as part of the production of each development plan document to make sure that plan and the policies it contains are free from discrimination and promote equality of opportunity. The EIA is one of the documents which the Council has to send to the Inspectorate for the examination.

### Revised Local Plan

5.8 This will be subject to independent examination by a Planning Inspector. The Inspector needs to be satisfied that the document meets the various procedural requirements and is sound. The Inspector will recommend changes that are required to overcome any aspects relating to the soundness of the plan that they have identified and which can be corrected within the scope of the regulations – if major changes are required the Inspector is likely to find the plan unsound. The Council cannot adopt a plan which is found unsound. The Local Plan should address issues set out in the Uttlesford Sustainable Community Strategy.

5.9 The local plan will contain:

- The Council's vision, objectives and the spatial strategy for the future development of the district.
- Strategic Policies – policies which provide the overarching framework for planning decisions within the district
- Site Allocations Policies – covering detailed aspects of site delivery
- Development Management Policies – detailed policies against which planning applications will be considered.
- Policies Map and Key Diagram - The policies map will show all the policies and proposals and identify areas of protection on an Ordnance Survey base. The key diagram will illustrate the proposals.

5.10 The Council will also consider any further Development Plan Documents (DPDs) as necessary such as specific allocation/area action plans necessary to deliver the Local Plan.

### Garden Community Development Plans

5.11 Each Garden Community, if progressed through the local plan process, will require a Development Plan to help guide the master planning work for the new settlement. This will follow the approach of an action area plan and will be prepared in full consultation with the local community and key stakeholders. At the time of preparing this LDS it was anticipated that up to three new Garden Communities will be allocated. A Development Plan for West of Braintree Garden Community would be prepared jointly with Braintree District Council and an Issues and Options document on the issue was subject to consultation between November 2017 and February 2018. The other two Garden Community Development Plans for Easton Park and also North Uttlesford would commence between Summer and Autumn 2018. These Plans may either be prepared as Development Plan Documents with independent scrutiny or as Supplementary Planning Guidance. It is expected that the Development Plan document path will be followed although the option of Supplementary Planning Guidance will be kept open if the opportunity arises to take this approach.

Supplementary Planning Guidance (SPG) and Supplementary Planning Documents (SPD)

- 5.12 This currently only applies to SPGs and SPDs which have been prepared to support the saved policies in the Uttlesford Local Plan but as the Local Plan and other DPDs are adopted more SPDs may be produced to support the policies in them. These documents are a material consideration for development management purposes but they are not subject to independent examination. The Council will make them available for public consultation before they are adopted in accordance with the regulations and the SCI.

Council Approved Guidance

- 5.13 The Council will approve Parish Plans and Village Design Statements where they have been prepared in accordance with the protocol and guidance prepared by the Essex Rural Community Council, Village Design Statement Group and the Essex Planning Officers Association. These will then be used for development management purposes.
- 5.14 The Council's Conservation Area Appraisals and associated management plans will be approved as Council approved guidance.

## 6. Profiles of Proposed Local Plan

- 6.1 The following profiles set out the details of the Local Plan. The overall programme is also shown in the table at Appendix 2 and the chart at Appendix 3. The Council is required to consult with organisations, residents and businesses as part of the preparation of the plan.

Uttlesford Local Plan
<b>Expected Adoption Date:</b> Autumn 2019
<ul style="list-style-type: none"> <li>• <i>It will set out the Council's vision, objectives and spatial strategy for the district.</i></li> <li>• <i>It will contain the primary policies needed to achieve the above.</i></li> <li>• <i>It will identify the key strategic sites and infrastructure.</i></li> <li>• <i>It will set out the broad strategy for meeting the locally generated housing targets and the role of rural settlements.</i></li> <li>• <i>It will be accompanied by a key diagram showing locations for growth.</i></li> <li>• <i>Development Management policies will make sure that all development within the District meets certain criteria and helps to achieve the vision.</i></li> <li>• <i>Site Allocations/Broad locations showing the locations/sites/related policies where development is proposed.</i></li> <li>• <i>It will set out specific policies relating to a number of Gypsy and Traveller sites where development is proposed.</i></li> <li>• <i>The sites will be shown on the policies map.</i></li> </ul>
<b>Coverage:</b> District-Wide
<b>Conformity:</b> Must be in conformity with the National Planning Policy Framework and Planning Policy for Travellers sites.
<b>Key Stages:</b> <ul style="list-style-type: none"> <li>• <b>July 2017</b> Council approved Regulation 18 Version of Draft Local Plan.</li> <li>• <b>July – September 2017</b> Regulation 18 Draft Local Plan consultation carried out.</li> <li>• <b>Summer 2018</b> Regulation 19 Draft Local Plan approved</li> <li>• <b>Summer 2018</b> Regulation 19 Local Plan pre submission consultation</li> <li>• <b>Autumn 2018</b> Regulation 22 Local Plan Submission</li> <li>• <b>Winter 2018/19</b> Regulation 24 Start for hearing sessions for the public examination</li> <li>• <b>Summer 2019</b> Receipt of Inspector's Report</li> <li>• <b>Autumn 2019</b> - Regulation 25 Adoption</li> </ul>

<p><b>Production and Management:</b> The Planning Policy Team are preparing the Local Plan. The process is guided by the Planning Policy Working Group. Approval of key stages is by the Full Council who will also adopt the Local Plan.</p> <p><b>Review:</b> The Local Plan will be subject to annual monitoring and review.</p>
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## 7. Supplementary Planning Guidance and Supplementary Planning Documents

- 7.1 The Council has adopted supplementary planning guidance (SPG) and master plans to support the saved policies in the Uttlesford Local Plan 2005 as listed in the table below. The SPG will remain in force until the development is complete or the saved policies are replaced. The Council will then review the SPG and replace with updated supplementary planning documents (SPDs) as necessary.

Policy No	Title of Supplementary Planning Guidance
GEN2	Essex Design Guide
GEN8	Essex County Council, Parking Standards – Design and Good Practice
Takeley /Little Canfield Local Policy 3 – Priors Green	The Island Sites
Chesterford Park Local Policy 1	Master Plan for Chesterford Park – Employment Scheme
GD5	Master Plan for Woodlands Park – Residential Development
GD6	Master Plan for Great Dunmow Business Park – Employment Scheme
Oakwood Park Local Policy 1	Master Plan for Oakwood Park – Residential Development
SM4/BIR1	Master Plan for Rochford Nurseries – Residential Development
Takeley/Little Canfield Local Policy 3 – Priors Green	Master Plan for Priors Green – Residential Development

- 7.2 The Council has produced four SPD's to support policies in the Uttlesford Local Plan 2005. These are:

- Accessible Homes and Playspace (including lifetime homes)
- Home extensions
- Replacement dwellings,
- Energy efficiency.

- 7.3 Supplementary Documents on Home Extensions and Accessible Homes and Playspace were adopted in November 2005 and the SPD on Replacement Dwellings was adopted in September 2006. The Energy Efficiency SPD was adopted in October 2007. The Council has also adopted the Urban Place Supplement to the Essex Design Guide. This was prepared by the County Council and adopted by the District Council in March 2007. In January 2010 the Council approved the Essex County Council’s “Parking Standards, Design and Good Practice” September 2009 document for use as District Council planning guidance, superseding Appendix 1 of the 2005 Adopted Uttlesford Local Plan (ULP). Further changes were approved in February 2013.
- 7.4 The Council has carried out appraisals and developed management plans for all its Conservation Areas. Following consultation with the local community the Council has approved these appraisals and the associated management plans as non-statutory guidance.
- 7.5 The Council has also approved the following Parish Plans and Village Design Statements as non-statutory guidance to use when considering planning applications and to help inform preparation of the LDF.

<b>Location</b>	<b>Non statutory guidance</b>	<b>Date approved</b>
Arkesden	Parish Plan	2009
Ashdon	Parish Plan	2007
Birchanger	Parish Plan	2006
Chrishall	Parish Plan	2007
Clavering	Parish Plan	2014
Farnham	Parish Plan	2014
Felsted	Parish Plan	2014
Great Canfield	Village Design Statement	2010
Great Chesterford	Parish Plan	2015
Great Dunmow	Town Design Statement	2009
Hadstock	Parish Plan	2007
Little Bardfield	Village Design Statement	2009
Littlebury	Parish Plan	2009
Newport	Village Plan	2010
Quendon and Rickling	Village Plan	2015
Radwinter	Parish Plan	2007-2012
Stansted	Parish Plan	2011
Thaxted	Village Design Statement	2010
Wendens Ambo	Parish Plan	2012
White Roding	Parish Plan	2009
Widdington	Village Design Statement	2009

- 7.6 All the council approved guidance is available on the Council’s website.
- 7.7 The Localism Act 2011 introduced neighbourhood developments plans which help communities with or without Parish or Town Councils to establish general planning policies for the development and use of land in a



neighbourhood. Once completed these plans form part of the statutory development for the area and can be used in the determination of planning applications.

7.8 The District Council has designated the following Neighbourhood Plan Areas.

Location	Date Designated
Felsted Neighbourhood Plan	2014
Great and Little Chesterford Neighbourhood Plan	2015
Newport and Quendon & Rickling Neighbourhood Plan	2017
Saffron Walden Neighbourhood Plan	2012
Stansted Mountfitchet Neighbourhood Plan	2015
Stebbing Neighbourhood Plan	2016
Thaxted Neighbourhood Plan	2015

7.9 Once a neighbourhood area has been agreed preparation of a neighbourhood plan can be carried out by a parish or town council or in the case of unparished areas a neighbourhood forum. The following Neighbourhood Plan has been completed and is a material planning consideration:

- Great Dunmow (December 2016)

## **8. Other Documents**

- 8.1 The local authority has produced a sustainable community strategy (SCS) following consultation with the local community and key local partners through the Local Strategic Partnership. The SCS sets out the strategic vision for a place and provides the vehicle for considering and deciding how to address difficult cross cutting issues such as the economic future of an area, social exclusion and climate change. The key spatial planning objectives for the area should reflect the SCS priorities.
- 8.2 The Local Plan for Uttlesford will also reflect the aims set out in the following documents. The wider policy aims will be included in the strategic policies and the more detailed policies will be reflected in the development management policies and the site allocations as appropriate.
- The Sustainable Community Strategy 2008
  - Housing Strategy (2016-2018)
  - Natural Resources Management – Policy Statement and Improvement Strategy 2010
  - Economic Development Strategy 2014-2016
  - Community Safety Partnership Strategic Assessment Report 2013
  - Comprehensive Equality Policy 2009 and the Single Equality Duty 2015-2018
  - Joint Municipal Waste Management Strategy for Essex 2007-2032

## **9. The Evidence Base**

- 9.1 The Council will prepare and keep up to date information on all aspects of the social, economic and environmental characteristics of the District as set out in the table at Appendix 4. Much of the information that will be needed is available within the Council as part of annual monitoring e.g. housing supply, or is available from other organisations and/or websites e.g. population data. The studies are reviewed as necessary to make sure they remain relevant and up to date.
- 9.2 The evidence base is being compiled using in house resources as well as consultants. There has been joint working with Essex County Council and adjoining local authorities.

## **10. Staff Resources and Management**

- 10.1 A member working group has been set up to steer and monitor the programme for the Local Plan work – this is known as the Planning Policy Working Group. The group is open for all members to attend. The meetings are open to the public and the papers and the minutes are available on the Council's website.
- 10.2 The policy team is working to prepare the Local Plan, drawing in other staff from within the Council where appropriate. The Council is also working together with other Local Authorities, statutory consultees, the Planning Inspectorate and other organisations like the Planning Advice Service (PAS) where necessary.
- 10.3 The policy team using other internal or external resources as appropriate will undertake monitoring and produce annual monitoring reports.

## **11. Risks**

### Funding

- 11.1 Sufficient resources are available to deliver the work programme.

### Programme

- 11.2 The programme for the Local Plan preparation is challenging. In the past it has been difficult to predict with certainty the length of time it will take to produce the plan and extensive project management arrangements have been put in place to reduce the uncertainty as much as possible
- 11.3 Through Duty to Co-operate engagement the Council will keep up to date with the progress of other Essex, Hertfordshire and Cambridgeshire Districts, sharing experiences and adjusting the timetable where necessary.

### Evidence Base

- 11.4 Staff time and resources have been provided to assemble the evidence base. Budgetary provision has been made for the appointment of outside consultants for specialised tasks e.g. the water cycle study, other studies have been carried out internally e.g. the strategic housing land availability assessment. Some joint commissioning of work has been done to help reduce costs.

### Staff Resources

- 11.5 The team which will be working on the production of the Local Plan is relatively small. Other staff within the Council have assisted with some aspects of the work and agency staff have been employed to cover peaks in workload as necessary.

**PROPOSED PROGRAMME OF REPLACEMENT FOR THE POLICIES IN THE UTTLESFORD LOCAL PLAN - ADOPTED FEBRUARY 2005**

(NOTE: This is a list of saved policies in the existing local plan it is not a full list of the policies that will be included in the new Local Plan, new policies will be added as necessary)

Existing Policy		Replaced/Deleted/ Merged	Which document will the new/merged Policy be in?	Date of Adoption of DPD
Policy Ref	Description			
S1	Development limits for the main urban areas	General development locations and strategic sites will be identified in the Strategic Policies.  Site specific policies will be included in the Site Allocations section.  Development Limits will be defined on the Policies Map	Local Plan	2019
			Local Plan	2019
			Local Plan	2019
S2	Development limits/policy areas for Oakwood Park, Little Dunmow and Priors Green, Takeley/Little Canfield		Local Plan	2019
S3	Other development limits			
S4	Stansted Airport Boundary	Replaced	Local Plan	2019
S5	Chesterford Park Boundary	Merged Chesterford Park Local Policy 1	Local Plan	2019
S6	Metropolitan Green Belt	Replaced	Local Plan	2019
S7	The Countryside	Replaced	Local Plan	2019
S8	The Countryside Protection Zone	Replaced	Local Plan	2019
GEN1	Access	Replaced	Local Plan	2019

GEN2	Design	Replaced	Local Plan	2019
GEN3	Flood Protection	Replaced	Local Plan	2019
GEN4	Good Neighbourliness	Replaced	Local Plan	2019
GEN5	Light Pollution	Replaced	Local Plan	2019
GEN6	Infrastructure provision to support development	Replaced	Local Plan	2019
GEN7	Nature Conservation	Replaced	Local Plan	2019
GEN8	Vehicle Parking Standards	Replaced	Local Plan	2019
E1	Distribution of Employment Land	Merged Gt Chesterford Local Policy 2, SW4, SW5. Strategic Policies will identify general development locations Site specific policies will be included in the Site Allocations section	Local Plan	2019
E2	Safeguarding employment land	Merged Elsenham Local Policy 1, Great Chesterford Local Policy 1, GD7, Takeley Local Policy 5, SW6, Thaxted Local Policy 3	Local Plan	2019
E3	Access to Workplaces	Replaced	Local Plan	2019
E4	Farm Diversification: Alternative uses of Farmland	Replaced	Local Plan	2019
E5	Re-use of rural buildings	Replaced	Local Plan	2019
ENV1	Design of Development within Conservation Areas	Replaced	Local Plan	2019
ENV2	Development Affecting Listed Buildings	Replaced	Local Plan	2019

ENV3	Open Space and Trees	Replaced	Local Plan	2019
ENV4	Ancient Monuments and Sites of Archaeological Importance	Replaced	Local Plan	2019
ENV5	Protection of Agricultural Land	Replaced	Local Plan	2019
ENV6	Change of Use of Agricultural Land to Domestic Garden	Replaced	Local Plan	2019
ENV7	The Protection of the Natural Environment – Designated Sites	Replaced	Local Plan	2019
ENV8	Other Landscape elements of importance for nature conservation	Replaced	Local Plan	2019
ENV9	Historic Landscapes	Replaced	Local Plan	2019
ENV10	Noise sensitive development and disturbance from Aircraft	Replaced	Local Plan	2019
ENV11	Noise Generators	Replaced	Local Plan	2019
ENV12	Protection of Water Resources	Replaced	Local Plan	2019
ENV13	Exposure to poor air quality	Replaced	Local Plan	2019
ENV14	Contaminated Land	Replaced	Local Plan	2019
ENV15	Renewable Energy	Replaced	Local Plan	2019
H1	Housing Development	Merged with GD4, SW2 and SM2	Local Plan	2019
H2	Reserve Housing Provision	Merged with SW3	Local Plan	2019
H3	New Houses within development limits	Replaced	Local Plan	2019
H4	Backland Development	Replaced	Local Plan	2019
H5	Subdivision of dwellings	Replaced	Local Plan	2019
H6	Conversion of rural buildings to residential use	Replaced	Local Plan	2019
H7	Replacement Dwellings	Replaced	Local Plan	2019
H8	Home Extensions	Replaced	Local Plan	2019
H9	Affordable Housing	Replaced	Local Plan	2019

H10	Housing Mix	Replaced	Local Plan	2019
H11	Affordable Housing on Exception Sites	Replaced	Local Plan	2019
H12	Agricultural workers' dwellings	Replaced	Local Plan	2019
H13	Removal of Agricultural Occupancy Conditions	Replaced	Local Plan	2019
LC1	Loss of sports fields and recreational facilities	Replaced	Local Plan	2019
LC2	Access to Leisure and Cultural Facilities	Replaced	Local Plan	2019
LC3	Community Facilities	Replaced	Local Plan	2019
LC4	Provision of Outdoor Sport and Recreational Facilities beyond development limits	Replaced	Local Plan	2019
LC5	Hotel and Bed and Breakfast Accommodation	Replaced	Local Plan	2019
LC6	Land west of Little Walden Road Saffron Walden	Merge SW 7	Local Plan	2019
RS1	Access to retailing and services	Replaced	Local Plan	2019
RS2	Town and Local Centres	Replaced	Local Plan	2019
RS3	Retention of Retail and other services in Rural Areas	Replaced	Local Plan	2019
T1	Transport Improvements	Deleted		2019
T2	Roadside services and the new A120	Replaced	Local Plan	2019
T3	Car Parking associated with development at Stansted Airport	Replaced	Local Plan	2019
T4	Telecommunications Equipment	Replaced	Local Plan	2019
	Chesterford Park Local Policy 1	Merged S5 and E2	Local Plan	2019
	Elsenham Local Policy 1	Merged E2	Local Plan	2019
	Great Chesterford Local Policy 1	Merged E2	Local Plan	2019
	Great Chesterford Local Policy 2	Merged E1	Local Plan	2019

GD1	Town Centre	Replaced	Local Plan	2019
GD2	Land Rear of 37 to 95 High Street	Development Complete - Deleted		
GD3	White Street Car Park Extension	Development Complete -Deleted		
GD4	Residential Development within Great Dunmow's Built up Area	Merged H1	Local Plan	2019
GD5	Woodlands Park	Replaced	Local Plan	2019
GD6	Great Dunmow Business Park	Replaced	Local Plan	2019
GD7	Safeguarding of Existing Employment Areas	Merged E2	Local Plan	2019
GD8	Civic Amenity Site and Depot	Replaced	Local Plan	2019
	Oakwood Park Local Policy 1	Replaced	Local Plan	2019
SW1	Town Centre	Replaced	Local Plan	2019
SW2	Residential Development within Saffron Walden's Built up Area	Merged H1	Local Plan	2019
SW3	Land south of Ashdon Road	Merged H2	Local Plan	2019
SW4	Land adjoining the Saffron Business Centre	Merged E1	Local Plan	2019
SW5	Thaxted Road Employment Site	Merged E1	Local Plan	2019
SW6	Safeguarding of Existing Employment Areas	Merged E2	Local Plan	2019
SW7	Land at Little Walden Road	Merged LC6	Local Plan	2019
AIR1	Development in the terminal support area	Replaced	Local Plan	2019
AIR2	Cargo Handling/Aircraft Maintenance Area	Replaced	Local Plan	2019
AIR3	Development in the Southern Ancillary Area	Replaced	Local Plan	2019
AIR4	Development in the Northern Ancillary Area	Replaced	Local Plan	2019
AIR5	The Long Term Car Park	Replaced	Local Plan	2019
AIR6	Strategic Landscape Areas	Replaced	Local Plan	2019
AIR7	Public Safety Zones	Replaced	Local Plan	2019
SM1	Local Centres	Replaced	Local Plan	2019



SM2	Residential Development within Stansted's Built up Area	Merged H1	Local Plan	2019
SM3	Site on Corner of Lower Street and Church Road	Deleted		
SM4/B IR1	Rochford Nurseries	Replaced	Local Plan	2019
SM5	Parsonage Farm	Replaced	Local Plan	2019
	Start Hill Local Policy 1	Replaced	Local Plan	2019
	Takeley Local Policy 1 – Land west of Hawthorn Close	Deleted		
	Takeley Local Policy 2 – Land off St Valery	Deleted		
	Takeley/Little Canfield Local Policy 3 – Priors Green	Replaced	Local Plan	2019
	Takeley Local Policy 4 – The Mobile Home Park	Replaced	Local Plan	2019
	Takeley Local Policy 5 – Safeguarding of Existing Employment Area in Parsonage Road	Merged E2	Local Plan	2019
	Thaxted Local Policy 1 – Local Centre	Replaced	Local Plan	2019
	Thaxted Local Policy 2 – Land adjacent to Sampford Road	Currently under construction – likely to be completed - delete		
	Thaxted Local Policy 3 – Safeguarding of Employment Areas	Merged E2	Local Plan	2019

**APPENDIX 2 – Production Milestones for the Local Plan**

Doc Name	Subject	Doc Type	Conformity	Production Milestones					Review
				Regulation 18 Public Participation in Plan Preparation	Regulation 19 Consultation – Local Plan Pre-submission	Submission of document to Sec of State	Hearing Sessions	Adoption	
Uttlesford Local Plan	Sets out the Vision for development of Uttlesford District together with the key policies to achieve that vision. Includes a key diagram to illustrate the spatial strategy. Development Management Policies – criteria based policies against which planning applications will be considered Site Allocations – policies relating to specific sites where development is proposed. Gypsy and Traveller site allocations – policies relating to specific sites where development is proposed.	Local Plan	General conformity with the National Planning Policy Framework and National Planning Policy for Traveller Sites.	<p>Instigated February 2015 including LDS and research programme</p> <p>Issues and Options Consultation 22<sup>nd</sup> October to December 4<sup>th</sup> December 2015</p> <p>Jan – June 2017 (Assessment of sites, options, and finalise evidence base for pre-submission consultation stage)</p> <p>July – September 2017 Consultation of Draft Plan</p>	Summer 2018	Autumn 2018	Winter 2018/19 Report due Summer 2019	Autumn 2019	AMR

**APPENDIX 3 - Local Plan Programme**

LOCAL PLAN KEY STAGE	2017												2018												2019											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Strategic policies																																				
Site Allocations																																				
Development Management policies																																				
Key Diagram Policies Map																																				
Monitoring Reports																																				

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Key	
	Approval of Regulation 18 Version of the Local Plan
	Publication of Plan and Pre-Submission Consultation (Reg 19) – Consultation on plan to be submitted for public examination
	Submission to Secretary of State (Regulation 22)
	Hearing Sessions
	Inspectors Report
	Adoption at Full Council
	Production of Monitoring Report <ul style="list-style-type: none"> <li>Publication on Council’s website</li> </ul>

**APPENDIX 4**  
**Sources of Information for the Evidence Base**

Social	Sources of Available Data	Updating
Housing Needs	Strategic Housing Market Assessment (SHMA) working in partnership with East Herts, Epping Forest and Harlow. Final report 2015 with updates 2017 – Opinion Research Services	
	Affordable Housing, Viability Assessment, 2010 – Level Updated March 2012	
	Strategic Land Availability Assessment (SLAA). 2016 – UDC	Updated Annually
	Essex Gypsy and Traveller and Travelling Showpeople Accommodation Assessment July 2014	
	Uttlesford Gypsy and Traveller Accommodation Assessment 2017 – Opinion Research Services	
	Gypsy and Traveller Topic Paper 2017 - UDC	
	Demographic Study Edge Analytics – Essex Planning Officers Association Phases 1 - 6	Quarter 1 2015
Housing Supply	Housing Land Supply, April 2015 - UDC	Updated Annually
	Housing Trajectory and 5 Year Land Supply, 2017 – UDC	Updated Annually
	Housing Supply Windfall Allowance - 2017	
Population Age Structure Ethnicity	2011 Census	
	Neighbourhood Statistics	
	Profile of People Living in Uttlesford. April 2016	
	Baseline Information Profile Nov 2010 - Essex County Council	

Leisure Facilities/playing fields	Green Space Strategy Audit 2006 - UDC	
	Sports Facilities Development Strategy 2016	
	Open Space, Sport and Recreation Study The Landscape Partnership 2012	
School Capacity	Commissioning School Places 2016 - 2021 Essex County Council	Updated Annually
Health Facilities	West Essex Clinical Commissioning Group	
Crime (Rates and Fear of Crime)	Home Office <a href="http://www.homeoffice.gov.uk/crime/">http://www.homeoffice.gov.uk/crime/</a>	
	Essex Police	
	Baseline Information Profile Nov 2010 - Essex County Council	
	Essex County Council Tracker Survey 2009	
<b>Economy</b>	<b>Sources of Available Data</b>	<b>Action/Updating</b>
Economic Activity Industry or Employment Occupation Groups Commuting	2011 Census	
	Employment Land Review Update 2017 - Aecom	
	Strategic Land Availability Assessment 2016, UDC	
	Non- residential land monitoring data Essex County Council. Employment Land Monitoring Report - UDC	Updated annually
	East of England Forecasting Model Economic Forecasts 2015	
	Employer and Business Survey – CN Research 2009	
	West Essex and East Herts Assessment of Employment Needs 2017 – Hardisty Jones	
Retail	Uttlesford Retail Capacity Study Update April 2016 Savills	
	Non- residential land monitoring data, Essex County Council	Updated Annually
Office/Industrial Accommodation Survey	Non-residential land monitoring data, Essex County Council	Updated Annually

Development Opportunity Sites	Economic Assessment – Carter Jonas 2012  Urban Design Assessment – Places Services, Essex County Council )	
<b>Environment</b>	<b>Sources of Available Data</b>	<b>Action/Updating</b>
Conservation Areas Tree Preservation Orders Listed Buildings Ancient Monuments and Archaeological Sites Sites of Special Scientific Interest and National Nature Reserves County Wildlife Sites Ancient Woodlands Special Verges Historic Landscapes and Parklands Open spaces Noise Contours Groundwater Protection Zones Poor Air Quality Zones Flood Zones	UDC Geographic Information System  Conservation Area Appraisals and Management Plans for Arkesden Ashdon Audley End Bentfield Green Clavering Elmdon Felsted Great Canfield Great Chesterford Great Dunmow Great Easton Great Hallingbury Great Sampford Hadstock Hatfield Broad Oak Hazel End Hempstead Henham High Easter High Roding Littlebury Little Dunmow Little Easton Manuden Newport Quendon & Rickling Radwinter Saffron Walden Stansted Mountfitchet Stebbing Thaxted Wendens Ambo Widdington	Ongoing updates (UDC).
	Historic Settlement Character Assessment for selected settlements: Saffron Walden Great Dunmow Great Chesterford Henham Newport Stansted Mountfitchet UDC 2007 Thaxted –UDC 2009	

	Village Templates (Market Towns and Key Villages) UDC 2011	
	Uttlesford District Historic Environment Characterisation Project – Essex County Council 2009	
Landscape Character Assessment	Essex County Council – county level information  Landscape Character Assessment. Final Report September 2006 Chris Blandford Associates  Easton Park, North Uttlesford & West of Braintree Landscape & Visual Appraisals 2017 – Chris Blandford Associates	
Historic Environment	Brief Heritage Impacts Assessments 2017 Easton Park, Great Chesterford, West of Braintree, Chelmer Mead, Little Dunmow, Priors Green, Takeley and North East of Elsenham - UDC	
Biodiversity	Phase 1 Habitat Survey 1990  Local Wildlife Sites Review October 2007 Essex Ecology Services Ltd  Appropriate Assessment UDC 2007 and updated in 2013  Ecological Sites on and adjacent to New Settlement/Neighbourhood Proposals 2017 – UDC  Habitats Regulation Assessment: Regulation 19 Local Plan 2017 - UDC	
Flood Risk	Strategic Flood Risk Assessment, 2016 JBA Consulting	
Rural Lanes	Uttlesford Protected Lanes Assessment March 2012 Essex County Council	
Agricultural Land Classification	Department for Environment, Food and Rural Affairs (DEFRA)	Input data to GIS (UDC)

Water Quality Water Use	Water Cycle Study 2017 - Arcadis	
	Water Companies	
	Water Cycle Study, 2017 – Hyder Consulting.	
	Water Cycle Study, Stage 2 November 2012 – Hyder Consulting.	
Air Quality	Assessment of Uttlesford District's Local Plan on Air Quality in Saffron Walden 2013 - Jacobs Draft Air Quality Technical Guidance 2017 - UDC	
Green Belt	Green Belt Review – ARUP 2016	
Countryside Protection Zone	Countryside Protection Zone 2016	
Renewable Energy	Renewable Energy Study of the District 2008 - Altechnica	
<b>Communication and Transport</b>	<b>Sources of Available Data</b>	<b>Action/Updating</b>
Public Transport - Bus	<a href="http://www.essex.gov.uk/Travel-Highways/Public-Transport/Pages/Public-transport.aspx">http://www.essex.gov.uk/Travel-Highways/Public-Transport/Pages/Public-transport.aspx</a>	
	ECC Local Transport Plan 2011 (LTP 3)	Transport strategy published. Implementation plans to follow.
Public Transport –Rail	Network Rail London and South East Route Utilisation Strategy (RUS) 2011. Informs the development of High Level Output Specifications from 2019, and sets out the strategy for the London and SE rail network to 2031.	
	Network Rail Anglia Route Business Plan for Control Period 5 2014-2019. Sets out the relevant outputs, activity and expenditure at route level to achieve the specified national outputs.	Annual Updates



Capacity of Road Network	Essex Traffic Monitoring Report	Produced Annually
	Essex County Council Local Transport Plan (LTP 3) 2011-2026	
	Comparative Transport Analysis 2010 - ECC	
	Transport Analysis of Draft Local Plan - Local Plan Highway Impact Assessment, Essex Highways October 2013  District Transport Studies. 2016 2017	
Infrastructure	Infrastructure Development Plan 2017 – Troy Planning	
Sustainability Appraisal	Identification of Reasonable Alternatives 2017 – Troy Planning  Sustainability Appraisal Various Reports 2015, 2016, 2017 – Essex Place Services	

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<b>Committee:</b>	Cabinet	<b>Date:</b>	15 February 2018
<b>Title:</b>	London Plan Consultation and Brentwood and Chelmsford Local Plan Consultations		
<b>Portfolio Holder:</b>	Cllr Susan Barker, Deputy Leader and Cabinet Member for Environmental Services		
<b>Report Author:</b>	Stephen Miles, Planning Policy Team Leader, 01799 510346	<b>Key decision:</b>	No

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## Summary

1. This report draws Cabinet's attention to various consultations that are ongoing.

## Recommendations

2. That Cabinet delegate authority to the Director of Public Services in consultation with the Deputy Leader to respond formally to current consultations on:
  - The Draft London Plan;
  - Brentwood Local Plan; and
  - Chelmsford Local Plan.

## Financial Implications

3. None.

## Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None.

## Impact

- 5.

Communication/Consultation	Brentwood Borough Council and Chelmsford City Council are undertaking consultation in accordance with their Statement of Community Involvement
Community Safety	N/A

Equalities	The plans will be subject to Equalities Impact Assessment in accordance with the relevant authority's normal practice
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	The plans are subject to a Sustainability Appraisal
Ward-specific impacts	All wards
Workforce/Workplace	N/A

### Situation

6. The Mayor of London has consulted on a new draft London Plan. The consultation period runs until 5pm on Friday 2nd March, after which the Plan will be subject to an Examination in Public (EiP). The EiP will be led by an independent panel who will review all consultation responses and decide which issues should be discussed at EiP, as well as who will be invited to participate in individual hearings and sessions during the EiP.
7. Brentwood Borough Council is consulting on its draft Local Plan Preferred Site Allocations. This is a further regulation 18 consultation setting out preferred housing, specialist accommodation, and employment sites for comment. The document is accompanied by several supporting papers such as the Sustainability Appraisal and a revised Local Development Scheme. This consultation closes on 12 March 2018. Brentwood are planning on having a further regulation 19 consultation in the third quarter of 2018 and then submitting to the Secretary of State in the fourth quarter of 2018.
8. Chelmsford City Council is consulting on its pre-submission Local Plan (regulation 19). The consultation closes on 14 March 2018, and they will be submitting their plan to the Secretary of State in June 2018.
9. Given the current input into the preparation of the UDC draft Plan and the timing of these three consultations it has not been possible to prepare a detailed commentary on their Plans to this Cabinet meeting. Instead it is recommended that authority be delegated to the Director of Public Services in consultation with the Deputy Leader to make the formal responses. Members are of course welcome to submit their views to the Planning Policy Team.

### Risk Analysis

- 10.

Risk	Likelihood	Impact	Mitigating actions
UDC fails to respond appropriately to the Consultations.	1. Little risk	4. Potential failure under the Duty to Co-operate	Continue discussions under the Duty to Co-operate

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

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**Committee:** Cabinet

**Date:**

**Title:** Street Name and Numbering Policy

15 February 2018

**Portfolio Holder:** Cllr Susan Barker, Deputy Leader and Cabinet Member for Environmental Services

**Report Author:** Ann Howells, Support and Business Manager, 01799 510468

**Key decision:** No

---

## Summary

1. The appended report sets out the representations received, officer comments and recommendations following the consultation on the Street Name and Numbering Policy.

## Recommendations

2. That the Street Name and Numbering Policy be adopted.

## Financial Implications

3. None

## Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

Responses to the consultation.

## Impact

- 5.

Communication/Consultation	The Street Name and Numbering Policy was subject to a 6 week period of consultation.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None

Ward-specific impacts	All
Workforce/Workplace	None

## Situation

6. The representations and officer comments and recommendations are to be considered at Cabinet and if no proposed changes are suggested then the Policy is recommended for adoption.

## Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Concerns and complaints may be raised about the outcome of the process.	1. Low likelihood as the process formalises the current situation which receives few complaints.	2. Little or no impact would occur.	The new policy updates the current policy and takes into account good practice.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



## **Cabinet**

**15 February 2017**

### **Street Name and Numbering Policy -**

#### **Introduction**

The Street Name and Numbering Policy sets out the Council's approach to naming and numbering of properties, buildings and streets within the district.

The Street Name and Numbering Policy went out to consultation with the Town and Parish Councils from the 6 November 2017 until 22 December 2017. This report sets out the representations received, Officer comment and recommendations where applicable.

#### **Consultation Responses**

In total four written representations were received from the following Parish /Town Councils:

- Stansted
- Felsted
- Newport
- Saffron Walden

And one verbal representation:

#### **General Comments**

1. Felsted Parish Council 'welcome and support the new policy.'
2. Stansted Parish Council 'have no comment.'
3. Newport Parish Council 'With reference to point 6.2.2 i.e. For any development identified, the developer will be contacted requesting street names be submitted, Newport Parish Council felt that they should have the same right as the developer to put forward suggestions.'

#### **Officer comments:**

Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – "a person who creates a new street has the right to name that street." Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions. This could be as early as immediately following any planning permission.

#### **Officer recommendation**

No change because legislation specifies that the person creating the street has the right to name it.

4. Verbal comment relates to Paragraph 6.4.1 i.e. 'ensure that occupiers of dwellings and other buildings in the street mark the buildings with such numbers as approved.' The comment would like to see 'names' and not just 'numbers' erected. To ensure that delivery people and/or blue light drivers can find the property easily.

**Officer comments:**

Section 64 of the Town Improvement Clauses Act 1847 relates to houses to be numbered and Streets to be named. Section 65 of the Town Improvement Clauses Act 1847 relates to Numbers of Houses to be renewed by Occupiers. The legislation does not specify that names of houses should be displayed.

**Officer recommendation:**

No change because legislation does not specify that owners have to display names and therefore the policy wording cannot be changed.

5. Saffron Walden Town Council:

**Town Council Comment:**

Concerned about who should contact who first with regard to naming of streets.

**Officer comments:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council Comment:**

Is there any legislation that allows the month deadline to be restarted or extended?

**Officer comment:**

The legislation does not allow for an extension.

**Town Council comment:**

Are UDC aware of the constrictions placed on Town/Parish Councils meeting monthly or bi-monthly?

**Officer comment:**

Uttlesford are very aware of the constrictions placed on Town/Parish Councils.

**Officer recommendation:**

Suggest that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers. This will improve the time constraints placed on Town/Parish Councils.

**Town Council comment:**

What happens if a Town or Parish Council reject any of a developers names?

**Officer comment:**

The legislation is very clear. If the District Council OBJECTS to a street name then the developer can appeal to the Magistrate Court within 21 days after the service of the notice.

**Officer recommendation:**

Suggest that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers. This will improve the time constraints placed on Town/Parish Councils. The Town or Parish Council will then already have a list of appropriate names and be able to OBJECT to the district council within the fourteen days.

**Town Council Comment:**

Are UDC aware of any appeals for any other authority?

**Officer comment:**

No.

**Town Council Comment:**

There is no definition of 'not valid.'

**Officer comment:**

The application form has a list of documents / information – including fee which needs to be submitted as part of an application. The application would not be valid if any of these items are missing.

**Town Council comment:**

A developer is not a Consultee yet they have a number of attempts to provide conforming names?

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

Why is it not indicated that the preferred names from all or a majority of consultees, will be accepted and sent to the developer with a ‘take it or appeal approach?’

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

District Councillors should be a consultee?

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” District Councillors are notified and should pass their comments and any comments received from constituents to the town and Parish Council in a timely manner.

**Officer recommendation:**

Continue to notify Ward Councillors but encourage Town and Parish Councils to work alongside their Ward Councillor at an early stage to create a list of preferred names.

**Town Council comment:**

It cannot be a sound policy that advocates building in local objection procedures against developers. Surely UDC should be encouraging partnership working.

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

Such has been the case for many years with the Town Council holding a database of names with historical significance, built with the help of the Historical Society, Town Museum (managed by UDC) and others with detailed knowledge. The recommendations from this list have helped create a ‘sense of place’ which a developer would be ill equipped to initiate.

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

The notion that incoming developers replace that historical significance would add further distance between the town residents and UDC Local Plan development.

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

The Policy should make clear how the Local Authority engages with “those with local knowledge”.

**Officer comment:**

The authority consult the Town or Parish Council.

**Officer recommendation:**

No recommendation as the policy explains that the Town and Parish Council is consulted.

**Town Council comment:**

6.2 Street naming Procedural Guidance

Consistent with an improved ‘Purpose of Policy’ the Procedural Guidance should be amended accordingly.

An obligation should be placed on the developer to work with the Town Council not an ‘encouragement’. Whilst many developers will work with the local community some do not. Sections 6.2.7, 6.2.8 & 6.2.9 should be amended accordingly.

**Officer comment:**

As explained above - Paragraph 6.1.1 explains that under Section 17 of the Public Health Act 1925 – “a person who creates a new street has the right to name that street.” Paragraph 6.2.3 encourages the Parish or Town Council to contact the developer with their preferred suggestions.

**Officer recommendation:**

Suggests that as soon as planning permission is granted the Town or Parish Councils begin to consider names for any new streets and forward to developers.

**Town Council comment:**

6. 3 Naming Conventions

6.3.4 Might be applicable in a Parish but would seem undesirable in an expanding town the size of Saffron Walden.

6.3.7 Is clearly, when referring to 'dead notables' not consistent with what has created a "sense of place" and should be removed.

**Officer comment:**

6.3.4 Good practice suggests that themes are not repeated in any one Town or Parish. As time passes people are unlikely to remember if the 'Tree' estate is the one next to Ridgeons or Tesco.

6.3.7 The wording has been altered following Cabinet in October 2016. Names will be acceptable in exceptional circumstances and the Assistant Director Planning will have the final say.

**Officer recommendation:**

6.3.4 – Not to alter the wording of this policy whether it is Town or a Parish. This will avoid confusion in the long term.

6.3.7 – Not to alter the wording.

**Appendix 1:**

Stansted Comments:

Dear Ann

This was discussed at our Full Council meeting last week and the Council have no comments to make

Kind regards

Emma Philbrick

Stansted Mountfitchet Parish Council  
Council Offices  
72 Chapel Hill  
Stansted Mountfitchet  
Essex CM24 8AQ

01279 813214

Office hours: Mon - Fri, 10am - 1pm



**Appendix 2:**

**Newport comments:**

Ann,

Thank you for your email.

The Council discussed the Street Naming and Numbering consultation at the last meeting and I have been asked to send the following comment.

With reference to point 6.2.2 i.e. For any development identified, the developer will be contacted requesting street names be submitted, Newport Parish Council felt that they should have the same right as the developer to put forward suggestions.

Regards

Christine

## **Appendix 3:**

Saffron Walden comments:

### **Saffron Walden Town Council**

Response to the proposed UDC Street Naming & Numbering Policy

#### **Purpose of Policy**

1. It cannot be a sound policy that advocates building in local objection procedures against developers. Surely UDC should be encouraging partnership working.
2. Such has been the case for many years with the Town Council holding a database of names with historical significance, built with the help of the Historical Society, Town Museum (managed by UDC) and others with detailed knowledge. The recommendations from this list have helped create a 'sense of place' which a developer would be ill equipped to initiate.
3. The notion that incoming developers replace that historical significance would add further distance between the town residents and UDC Local Plan development.

#### **National Land and property Gazetteer**

- 5.3 The Policy should make clear how the Local Authority engages with "those with local knowledge".

#### **6.2 Street naming Procedural Guidance**

1. Consistent with an improved 'Purpose of Policy' the Procedural Guidance should be amended accordingly.
2. An obligation should be placed on the developer to work with the Town Council not an 'encouragement'. Whilst many developers will work with the local community some do not. Sections 6.2.7, 6.2.8 & 6.2.9 should be amended accordingly.

#### **6. 3 Naming Conventions**

1. 6.3.4 Might be applicable in a Parish but would seem undesirable in an expanding town the size of Saffron Walden.
2. 6.3.7 Is clearly, when referring to 'dead notables' not consistent with what has created a "sense of place" and should be removed.

**SNN Draft Policy - November 2017**  
**Response from Saffron Walden Town**  
**Council[Planning Committee]**

Saffron Walden Town Council does not understand why the 2013 Policy, based on the same legislation as this draft, was not updated and amended. This Council is not aware that there were any known problems to cause such a drastic change in wording.

The inclusion of the detailed legislation and reference to GeoPlace is a welcome addition, as well as other information sadly missing in 2013.

**Main concerns**

1. The use of 'encouraged'. What does the UDC mean? The word suggests to most people 'Why should I bother'? As the main parties involved with suggesting names are a T/PC and developer, if both parties were to wait for the other to make contact what does the UDC expect as a result? Would the UDC suggest whom contacts whom first?
2. The suggestion that a developer's names will be returned for alternatives will take time out of the 1 calendar month deadline and could effect the 14 day deadline imposed on a T/PC.
3. How many times will this be done, until they get their names right?
4. Is there any legislation that allows the 1 month deadline to be restarted or extended?
5. Are the UDC aware of the constrictions placed on T/PCs in the way they operate. PCs once a month - TCs possibly twice? Developers and the UDC operate 5 days a week.
6. Is it possible for an early warning for street names before an official request? Also will the UDC give the number of names required? This is needed before any discussions with a developer.
7. What happens if a T/PC rejects any of a developer's names? The rejections could be after contact with a developer whether or not any discussion has taken place or at the time of the official request. Would the UDC agree that time will be allowed for a T/PC to review these further names? If not then this section is totally rejected. Is a T/PC no longer a Consultee?

8. There is no definition of 'not valid'. Can the UDC provide such and also examples? This is most important. Who decides what is valid or not valid?
9. A developer is not a Consultee yet they have a number of attempts to provide conforming names, so why is there no indication that a T/PC will have the same opportunity should any of their preferred names not conform?
10. Why is it not indicated that the preferred names from all or a majority of Consultees, providing they conform, will be accepted by the UDC and immediately sent to a developer on a 'take it or appeal' basis? The UDC has indicated that they have never had an appeal. Do they know of any LA that has?

SWTC considers that District Councillors should also be Consultees. Perhaps on a voluntary basis? Have they been canvassed for a consensus of opinion as to whether they would wish to be Consultees? If not, why not?

Above is a sample taken from a longer list of questions that SWTC would wish to have answered. Some request clarity and others suggest amendment or deletion. These can be supplied on request.

SWTC would be agreeable to discuss the above matters together with additional concerns.

Appendix 4:

Felsted Parish Council

Dear Ann

Felsted Parish Council considered the Draft Street Name and Numbering Policy at their December meeting and have asked me to inform you that they welcome and support the new policy.

Regards

Diane

***Diane Smith***

Clerk to Felsted Parish Council

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# Uttlesford District Council

## STREET NAMING & NUMBERING POLICY

November  
2017

## Contents

1. Introduction
2. Purpose of Policy
3. Legal Framework
4. Street Naming and Numbering Charges
5. National Land and Property Gazetteer
6. Operational Guidance
  - 6.1 Street Naming Legislation
  - 6.2 Street Naming Procedural Guidance
  - 6.3 Naming Conventions
  - 6.4 Property Numbering Legislation
  - 6.5 Numbering Procedural Guidance
  - 6.6 Numbering Conventions
  - 6.7 Renaming and Renumbering of Streets and Buildings
  - 6.8 Property Naming
7. Derelict, Demolition of Properties and Replacement Dwellings
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9. Street Nameplates
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11. Claims for Compensation
12. Exemptions from Street Naming and Numbering
13. Performance Monitoring
14. Policy Review
15. Contact Details

### Appendices

**A:** Legislation

**B:** Consultees and Notifications



## **1. Introduction**

- 1.1 Uttlesford District Council (UDC) is the Authority responsible for the administration of the street naming and numbering process, to ensure that all properties in the district are officially addressed. The address of a property is becoming a very important issue. Organisations such as the Royal Mail, Emergency Services, delivery companies as well as the general public need an efficient and accurate means of locating and referencing properties.
- 1.2 New street names supplied will need to be acceptable to the Local Authority and will be subject to a consultation process with the appropriate Town or Parish Council. Notification will be sent to Ward Councillors, Emergency Services and Royal Mail.
- 1.3 Applications to rename existing streets – Uttlesford as the street naming and numbering authority decide, in principle, whether to support a change in the name of a street. However, consultation with the relevant town or parish council will be undertaken alongside notification to Ward members.
- 1.4 New addresses and amendments to existing addresses are registered by Royal Mail when notified by the Local Authority as the responsible body. Postcodes are allocated by Royal Mail and allocation is made in conjunction with the official addresses initiated by the Local Authority.

## **2. Purpose of Policy**

- 2.1 This policy provides a framework for Uttlesford District Council to operate its street naming and numbering function effectively and efficiently for the benefit of Uttlesford residents, businesses and visitors. It will also act as a guide for developers when considering new names for streets and give assistance to Town or Parish Councils as to material grounds for objecting to proposed names for streets suggested by the developers in the event of disagreement.
- 2.2 This Policy defines:-
  - (i) Legal framework for operation of the Street Naming and numbering service.
  - (ii) Protocols for determining official street names and numbers.

## **3. Legal Framework**

- 3.1 The Legislation under which naming and numbering can be carried out is:
  - Section 21 Public Health Acts Amenity Act 1907 (alteration of streetname)

- Sections 17-19 Public Health Act 1925 (naming of streets and alteration and indication of street names)
  - Town Improvement Clauses Act 1847 (street naming and numbering provisions)
  - Sections 64 and 65 of the Town Improvement Clauses Act 1847 (street numbering).
- 3.2 Adoption of Section 18 of the Public Health Act 1925 causes Section 21 of the Public Health Acts Amenity Act 1907 automatically to cease to apply. Adoption of section 19 of the 1925 Act causes the street naming provisions in the Town Improvement Clauses Act 1847 to cease to apply.
- 3.3 Uttlesford District Council has resolved to apply Sections 17 (naming of streets) and 18 (Alteration of name of streets) of the Public Health Act 1925 and Sections 64 (Buildings to be Numbered) and 65 (Numbers to be renewed by occupiers) of the Town Improvement Clauses Act 1847 and until such time as they resolve to disapply them the Authority cannot use the provisions of Section 21 of the Public Health Acts Amendment Act 1907, Section 19 of The Public Health Act 1925 or the Town Improvement Clauses Act 1847 as relates to the naming of streets.

*Relevant extracts are shown in Appendix A.*

#### **4. Street Naming and Numbering Charges**

- 4.1 The Power to charge falls under Section 93 of the Local Government Act 2003.

This sets out that a local authority may charge for discretionary services. Discretionary services are those services that an authority has the power but not a duty to provide. An authority may charge where the person who receives the service has agreed to its provision and the charge must not exceed the cost of providing the service.

- 4.2 Therefore the Council cannot charge for street naming services (since the duty to provide this service is not discretionary), but it can charge for elements of the naming and numbering function (which is a discretionary service) by virtue of Section 64 and 65 of the 1847 Act coupled with Section 93 of the 2003 Act.

- 4.3 For Street Naming and Numbering this charge covers:

- Consultation and liaising with other external organisations such as Royal Mail, Town or Parish Councils and Emergency Services (as a non statutory element of naming of streets).

- The Naming and numbering of new properties (including conversions).
  - Alterations in either name or numbers to new developments after initial naming and numbering has been undertaken.
  - Notifications to organisations listed in Appendix B
  - Confirmation of addresses.
  - Challenges to existing official naming/numbering schemes/addresses held within the street naming and numbering records.
- 4.4 These charges are to be paid prior to any changes being made. Changes made without contacting the Council will not be officially recognised and will not be registered with services and organisations listed in Appendix B.
- 4.5 The Scale of Charges for Street Naming and Numbering can be found at <https://www.uttlesford.gov.uk/article/1994/Street-Naming-and-Numbering>
- 4.6 Fees and charges applicable for the street naming and numbering service/s will be annually reviewed during the Council's budget setting process and publicised through the Council's agreed communication channels including the website.

## **5. The National Land and Property Gazetteer (NLPG)**

- 5.1 The NLPG is the de facto addressing solution for local authorities and increasingly so for its partners. Local Government has invested heavily in creating the NLPG and is committed to using the NLPG for all of its addressing requirements and services.
- 5.2 The NLPG is the definitive address list that provides unique identification of properties and conforms to the British Standard, BS7666:2006. The NLPG covers the whole of England and Wales and contains more than 30 million residential, business and non-mailing addresses and is now marketed commercially as Ordnance Survey's AddressBase products..
- 5.3 The NLPG is a comprehensive and continually updated database, created by those with local knowledge in each local authority, the body with legal responsibility for street naming and numbering of property. As local authorities are the originators of addressing information an address dataset, developed and maintained at source by users of the data, will inevitably have the highest level of currency and completeness.
- 5.4 The Council is committed to this initiative through its own Local Land and Property Gazetteer (LLPG) which, together with the other local authorities in England and Wales, makes up the NLPG. Street naming and numbering is

the single most important source of address change intelligence for the Council's LLPG and therefore NLPG.

## **6 Operational Guidance**

### **6.1 Street Naming Legislation**

6.1.1 A person who creates a new street has the right to name that street (Section 17 of the Public Health Act 1925). They are required to give notice to the Local Authority of the proposed name and the Local Authority has one month in which to object.

6.1.2 Until the expiration of one month or where the Local Authority has objected to the proposed name, it is not lawful for the proposed name to be used.

6.1.3 If the Local Authority does object to the proposed street name, it must send written notice of objection within one calendar month. The developer may appeal to the Magistrate Court within 21 days after the service of the notice.

### **6.2 Street Naming Procedural Guidance**

6.2.1 Official naming and numbering, or alterations to current official addresses, will not be issued until such time as the appropriate Planning Permission has been obtained and commencement (meaning the excavation of foundations) is recorded on the Building Regulation application.

6.2.2 For any development identified, the developer will be contacted, requesting suggested street names be submitted along with the appropriate fee. Guidance will be provided both for liaising with the local Town or Parish Council on choice of proposed name and also of naming choice conventions. (The Local Authority will inform the developer of the number of new street names required, this will include the request for a number of additional names to allow for any objections that may be raised to a proposed street name).

6.2.3 The Local Authority will also inform the Town or Parish Council of the need for new street name/s and encourage the Town or Parish Council to contact the developer with any suggestions for the new street name/s.

6.2.4 If neither the developer of the new street/s nor the Town or Parish Council can provide suggested name/s then the Local Authority will allocate a name for the street/s.

6.2.5 When suggested names are received from the developer, a check of the

suggestion/s will be undertaken to ensure the name/s is within the guidelines of the naming conventions.

6.2.6 If the suggestion is found to fall outside of the Naming Conventions set out in Item 6.3, then a written objection will be sent to the developer, informing of the reasons, together with a request for a further suggestions. The written objection must be sent within one calendar month of receipt of the suggestion/s.

6.2.7 If the suggestion is found to be within the naming conventions, the proposed name/s will be forward for consultation to the local Town or Parish Council and at the same time the local Ward Councillors will be notified. Guidance will be included as to the naming conventions and reasons for objections. As any objection has to be made by the Local Authority within one calendar month of receipt, a set time of 14 days will be given for the consultation period and any objection must be received by the Local Authority within this time period.

6.2.8 If an objection is received from the local Town or Parish Council and found to be valid, the written objection will be sent to the developer, informing of the reasons along with a request for further suggestion/s that take into account the objections of the local Town or Parish Council. This notice must be sent within one calendar month of receipt of the suggestion.

6.2.9 If no valid objections or replies are received from the local Town or Parish Council, within the consultation period, a notice of adoption of street name will be sent to the developer.

6.2.10 Numbering of the new streets will be carried out as per the Numbering of Properties Conventions as Item 6.6. All properties on newly named streets will be allocated numbers.

6.2.11 All costs for the supply and erection of nameplates for new streets will be borne by the developer. Once the street has become adopted, the Local Authority will then be responsible for the ongoing maintenance.

6.2.12 If a scheme is to be developed in phases, the naming and numbering scheme will be issued for only the released phases.

6.2.13 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed on Appendix B.

### **6.3 Naming Conventions**

6.3.1 New streets with 5 or less properties may not be well known and can be difficult to locate. It may be suitable to incorporate their numbering into that of

the primary street which they are accessed from. This will be assessed on a case by case basis, taking into consideration site layout, access points etc

6.3.2 Where a new road is an extension of an existing road, it will not be allocated a new street name and the properties will be numbered into the existing road.

6.3.3 Where a development includes a number of new roads, a theme for these roads will be suggested by the developer to the Town or Parish Council to be considered. Once a theme has been agreed between the Local Authority and Town or Parish Council the developer shall provide suggested names within this theme with the application to the local authority.

6.3.4 Themes for road names for new developments will not be repeated in any one Town or Parish.

6.3.5 Developers are encouraged to preserve any historic link to the land which they are developing, i.e. field names the land may be previously known as, or previous property names located on site such as farm names or any other associated historic link.

6.3.6 Where no historic link to the land can be established for the use of a street name, the developer will be encouraged to have a historic link to the Town or Parish.

6.3.7 Streets named after local notable persons will generally be acceptable. The person should have lived in the town or village or had a very close connection to it.

6.3.8 The Authority will have no informal adoption of unofficial 'marketing' titles used by developers in the sale of new properties.

6.3.9 Street names should not be difficult to pronounce or awkward to spell.

6.3.10 New street names will not be acceptable where they duplicate or are similar to an existing name already in use within the Town or Parish. A variation in the terminal word, for example "Road", "Street" or "Close", will not be accepted as sufficient reason to duplicate a name. A common request is to repeat existing names in a new road (for example a request for "St Marys Close" off an existing "St Marys Street"). This is not allowed as it can have a detrimental effect in an emergency situation. This is in line with Government guidance found in circular 3/93.

6.3.11 Names that could give offence are not used, nor are names that could encourage defacing of nameplates.

6.3.12 Street name suffixes are not always essential, but if used should be descriptive of the road e.g. "Road", "Street" or "Drive" to indicate a thoroughfare and "Court" or "Close" to indicate a cul- de-sac.

6.3.13 The following is a list of possible suffixes, it is not exhaustive and sometimes other description words are more appropriate:

Avenue, Chase, Circle, Close, Court, Crescent, Drive, End, Field(s), Garden(s), Green, Grove, Hill, Lane, Meadow(s), Mews, Paddock, Park, Path, Place, Ridge, Rise, Road, Row, Square, Street, Terrace, View, Villas, Walk, Way, Yard.

6.3.14 Where an existing road is dissected by the building of a new road, the council may choose to rename either or both parts of the existing road, however consultation with the appropriate Town or Parish Council will be under taken.

6.3.15 Names capable of deliberate misinterpretation or aesthetically unsuitable names such as Hoare Lane should be avoided.

6.3.16 The council reserves the right to object to any suggested name deemed to be inappropriate

## **6.4 Property Numbering Legislation**

6.4.1 Section 64 and 65 of the Town Improvement Clauses Act 1847 gives the Local Authority the ability to number the properties and ensure that occupiers of dwellings and other buildings in the street mark the buildings with such numbers as approved.

6.4.2 Where an occupier fails to do so within one week from receiving notice from us, they may be liable to a penalty not exceeding Level 1 (currently set at £200) on the standard scale of fines Section 37 Criminal Justice Act 1982, should we pursue. UDC may also choose to mark the properties with numbers as per the official numbering scheme and reclaim the costs from the occupier.

## **6.5 Numbering Procedural Guidance**

6.5.1 Official naming and numbering, or alterations to current official addresses, will not be issued until such time as the appropriate Planning Permission has been obtained and commencement (meaning the excavation of foundations) is

recorded on the Building Regulation application.

6.5.2 The appropriate fee for numbering of properties will need to be received by the Local Authority before any application is commenced.

6.5.3 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed on Appendix B.

## **6.6 Numbering Conventions**

6.6.1 A new through road will be numbered with odds on the left hand side and evens on the right hand side, working from the centre of the Town or Parish.

6.6.2 A cul-de-sac will be numbered consecutively with number 1 of the left working in a clockwise direction, unless the cul-de-sac can be extended in the future.

6.6.3 Additional new properties in existing streets that are currently numbered will always be allocated a property number.

6.6.4 Private garages and similar buildings used for housing cars and similar will not be numbered.

6.6.5 A proper sequence shall be maintained. In the interest of equality and diversity no numbers will be omitted from the numbering sequence. Once numbered, the Local Authority will not normally re-number properties. The Local Authority will only renumber a property where it can be shown that there are consistent delivery problems or issues with emergency services.

6.6.6 Buildings (including those on corner sites) are numbered according to the street in which the main entrance is to be found and the manipulation of numbering in order to secure a "prestige" address or to avoid an address which is thought to have undesired associations, will not be sanctioned.

6.6.7 The council will use numbers followed by letter suffixes where there are no alternatives and to avoid the renumbering of other properties in the existing street. For example, these will be used where infill properties are built and insufficient numbers are available. Wherever possible infill properties requiring a suffix will be given the property number before the infill to maintain a proper numbering sequence.

6.6.8 Where a property has a number, it must be used and displayed. Where a name is given to a property together with its official number, the number must always be included. The name cannot be regarded as an alternative.



6.6.9 All property numbers should be displayed on the property and be at least 100mm in height and on a contrasting background. They should clearly be visible from the highway and this may mean the numbers being displayed on posts, gates or fences (and not necessarily the door of the property) to aid easy identification of the property, particularly in the event of an emergency.

6.6.10 Two buildings in one street should not have the same number.

6.6.11 Where two or more properties are combined to form one single property, the property will be numbered using one of the existing numbers and will normally be based on the location of the main entrance.

6.6.12 Flats will be numbered with their own separate number into the street where possible.

6.6.13 Annexes to buildings e.g. granny flats or ancillary accommodation, will be given the prefix "The Annexe". The rest of the address will be the same as the parent property e.g. The Annexe, 32 High Street.

6.6.14 For any dwelling accessed internally through a commercial premises, the accommodation will be given a prefix to match the accommodation type i.e. The Flat. The rest of the address will be the same as the parent property, e.g. where a flat above a public house and is only accessed internally, its address will be The Flat, Name of Public House, Street Number and Name.

## **6.7 Renaming and Renumbering of Streets and Buildings**

6.7.1 Renaming of a street and renumbering of buildings is very time-consuming process and may cause costs or disruption to individual occupiers and owners and wherever possible will be avoided. This is usually only done as a last resort i.e. renaming of a street is normally only considered if consistent problems occur for the Emergency Services and the renumbering of properties may occur when infill development is so great that numbers to the new properties cannot be allocated, then the existing street may be subject to a renumbering scheme.

6.7.2 Requests received from residents/owners of properties for renaming of a street, or for naming a previously unnamed street, are unlikely to be accepted unless supported by very good reasons and evidence of substantial backing by residents/owners affected.

6.7.3 Where an order for renaming of an existing street is made, the Local Authority must display notices at each end of the street or part of the street affected under Section 18 of The Public Health Act 1925 and they must remain in place for at least 1 month before an order changing the name can be made. Any

person aggrieved by the intended order may within 21 days after the posting of the notice appeal to the Magistrates Court. If an appeal is made to the Magistrates Court the Local Authority must wait until that appeal is heard.

6.7.4 Where any order for renaming of a street is made, the local Town or Parish Council will be consulted.

6.7.5 Where an order for renaming of a street is made the proposed name should follow the naming procedures and should also fall within the naming conventions.

6.7.6 Where renumbering and/or renaming is involved, as much warning as is practicably possible will be given. The notice to occupiers will give a specific date on which the new naming or new numbering comes into effect, which will be at least 4 weeks from the date of the notice.

6.7.7 Where a re-naming and/or re-numbering scheme is issued, the Local Authority will inform those bodies listed in Appendix B.

## **6.8 Property Naming**

6.8.1 The owner (not tenant) of a property may request the addition, amendment or removal of a name for their property. An application form should be completed and returned to the Local Authority along with the appropriate fee.

6.8.2 The Local Authority cannot formally add, amend or remove a property name where the property is in the process of being purchased, that is, until the exchange of contracts, although guidance of the acceptability of a name may be given.

6.8.3 A check will be made by the Local Authority to ensure that there is no other property in the locality with the registered or similar registered name. Under no circumstance will a replicated name in the locality be allowed.

6.8.4 Under no circumstances will a name that is offensive, or that can be construed as offensive, be allowed.

6.8.5 Property names must not duplicate any similar name already in use in the locality e.g. Smith House, Happy Road, Smith Green

6.8.6 If a proposed property name is refused, then the owner will have the option to provide further suggestions or retain the current address.

6.8.7 Where an amendment to a property name is carried out, the Local Authority will inform those bodies listed in Appendix B.

## **7 Derelict, Demolition of Properties and Replacement Dwellings**

### **7.1 Derelict Properties**

Derelict Properties that are uninhabitable will be held with the street naming and

numbering records with a reserved “non official” and “non postal” address, as these properties will be deemed a non postal address. Following the renovation of a derelict property the address will require reactivation.

## 7.2 Demolished Properties

An address is attached to the property and not the site the property is situated on. Following the demolition of a property/ies the associated address/es will be deactivated.

## 7.3 Replacement Properties

Any replacement property/ies constructed on the site will require new property address/es. It should be noted that a replacement may not be allocated the same access as the original, as the position and location of the principal may have altered.

## 8 Street Naming and Numbering in the Absence of Payment of Fees

8.1 The Council will remind developers of new properties of the need for an official address and the process to follow. If payment of fees is not received within 3 months of a completion date, the Local Authority may allocate official addresses for emergency services purposes with no further consultation. If the developer or owner requests amendment to the allocated naming or numbering at a later date, the standard street naming and numbering processes and the current fees and charges will apply.

8.2 In this case internal notifications will be made for Authority business purposes only but no external notifications will be made or Postcodes allocated to the properties.

8.3 If payment of fees is not received in relation to adding, amending or removing an existing property, the name will remain unchanged and no internal or external notifications made.

## 9 Street Nameplates

9.1 The Local Authority is responsible for the replacement, erection and repairing of street nameplates. Nameplates will be erected and replaced whenever required, taking into account both the financial restraints and requirement.

9.2 Where a street is approached only from one direction only one nameplate will be erected and this will face the direction of where the traffic will be approaching. Where a road can be approached from both directions, nameplates on either side of the junction will be erected. Nameplates will also be erected at any junction or entrance onto the street.

9.3 All new and replacement nameplates will be constructed of recyclable material.

9.4 All requests for no through road symbols to be added to street nameplates will only be considered when erecting new nameplates. If the need for a no through road symbol arises and the street nameplate is not in

need of replacement, then the request should be forwarded to the Highways Division of Essex County Council. [contact@essex.gov.uk](mailto:contact@essex.gov.uk)

## **10. Postcodes**

- 10.1 An important element of addressing is the postcode. This identifies delivery points and a postal town as defined by Royal Mail. The Council is not responsible for allocating these codes; they are a Royal Mail product.
- 10.2 Royal Mail does not publish on its website addresses that are not completed and/or occupied. This means that in certain cases addresses that have been officially allocated and issued by the Local Authority may not, for a while, be visible to anyone using the Royal Mail website to validate an address. This may also mean that other organisations using the Royal Mail address database (Postcode Address File) will also not be able to validate addresses. If a property is completed or occupied, the developer or owner should contact Royal Mail for activation of the postcode for the address allocated by the Local Authority.
- 10.3 Developers, owners and tenants should be aware that their property/ies may not have the same postcode as the surrounding or existing properties.

## **11 Claims for compensation**

- 11.1 The Local Authority is not liable for any claims for compensation arising directly or indirectly from the naming of streets, re-naming of streets, numbering or renumbering of properties.
- 11.2 The property developer should not give any postal addresses, including the postcode, to potential occupiers, either directly or indirectly (for example via solicitors or estate agents) before the official naming and numbering scheme has been issued by the Local Authority. The Council will not be liable for any costs of damages caused by failure to comply with this.

## **12 Exemptions from Street Naming and Numbering**

- 12.1 Postcode Allocation is the responsibility of the Royal Mail. Royal Mail will allocate a postcode on receipt of the official naming and numbering scheme from the Local Authority but the postcode will be held in "reserve" (the not yet built file) until Royal Mail is notified by either the developer or owner that the property is occupied.
- 12.2 Non-delivery and mis-delivery of items and correspondence and complaints should be directed at the relevant delivery company's customer services department.
- 12.3 New/amended addresses being unavailable on databases used by third parties: various third parties refresh their address sets at different frequencies and from different sources, and address changes can therefore take some time to appear in their systems.
- 12.4 Maps not showing new properties or roads: again, change information can take some time to percolate through to third party products and depends on those

third party update regimes.

### **13 Performance Monitoring**

13.1 The street naming and numbering team will either send written adoption or objection of the proposed street name/s to the developer within 1 calendar month of receiving the proposed street name/s.

13.2 All requests for property name changes will be dealt within 20 working days.

13.3 The Council promise to update the Local Authority's LLPG and inform the bodies listed on the distribution list (appendix B) within 5 days of a naming and/or numbering scheme being issued.

13.4 The Council aim to have all missing and broken street nameplates, repaired or erected within 4 weeks of notification.

13.5 The Council aim to respond to all Street Naming and numbering enquiries within 5 working days.

### **14 Policy Review**

14.1 This policy will be reviewed every three years or sooner if a major change in the process is required through the introduction of new legislation for example. Charges will be reviewed on an annual basis during the Council's budget setting process and publicised through the Council's normal communication channels including the website.

### **15 Contact Details**

15.1 The Street Naming and Numbering Team  
Planning and Building Control  
Uttlesford District Council  
London Road  
Saffron Walden  
Essex  
CB11 4ER

Tel: 01799 510510

Email: [planning@uttlesford.gov.uk](mailto:planning@uttlesford.gov.uk)

## **APPENDIX A: Legislation**

### **Section 64: Town Improvement Clauses Act 1847 Houses to be numbered and streets named**

“The commissioners shall from time to time cause the houses and buildings in all or any of the streets to be marked with numbers as they think fit, and shall cause to be put up or painted on a conspicuous part of some house, building, or place, at or near each end, corner, or entrance of every such street, the name by which such street is to be known; and every person who destroys, pulls down, or defaces any such number or name, or puts up any number or name different from the number or name put up by the commissioners, shall be liable to a penalty not exceeding [level 1 on the standard scale] for every such offence”.

### **Section 65: Town Improvement Clauses Act 1847 Numbers of houses to be renewed by occupiers**

“The occupiers of houses and other buildings in the streets shall mark their houses with such numbers as the commissioners approve of, and shall renew such numbers as often as they become obliterated or defaced; and every such occupier who fails, within one week after notice for that purpose from the commissioners, to mark his house with a number approved of by the commissioners, or to renew such number when obliterated, shall be liable to a penalty not exceeding [level 1 on the standard scale], and the commissioners shall cause such numbers to be marked or to be renewed, as the case may require, and the expense thereof shall be repaid to them by such occupier, and shall be recoverable as damages.

### **Section 17: Public Health Act 1925 Notice to urban Local Authority before street is named**

“1) Before any street is given a name, notice of the proposed name shall be sent to the urban authority by the person proposing to name the street.

2) The urban authority, within one month after the receipt of such notice, may, by notice in writing served on the person by whom notice of the proposed name of the street was sent, object to the proposed name.

3) It shall not be lawful to be set up in any street an inscription of the name thereof – a) until the expiration of one month after notice of the proposed name has been sent to the urban authority under this section; and b) where the urban authority have objected to the proposed name, unless and until such objection has been withdrawn by the urban authority or overruled on appeal; and any person acting in contravention of this provision shall be liable to a penalty not exceeding [level 1 on the standard scale] and to a daily penalty not exceeding [£1].

4) Where the urban authority serve a notice of objection under this section, the person proposing to name the street may, within twenty-one days after the service of

the notice, appeal against the objection to a Magistrates court”.**Section 18: Public Health Act 1925**

#### **Alteration of name of street**

“1) The urban authority by order may alter the name of any street, or part of a street, or may assign a name to any street, or part of a street, to which a name has not been given.

2) Not less than one month before making an order under this section, the urban authority shall cause notice of the intended order to be posted at each end of the street, or part of the street, or in some conspicuous position in the street or part affected.

3) Every such notice shall contain a statement that the intended order may be made by the urban authority on or at any time after the day named in the notice, and that an appeal will lie under this Act to a petty Magistrates Court against the intended order at the instance of any person aggrieved.

4) Any person aggrieved by the intended order of the local authority may, within twenty-one days after the posting of the notice, appeal to a Magistrates court”.

#### **The Local Government Act 2003**

Brought about new devolved powers for Local Authorities, these included giving Councils new powers to trade and charge for non-statutory services if they are Best Value Authorities (Section 93 of the Act)

Authorities, if charging for discretionary services, have a duty to charge no more than the costs they incur in providing the service. The aim is to encourage improvements to existing services and develop new ones that will help to improve the overall service they provide to the community, not to make a profit.

## **APPENDIX B: Internal/External Notifications (Distributions List)**

Internal Bodies that may be informed of all new official addresses include:-

- Electoral Registrations
- Land Charges
- Environmental Health
- Waste Management
- Local Land and Property Gazetteer Custodian
- Local Ward Councillors

External Bodies and Partners that may be informed of all new official addresses include:-

- Local Town or Parish Council
- Fire and Rescue Services
- Essex and Kent Constabulary
- The East Anglian (NHS) Trust
- Land Registry
- Valuation Office
- Royal Mail (Address Management)
- Essex Highways