



## Public Document Pack

# Uttlesford District Council

Chief Executive: Dawn French

## Cabinet

**Date:** Thursday, 28th February, 2019  
**Time:** 7.00 pm  
**Venue:** Council Chamber - 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

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## 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 (to follow)** To Follow  
To consider the minutes of the meeting held on 12 February 2019.
- 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 Scrutiny Committee.

**6 Report of Delegated Decisions taken by Cabinet Members (standing item)**

To receive for information any delegated decisions taken by Cabinet Members since the previous Cabinet meeting.

**7 Report on assets of community value determined by the Assets of Community Value and Local Heritage List Committee (standing item)**

To receive for information any decisions made by the Assets of Community Value and Local Heritage List Committee since the previous Cabinet meeting.

**8 Budget Monitoring Qtr 3 - Forecast Outturn 2018/19** 5 - 40

To receive the Budget Monitoring report for Quarter 3 2018/19.

**9 Uttlesford Health & Wellbeing Strategy 2019-2022** 41 - 80

To consider the Uttlesford Health & Wellbeing Strategy for 2019-22.

**10 Changes to the Constitution of the Police, Fire and Crime Panel for Essex** 81 - 102

To consider changes to the Constitution of the Police, Fire Service and Crime Panel for Essex.

**11 Audiominutes – Recording of Meetings** 103 - 106

To consider the report on Audiominutes and the recording of additional committee meetings.

**12 Land at the Rear of 3 Holloway Crescent, Leaden Roding** 107 - 112

To consider the report on the Land at the Rear of 3 Holloway Crescent, Leaden Roding.

**13 Corporate Plan Delivery Plan 2019/20**

113 - 126

To consider the Corporate Plan Delivery Plan for 2019/20.

**14 Exclusion of Press and Public**

Consideration of a report containing exempt information within the meaning of section 100I and paragraph 3 part 1 Schedule 12A Local Government Act 1972.

**PART 2  
EXCLUSION OF PRESS AND PUBLIC**

**15 Purchase of Development Site Great Chesterford by the Housing Revenue Account**

127 - 130

To consider the purchase of a development site, Great Chesterford by the Housing Revenue Account.

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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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# Agenda Item 8

<b>Committee:</b>	Cabinet	<b>Date:</b>	
<b>Title:</b>	2018/19 Budget Outturn – Quarter 3 Forecast		28 February 2019
<b>Portfolio Holder:</b>	Councillor Simon Howell, Portfolio Holder for Finance and Administration		
<b>Report Author:</b>	Angela Knight, Assistant Director – Resources aknight@uttlesford.gov.uk	<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 December and predicts a forecast for the end of the 2018/19 financial year.
2. The General Fund is forecasting a £858,000 underspend, the main factors contributing to the forecast position is a reduced requirement for capital financing in year and increased Business Rates income.
3. The Housing Revenue Account is forecasting a net operating deficit of £165,000 after in year reserves adjustments this gives an overall budget deficit of £132,000.
4. The Capital Programme is forecasting to underspend by £7,451,000; the updated position includes slippage brought forward from 2017/18 and requested slippage in 2018/19 of £7,208,000 to be carried forward to 2019/20. This leaves an actual underspend of £243,000.
5. Treasury management activity has been in accordance with the Strategy.

## Recommendations

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

## Financial Implications

7. Any financial implications are included in the body of the report.

## Background Papers

None

## Impact

Communication/Consultation	Budget holders and CMT have been consulted.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
None Ward-specific impacts	None
Workforce/Workplace	None

## General Fund

### Variations within the Council's control

8. The overall net position is that a £858,000 underspend is forecasted and this is due mainly to increased Business Rates income and a reduced requirement for revenue financing of capital items.
9. A summary of the budget and each portfolio is shown below and this is set out in more detail in Appendix A.

£'000	2017/18	2018/19			Variance
	Outturn	Original Budget	Current Budget	Forecast Outturn	
Communities & Partnerships	854	863	843	780	(63)
Housing & Economic Development	1,439	1,632	1,671	1,655	(15)
Environmental Services	3,304	3,878	3,925	3,343	(582)
Finance & Administration	5,957	6,609	6,527	6,324	(203)
<b>Portfolio (Service) Budgets</b>	<b>11,555</b>	<b>12,982</b>	<b>12,965</b>	<b>12,103</b>	<b>(863)</b>
Corporate Items	(701)	(60)	3,276	(1,224)	(4,500)
<b>Total Net Budget</b>	<b>10,855</b>	<b>12,921</b>	<b>16,242</b>	<b>10,879</b>	<b>(5,363)</b>
Funding	(6,542)	(5,145)	(5,145)	(5,588)	(443)
<b>Net Operating Profit</b>	<b>4,313</b>	<b>7,776</b>	<b>11,097</b>	<b>5,291</b>	<b>(5,805)</b>
Transfers to/(from) Reserves	722	(2,446)	(5,767)	(819)	4,948
<b>OVERALL NET POSITION</b>	<b>5,035</b>	<b>5,330</b>	<b>5,330</b>	<b>4,473</b>	<b>(858)</b>

10. The current budget shows an increase of £3,321,000, compared to the original budget, this relates to the revenue financing of capital projects that were not completed in 2017/18 and have been carried forward to 2018/19.

11. The net operating expenditure identifies an underspend of £5,805,000 after adjusting for the associated movements in reserves this gives an overall underspend on the revenue budget of £858,000.
12. The overall increase in the underspend since quarter 2 is £464,000 and the following table summarises the underspends for each quarter.

	Qtr 1	Qtr2	Qtr 3
	£'000	£'000	£'000
Portfolio (Service) Budgets	19	(122)	(863)
Capital Financing	(3,801)	(3,969)	(4,552)
Investment Income	(124)	80	52
Corporate Costs (other)	0	0	0
Business Rates	(202)	(259)	(443)
Funding (other)	0	0	0
Reserves	3,623	3,788	4,948
<b>Total</b>	<b>(485)</b>	<b>(482)</b>	<b>(858)</b>

#### Variations within the council's control and influence

13. The direct services budgets show an underspend of £863,000; this is a net reduction in expenditure of £741,000 compared to the quarter 2 forecast of £122,000 underspend.
14. The table below gives a summary of the under and overspends related to each portfolio. The table also identifies whether these are for one year only or expected to continue in future years (ongoing).
15. The table also identifies the amounts that are directly related to additions to movements in the reserves, this is either items funded in the original budget that now need to be carried forward to 2019/20 or additional grants.

	Savings/Additional Income		Increased costs/ Decreased Income		Other Immaterial	Total Net Variance
	One Year	On-going	One Year	On-going		
Communities and Partnerships	(17,050)	(139,759)	20,000	77,727	(3,840)	(62,922)
Housing and Economic Development	(441,562)	(50,000)	380,190	79,950	16,102	(15,320)
Environmental Services	(1,411,230)	(167,750)	944,470	56,550	(3,918)	(581,878)
Finance and Administration	(419,535)	(325,920)	374,260	168,035	437	(202,723)
<b>Net Service Variances</b>	<b>(2,289,377)</b>	<b>(683,429)</b>	<b>1,718,920</b>	<b>382,262</b>	<b>8,781</b>	<b>(862,843)</b>
<b>Reserve funding (as per budget setting)</b>						
Development Plan Document	429,350					
Garden Communities Delivery	92,500					
Homelessness Grant	65,752					
Citizen Access Project	70,700					
<b>Total Reserves not required</b>	<b>658,302</b>					
<b>Actual Net Service Variance</b>	<b>(1,631,075)</b>	<b>(683,429)</b>	<b>1,718,920</b>	<b>382,262</b>	<b>8,781</b>	<b>(204,541)</b>

16. The net service variances shows an underspend of £862,843 of this £658,302 are amounts originally funded from reserves that are delayed and this is shown in the reserves as a contra entry. After allowing for these adjustments the actual net underspend in services is £204,541.

17. All service variances have been analysed by individual areas and full details are attached as Appendix B. The key variances over £30,000 are detailed below.

£'000	Qtr 3	Variance Details
Waste Management - savings	(279)	Vacancy savings and increased income/recycling credits
Housing Benefit	(204)	Increased subsidy income based on claimant caseload
Public Health	(80)	Vacancy saving and additional fee income
Benefit Admin	(68)	Vacancy saving and additional DWP funding
Car Parking	(65)	Reimbursement of partnership fees and increased income from car parks
Vehicle Management - savings	(59)	Vacancy saving and reduction in materials budget
Planning Specialists	(50)	Vacancy saving
Emergency Planning	(44)	Vacancy saving
Leisure & Performance	(38)	Vacancy saving
Waste Management - costs	350	Agency costs and additional vehicle hire
Vehicle Management - costs	111	External contractor for maintenance of vehicles
Building Surveying	108	Decreased income due to reduced applications
Council Tax Discounts	51	Reduction in income from ECC sharing agreement
Legal Services	50	External Legal services
Corporate Management	50	Match funding for highways panel
PFI	43	Decreased income due to VAT changes
Minor 'other' Variances	(81)	Full details in included in Appendix B
	<u>(205)</u>	

18. Corporate costs are predicting an underspend of £4,552,000, details of the key variances that contribute to this are detailed below:

- Capital Financing – reduced financing requirement of £3,482,000 for the New Depot Site programmed for 2018/19, due to planning applications and amendments, this will be rolled forward to be financed in 2019/20.

- Superfast Broadband - £500,000 this project is not expected to be completed in the current financial year.

The above two projects have been financed from the reserves and there is a corresponding reduction in the current year use of reserves.

- Minimum Revenue Provision (MRP) – £212,692 is the reduction in the level of the in-year financing charge to revenue; this has reduced in line with the slippage in the capital programme and associated internal borrowing required.



## Variations outside of the council's control and influence

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

- Business Rates Retention (BRR) – £443,000 is the net increased income forecast to be received this year, it is mainly due to the increase in reliefs offered to businesses and the updated S31 grant income received from MHCLG to fund these.
- Investment Income – a net reduction of £52,000 income for the financial year, due to the profiling of the current year receipts and associated borrowing.
- Housing Benefit – the variance is included in the underspend reported in paragraph 16 as it sits within the portfolio service budgets. This variance is affected by the level of claimants and is a variable that is extremely hard to predict and we have no control on the outcome of this budget.

## Key Risks

20. The outturn forecast is the most informed prediction we have at this point in time and is reliant on estimates and assumptions provided by service managers.

21. Detailed below are the areas which are deemed as **high** risk and have the potential to materially affect our year-end financial position.

- **Planning** – The current challenges faced by the department as a whole mean that little assurance can be obtained on the forecast spend used to inform the outturn forecast.
- **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, realisation of appeals and the impact of revaluations carried out by the Valuation Office Agency (VOA). The Council is reliant on the 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.
- **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 has always been subject to fluctuations throughout the year, as it is based on collection rates and the final income achieved is not known until the final quarter.

## Reserves

22. The balance of all reserves at 1 April 2018 was £14,963,000, with a predicted net drawdown of £819,000 which leaves an estimated year-end balance of £14,144,000. The complete reserves position is set out in Appendix C.
23. Within 'all reserves' are usable reserves which had a balance of £12,069,000 at 1 April 2018 with a predicted net drawdown of £653,000, this leaves a year-end balance of £11,417,000.
24. The current budget had an estimated £5,767,000 net use of reserves; the current forecast shows a net reduction of £4,948,000 in the amount of reserves required in-year. The key changes in the reserves position relates to the following items;

Reserve	Movement in-year reserves adjustments £'000
Business Rates	400 Reduced drawdown requirement due to increased S31 funding received in year
Licensing	(179) Level of income allocated to reserve reduced due to reassessment of fees and costs
Working Balance	(66) Adjustment to ensure that this reserve is in line with statutory requirements
Transformation	70 Citizen Access project, funds held in reserve for use in 2019/20
Homelessness	66 Grant income received for use in future years
Health and Wellbeing	35 Grant income received for use in future years
Planning and Development	385 Reduced drawdown, funds held in reserve for reallocation in 2019/20 for DPD/Local Plan work
Strategic Initiatives	500 Reduced drawdown due to superfast broadband rollout delayed, funds held in reserve for reallocation in 2019/20
Capital Slippage	244 Funds for financing of capital projects delayed until future years
Development Projects	92 Carry forward of funds for Garden Communities delivery, to be reallocated in 2019/20
Waste Depot Relocation Project	3,482 Funds for financing the New Depot, due to delays reduced drawdown in year and held to reallocated in future years
Private Finance Initiative	(80) Reduced income received in year, no allocation to reserve
<b>Movement in General Fund Reserves</b>	<b><u>4,948</u></b>

## Housing Revenue Account (HRA)

25. The HRA is forecasting a net operating deficit of £132,000. A detailed budget analysis is attached as Appendix D and the following table gives a summary of the key items of income and expenditure.

£'000	2017/18	2018/19			
	Outturn	Original Budget	Current Budget	Final Outturn	Variance
Total Service Income	(15,307)	(15,402)	(15,402)	(15,304)	98
Total Service Expenditure	4,432	4,188	4,204	4,292	88
Total Corporate Items	10,246	10,552	10,552	10,531	(21)
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(629)</b>	<b>(662)</b>	<b>(646)</b>	<b>(481)</b>	<b>165</b>
Funding of Capital Programme from HRA	4,416	1,047	5,779	3,979	(1,800)
Use of Reserves	(3,787)	(385)	(5,133)	(3,366)	1,767
Total Use of Reserves/Funding	<b>629</b>	<b>662</b>	<b>646</b>	<b>613</b>	<b>(33)</b>
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>132</b>	<b>132</b>

26. The final year end operating deficit will be funded from reserves and the key factors affecting the current predicted deficit are detailed in the following points;

- Housing Rents – reduction in income of £169,000. This is due in part to a higher level of voids, including those for redevelopment, than predicted. In addition when budgets were set in November 17 rental income from developments schemes were calculated based on properties being tenanted for a full year, but due to completion timelines some properties will have been let later than predicted (Hatherley Court).
- Service & Facilities charges – an increase in income of £60,000 has been achieved, as charges continue to be calculated to reflect actual costs e.g. increase in utility costs
- Housing Repairs – a net income reduction of £85,000 from internal works this is due to difficulties in recruiting to vacancies within the repairs maintenance service leading to more works being externalised

27. The HRA estimates reserves position at the 31 March 2019 is £2,424,000; this is after allowing for in-year forecast drawdowns on reserves of £2,953,000.

The following table gives details of the each reserve and estimated balances:

Reserve	Actual Balance	Forecast transfer from HRA	Forecast Transfer to HRA	Transfer between Reserves	Estimated Balance
£'000	1st April 2018				31st March 2019
<b><u>RINGFENCED RESERVES</u></b>					
Working Balance	524	(10)	0	0	514
	524	(10)	0	0	514
<b><u>USABLE RESERVES</u></b>					
<b>Revenue Reserves</b>					
Transformation / Change Management	180	0	0	0	180
Revenue Projects	60	0	0	0	60
	240	0	0	0	240
<b>Capital Reserves</b>					
Capital Projects	0	0	0	0	0
Potential Development Projects	849	0	(295)	0	554
Sheltered Housing Projects	0	0	0	0	0
HRA Slippage Reserve	3,764	131	(2,779)	0	1,116
	4,613	131	(3,074)	0	1,670
<b>TOTAL USABLE RESERVES</b>	<b>4,853</b>	<b>131</b>	<b>(3,074)</b>	<b>0</b>	<b>1,910</b>
<b>TOTAL RESERVES</b>	<b>5,377</b>	<b>121</b>	<b>(3,074)</b>	<b>0</b>	<b>2,424</b>

## Capital Programme

28. The Capital Programme is forecasting to spend £12,640,000 against a current budget of £20,091,000. The underspend is made up of £7,208,000 slippage and a net £243,000 underspend.

29. The key items where slippage has occurred relates to the following projects:

### General Fund

- New Depot Site - £4,343,000 which is awaiting final decisions and planning approval (also referenced in the General Fund outturn in Capital Financing point 18)
- Vehicles – £241,000 (GF) and £183,000 (HRA) which is the re-profiling of the replacement programme to make better use of the current fleet and achieve a value for money approach to the timing and need to replace vehicles
- Superfast Broadband – £500,000, the Council is one of various project partners and has no direct influence on the rollout of the project where completion has been delayed until 2019/20

## Housing Revenue Account

- The Moors project had a later start date than budgeted and the expenditure has been re-profiled with £751,000 slipping into 2019/20
- Walden Place spend of £803,000 has been re-profiled to commence in 2019/20 due to the appraisal of delivery methods ranging from joint venture or Council running the project independently

30. The net underspend is due to the following:

- Lower Street Car Park extension budget of £102,000 has been removed from the capital programme as the land associated with this project has now received planning approval for a residential property
- Vehicle replacement programme has an underspend of £454,000, subject to the Trade Waste Review a reduction in the number of Trade Waste vehicles required
- Compulsory Purchase Order budget of £300,000 is not required for the current financial year
- HRA has unbudgeted expenditure (overspend) for the purchase of a property in Normans Field, Dunmow for £143,000 which does not qualify under the RTB scheme. A further 2 properties have also been purchased for £540,000 in St Johns Close, Saffron Walden

31. The capital programme and associated financing has been set out in more detail in Appendix E which includes a separate table detailing the current level of S106 balances held.

## Treasury Management

32. Investment and borrowing activity during the period 1 April to 31 December 2018 has been set out in Appendix F.

## Risk Analysis

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 12 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

Appendix A

**General Fund Summary**

£'000	2017/18 Outturn	April to December			2018/19			
		Current Budget	Actuals to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance to Current Budget
<b>Portfolio Budgets</b>								
Community & Partnerships	854	768	696	(72)	863	843	780	(63)
Housing & Economic Development	1,439	1,185	971	(214)	1,632	1,671	1,655	(15)
Environmental	3,304	2,927	1,916	(1,012)	3,878	3,925	3,343	(582)
Finance & Administration	5,957	4,859	3,637	(1,222)	6,609	6,527	6,324	(203)
<b>Subtotal - Portfolio Budgets</b>	<b>11,555</b>	<b>9,740</b>	<b>7,220</b>	<b>(2,520)</b>	<b>12,982</b>	<b>12,965</b>	<b>12,103</b>	<b>(863)</b>
<b>Corporate Items</b>								
Capital Financing Costs	1,718				3,572	6,892	2,340	(4,552)
Interest Charges	233				456	456	382	(74)
Investment Income	(1,725)				(2,100)	(2,100)	(1,974)	126
Pension Fund - Added Years	85				85	85	85	0
Pension Fund - Deficit	977				0	0	0	0
Corporate Core HRA Share	(1,641)				(398)	(382)	(382)	0
Recharge to HRA	(348)				(1,675)	(1,675)	(1,675)	0
<b>Subtotal - Corporate Items</b>	<b>(701)</b>				<b>(60)</b>	<b>3,276</b>	<b>(1,224)</b>	<b>(4,500)</b>
<b>Subtotal - Budgets</b>	<b>10,855</b>				<b>12,921</b>	<b>16,242</b>	<b>10,879</b>	<b>(5,363)</b>
<b>Funding</b>								
Council Tax								
- Collection Fund Balance	(193)				(14)	(14)	(14)	0
Business Rates Retention Scheme								
- UDC Share (net of tariff)	(2,313)				(2,263)	(2,263)	(2,201)	62
- Levy/(Safety Net) Payment	141				492	492	773	282
- Section 31 Funding	(1,088)				(663)	(663)	(1,314)	(651)
- Collection Fund Balance	1,372				534	534	384	(150)
- Renewable Energy Schemes	(152)				(141)	(141)	(126)	14
Rural Services Delivery Grant	(285)				(225)	(225)	(225)	0
New Homes Bonus	(3,772)				(2,864)	(2,864)	(2,864)	0
Settlement Funding	(252)				0	0	0	0
<b>Subtotal - Funding</b>	<b>(6,542)</b>				<b>(5,145)</b>	<b>(5,145)</b>	<b>(5,588)</b>	<b>(443)</b>
<b>Net Operating Expenditure</b>	<b>4,313</b>				<b>7,776</b>	<b>11,097</b>	<b>5,291</b>	<b>(5,805)</b>
<b>Transfer to/(from) Reserves</b>								
Business Rates	466				(534)	(534)	(134)	400
Licensing	0				198	198	19	(179)
Working Balance	54				16	16	(50)	(66)
Medium Term Financial Strategy	0				(450)	(450)	(450)	0
Transformation	(38)				(80)	(80)	(11)	70
Economic Development	(105)				0	0	0	0
Elections	25				25	25	25	0
Homelessness	86				0	0	66	66
Health and Wellbeing	19				(5)	(5)	31	35
Planning and Development	(75)				(814)	(814)	(429)	385
Strategic Initiatives	(5)				(500)	(500)	0	500
Capital Slippage	100				0	(426)	(182)	244
Development Projects	0				105	105	198	92
Pension Reserve	(770)				0	0	0	0
New Homes Bonus Ward Members	(22)				0	0	0	0
Waste Depot Relocation Project	895				(488)	(3,383)	100	3,482
Private Finance Initiative	93				80	80	0	(80)
<b>Subtotal - Movement in General Fund Reserves</b>	<b>722</b>				<b>(2,446)</b>	<b>(5,767)</b>	<b>(819)</b>	<b>4,948</b>
<b>COUNCIL TAX REQUIREMENT</b>	<b>5,035</b>				<b>5,330</b>	<b>5,330</b>	<b>4,473</b>	<b>(858)</b>
<b>Council Tax (precept levied on Collection Fund)</b>	<b>(5,035)</b>				<b>(5,330)</b>	<b>(5,330)</b>	<b>(5,330)</b>	<b>0</b>
<b>OVERALL NET POSITION</b>	<b>(0)</b>				<b>(0)</b>	<b>(0)</b>	<b>(858)</b>	<b>(858)</b>

Communities and Partnerships

Description	2017/18 Outturn	2018/19			
		Original Budget	Current Budget	Forecast Outturn	Variance Qtr.3
Community Information	48	51	51	47	(4)
Day Centres	48	80	80	67	(13)
Emergency Planning	43	48	48	9	(39)
Grants & Contributions	333	335	335	350	15
Leisure & Performance	130	146	124	69	(55)
Saffron Walden Museum	178	205	206	192	(15)
New Homes Bonus	84	78	78	78	0
Private Finance Init	(43)	(80)	(80)	(32)	47
Communities Partnership	42	0	0	0	0
Renovation Grants	(8)	0	0	0	0
<b>Portfolio Total</b>	<b>854</b>	<b>863</b>	<b>843</b>	<b>780</b>	<b>(63)</b>

Housing & Economic Development

Description	2017/18 Outturn	2018/19			
		Original Budget	Current Budget	Forecast Outturn	Variance Qtr.3
Building Surveying	(114)	(112)	(109)	1	110
Committee Admin	198	241	267	285	18
Customer Services Centre	391	405	408	384	(24)
Democratic Represent	328	327	327	328	2
Economic Development	271	268	269	274	5
Energy Efficiency	33	35	35	34	(1)
Health Improvement	123	143	144	144	0
Homelessness	97	177	179	125	(54)
Lifeline	(161)	(158)	(158)	(159)	(1)
Communications	273	306	308	239	(69)
<b>Portfolio Total</b>	<b>1,439</b>	<b>1,632</b>	<b>1,671</b>	<b>1,655</b>	<b>(15)</b>

Environment

Description	2017/18 Outturn	2018/19			
		Original Budget	Current Budget	Forecast Outturn	Variance Qtr.3
Animal Warden	36	35	35	28	(7)
Grounds Maintenance	263	314	317	307	(10)
Car Park	(689)	(624)	(624)	(684)	(60)
Development Control	(27)	(206)	(230)	(258)	(28)
Depots	45	47	47	45	(2)
Street Cleansing	321	384	387	377	(10)
Housing Strategy	61	47	48	52	4
Highways	(3)	(1)	(0)	(1)	(1)
Local Amenities	6	8	8	9	0
Licensing	(132)	(272)	(271)	(237)	34
Vehicle Management	588	461	463	495	33
Public Health	611	700	708	627	(81)
Planning Management	404	344	378	359	(19)
Planning Policy	845	1,372	1,375	933	(442)
Planning Specialists	175	197	198	154	(45)
Waste Management	383	509	521	609	88
Community Safety	159	269	270	254	(16)
Street Services	258	293	296	275	(21)
<b>Portfolio Total</b>	<b>3,304</b>	<b>3,878</b>	<b>3,925</b>	<b>3,343</b>	<b>(582)</b>



**Finance & Administration**

Description	2017/18 Outturn	2018/19			
		Original Budget	Current Budget	Forecast Outturn	Variance Qtr.3
Benefits Admin	221	303	307	238	(69)
Corporate Management	697	1,319	1,209	1,273	64
Conveniences	21	20	20	20	0
Central Services	401	441	443	411	(32)
Corporate Team	647	643	643	530	(113)
Conducting Elections	17	1	1	0	(1)
Electoral Registration	58	58	59	35	(23)
Financial Services	1,125	1,075	1,077	1,114	37
Housing Benefits	58	238	238	33	(205)
Human Resources	308	295	296	301	4
Internal Audit	134	131	135	135	0
Information Technology	1,280	1,381	1,384	1,403	18
Land Charges	(107)	(88)	(87)	(85)	3
Legal Services	287	122	123	203	80
Local Taxation	(107)	(90)	(90)	(90)	0
Non Domestic Rates	(145)	(146)	(146)	(144)	2
Office Cleaning	186	183	184	189	4
Offices	487	354	354	365	11
Revenues Admin	507	563	569	534	(35)
Council Tax Discounts	(119)	(192)	(192)	(141)	51
<b>Portfolio Total</b>	<b>5,957</b>	<b>6,609</b>	<b>6,527</b>	<b>6,324</b>	<b>(203)</b>

### General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Community Information		(4,500)			593		(3,907)	<b>On-going Saving/Additional Income</b> (£4.5k) Reduction in staff hours, utility and services costs
Day Centres		(38,019)		25,237	(83)		(12,865)	<b>On-going Saving/Additional Income</b> (£25k) Unbudgeted income from Thaxted (£6k) Unbudgeted income from Takeley (£6.5k) unbudgeted income from Dunmow (£1.5k) net reduction in utility and services costs <b>On-going Budget Increase/Decrease Income</b> £25k unbudgeted spend on cost of running the Thaxted day centre
Emergency Planning		(44,190)		5,000	(150)		(39,340)	<b>On-going Saving/Additional Income</b> (£44k) saving from all costs associated with Emergency Planning, post now amalgamated with Health and Safety Officer <b>On-going Budget Increase/Decrease Income</b> £5k SLA with ECC to provide additional emergency planning support
Grants & Contributions	(4,990)		20,000		0		15,010	<b>One-off Saving/Additional Income</b> (£5k) based on income trends reduction in grant for Faircroft CP <b>One-off Budget Increase/Decrease Income</b> £20k grant to Saffron Hall to support in cost of rental of offices
Leisure & Performance		(53,050)			(1,500)		(54,550)	<b>On-going Saving/Additional Income</b> (£53k) reflects new staffing structure
Saffron Walden Museum	(12,060)				(2,700)		(14,760)	<b>One-off Saving/Additional Income</b> (£12k) Staffing vacancy
Private Finance Initiative				47,490	0		47,490	<b>On-going Budget Increase/Decrease income</b> £43k decreased income due to VAT on contract and inflation
<b>Communities &amp; Partnerships</b>	<b>(17,050)</b>	<b>(139,759)</b>	<b>20,000</b>	<b>77,727</b>	<b>(3,840)</b>	<b>0</b>	<b>(62,922)</b>	

**General Fund Variances**

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Building Surveying	(148,960)		226,830	29,950	2,000		109,820	<p><b>One-off Savings/Additional Income</b>            (£47k) appointment of a 2 year fixed term contract for airport work delayed until 2019/20            (£98K) Staffing Vacancies</p> <p><b>One-off Additional Cost/Decrease Income</b>            £70k Agency to cover vacancies            £14k Epping support on plan checking            £11k Peer Review            £10k loss of income from Energy performance charges            £65k expected income delayed from airport work linked to FTC appt. as above            £57k decrease income - reduced level of applications</p> <p><b>On-going Budget Increase/Decrease Income</b>            £25k reduction in income based on profile to date            £5k Apprentice</p>
Committee Administration	(54,780)		70,250		2,225		17,695	<p><b>One-off Saving/Additional Income</b>            (£54k) part year team vacancy and evaluation of grades</p> <p><b>One-off Budget Increase/Decrease income</b>            £64k agency costs to cover of vacancies            £6k advertising and recruitment costs</p>
Customer Services Centre	(34,930)		8,900		1,705		(24,325)	<p><b>One-off Saving/Additional Income</b>            (£35k) due to part year post vacancies</p> <p><b>One-off Budget Increase/Decrease income</b>            £9k Increase in overtime due to vacancies</p>
Democratic Representation					1,700		1,700	

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Economic Development			4,750		0		4,750	
Energy Efficiency					(1,390)		(1,390)	
Health Improvement	(35,500)		35,500		0		0	<b>One-off Saving/Additional Income</b> (£35.5k) Equipment <b>One-off Budget Increase/Decrease income</b> £35.5k Essex County Council
Homelessness	(8,000)	(50,000)	17,960	50,000	2,002	(65,752)	(53,790)	<b>On-going Saving/Additional Income</b> (£70k) reduction in use of B&B's <b>On-going Budget Increase/Decrease income</b> £70k reduction in Hsg Benefits income in respect of reduction in use of B&B's £13k temp staff funded from grant £14k Initiatives funded from grant <b>One-off Saving/Additional income</b> (£90k) grant to fund temp officer and initiatives <b>One-off Budget Increase/Decrease income</b> £10k reduced rent for reduced homeless cases
Lifeline	(4,000)		3,000		0		(1,000)	<b>One-off Saving/Additional Income</b> (£4k) increased uptake of service <b>One-off Budget Increase/Decrease income</b> £3k Lifeline equipment
Communications	(18,940)		13,000		7,860	(70,700)	(68,780)	<b>One-off Saving/Additional Income</b> (£19k) staff vacancies (£71k) Citizens Access project funds not required until 2019/20 <b>One off Budget increase/Decrease income</b> £13k additional Uttlesford Life in March 2019
<b>Housing &amp; Economic Development</b>	<b>(305,110)</b>	<b>(50,000)</b>	<b>380,190</b>	<b>79,950</b>	<b>16,102</b>	<b>(136,452)</b>	<b>(15,320)</b>	

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Animal Warden		(8,280)			1,753		(6,527)	On-going Saving/Additional Income (£8k) staff vacancy
Grounds Maintenance	(69,970)		61,300		(860)		(9,530)	One-off Saving/Additional Income (£70k) staff vacancies One-off Budget Increase/Decrease income £61k agency to cover vacancies
Car Park	(36,430)	(28,600)	4,000		610		(60,420)	One-off Saving/Additional Income (£33k) refund from Colchester BC partnership costs (£3k) advertising costs One-off Budget Increase/Decrease income £4k Surveyors costs at Lower Street On-going Saving/Additional Income (£29k) additional income
Development Control	(223,320)		195,000		250		(28,070)	One-off Saving/Additional Income (£113) staff vacancies and reduction in hours (£90k) additional Income from MAG PPA (£20k) additional fee income One-off Budget Increase/Decrease Income £99k agency to cover vacancies £34k agency funded from MAG PPA £47k other expenditure funded by MAG PPA £15k appeals costs
Depots					(1,720)		(1,720)	
Street Cleansing	(20,040)		13,000		(2,680)		(9,720)	One-off Saving/Additional Income (£20k) staff vacancy One-off Budget Increase/Decrease income £8k Agency to cover vacancies £5k Fly tipping disposal costs
Housing Strategy					4,000		4,000	

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Highways					(550)		(550)	
Local Amenities					218		218	
Licensing	(30,160)	(27,410)	89,120		2,487		34,037	<p><b>One-off Saving/Additional Income</b>            (£15k) reduction in staff costs due to maternity leave            (£15k) scrap metal licences income  <b>One-off Budget Increase/Decrease Income</b>            £33k cost of temp cover for maternity leave            £9k consultants for policy development and enforcement support            £47k driver licences  <b>On-going Saving/Additional Income</b>            (£27k) additional taxi vehicle income</p>
Vehicle Management	(72,880)		111,000		(5,380)		32,740	<p><b>One-off Saving/Additional Income</b>            (£29k) staff vacancies saving            (£30k) saving on materials as maintenance work outsourced due to staff vacancy            (£14k) Trainee delayed appointment  <b>One-off Budget Increase/Decrease Income</b>            £111k external contractors for vehicle maintenance work due to staff vacancy</p>
Public Health	(119,750)	(6,000)	31,200	7,500	6,234		(80,816)	<p><b>One-off Saving/Additional Income</b>            (£29k) Env Protection - saving due to vacant post            (£25k) PH Commercial - saving due to vacant post            (17k) Health&amp; Safety - saving due to vacant post            (9k) Food Inspection - additional income            (18k) Border Inspection - additional income            (£16k) Commercial -Brexit Funding            (£6k) Commercial - travel saving due to vacancies  <b>On-going Saving/Additional Income</b>            (£8k) Env Protection - increased enforcement activity generating more income            (£6k) PH Commercial - saving due to restructure  <b>One-off Budget Increase/Decrease Income</b>            £20k Env Protection - reduced income due to overestimated admin charge for DFG applications            £11k PH Commercial - agency costs covering vacant post  <b>On-going Budget Increase/Decrease Income</b>            £8k Env Protection consultancy advice planning applications</p>

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Planning Management	(43,420)		20,180		3,970		(19,270)	<b>One-off Saving/Additional Income</b> (£33k) staff vacancies saving (£10k) additional street naming income <b>One-off Budget Increase/Decrease Income</b> £7k Agency to cover vacancy £14k temp to cover vacancies
Planning Policy	(8,980)	(5,000)			1,230	(429,350)	(442,100)	<b>One-off Saving/Additional Income</b> (£9k) temporary reduction in staff hours (£530k) Garden communities (£138k) examination timescale moved to 2019/20 - budget will be required in 2019/20 (£62k) consultancy spent in agency <b>On-going Saving/Additional Income</b> (£5k) overstated budget (trans to GHT) <b>One-off Budget Increase/Decrease Income</b> £13k Local Plan - agency omitted accrual from 2017/18 £80k Local Plan - agency £20k Local Plan - Legal fees £127k Local Plan - Evidence based £24k Local Plan - consultants prior year accrual from 2017/18 £20k Local Plan - comms work £17k - Neighbourhood Plan
Planning Specialists	(26,140)	(23,860)	5,000		400		(44,600)	<b>One-off Saving/Additional Income</b> (£26k) staff vacancy <b>On-going Saving/Additional Income</b> (£24k) Efficiency saving - post not required <b>One-off Budget Increase/Decrease Income</b> £5k Place to cover vacancy (funded from 20% fees in DC)

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Waste Management	(210,810)	(68,600)	349,840	32,500	(15,120)		87,810	<b>One-off Saving/Additional Income</b> (£150k) staff vacancies saving (£16k) reduced trade waste disposal costs (£45k) ECC income for additional tonnage <b>On-going saving/Additional Income</b> (£56k) additional container Income (£13k) bin deliveries brought back in-house <b>One-off Budget Increase/Decrease Income</b> £260k Agency to cover vacancies £90k vehicle hire costs due to ageing fleet <b>On-going Budget Increase/Decrease Income</b> £17k revised gate fee £6k protective clothing £10k clinical waste
Community Safety	(59,500)		26,500	16,550	0		(16,450)	<b>One-off Saving/Additional Income</b> (£13k) staff vacancy (£20k) external funding for summer spectacular (£20k) delayed appointment of PCSO (£7k) funding fro AMPR Camera <b>On-going Budget Increase/Decrease Income</b> £17k service restructure <b>One-off Budget Increase/Decrease Income</b> £20k summer spectacular £7k AMPR Camera funded externally
Street Services	(60,480)		38,330		1,240		(20,910)	<b>One-off Saving/Additional Income</b> (£60k) staff vacancy <b>One-off Budget Increase/Decrease Income</b> £38k agency covering vacancy
Environmental Services	(981,880)	(167,750)	944,470	56,550	(3,918)	(429,350)	(581,878)	



General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Benefits Admin	(87,000)	(13,000)	20,240		10,779		<b>(68,981)</b>	<p><b>One-off Saving/Additional Income</b> (35k) vacant posts and service restructure (£52k) additional DWP funding in year</p> <p><b>On-going Saving/Additional Income</b> (£13k) staff restructure</p> <p><b>One-off Budget Increase/Decrease Income</b> £20k increase in cost of agency to cover vacant posts</p>
Corporate Management	(76,750)	(17,730)	103,600	52,900	2,346		<b>64,366</b>	<p><b>On-going Saving/Additional Income</b> (£9k) reduction in audit fees (£9k) net saving due to restructured director post (£119k) saving ACE + £110k Assistant Directors)</p> <p><b>One-off Saving/Additional Income</b> (£5k) consultancy requirement reduced</p> <p><b>One-off Budget Increase/Decrease Income</b> £14k write-off audited historical balances £6k additional EY fees for group accounts (2017/18) £14k finders fee for Assistant Director Environment</p> <p><b>On-going Budget Increase/Decrease Income</b> £50k matched funding Highways panel £3k ICO corporate fee</p>
Central Services	(19,500)	(22,020)	10,670		(1,067)		<b>(31,917)</b>	<p><b>One-off Saving/Additional Income</b> (£10k) email postage system implementation delayed due to capacity and capital bid rejection (£9k) saving from over estimated staff costs</p> <p><b>On-going Saving/Additional Income</b> (£4k) saving on rent of print equipment (£11k) increased recovery of print costs (£7k ) postage saving</p> <p><b>One off Budget Increase/Decrease Income</b> (5k) paper folding machine £6k termination of drinks machine contract</p>

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Corporate Team		(17,520)		5,510	(8,873)	(92,500)	(113,383)	<p><b>One-off Saving/Additional Income</b>  (£93k) Garden community delivery work</p> <p><b>On-going Saving/Additional Income</b>  (£18k) Staffing cost reduced</p> <p><b>On-going Budget Increase/Decrease Income</b>  £6k increase in original contracted hours for Corporate HR officer (after temp hours adjusted back)</p>
Conducting Elections	(30,000)		30,000		(631)		(631)	<p><b>One-off Saving/Additional Income</b>  (£30k) Referendums not likely to take place.</p> <p><b>One-off Budget Increase/Decrease Income</b>  £30k Reimbursement for referendums see above</p>
Electoral Registration	(11,490)	(17,440)		2,500	3,160		(23,270)	<p><b>One-off Saving/Additional Income</b>  (£11k) additional grant funding (final year)</p> <p><b>On-going Saving/Additional Income</b>  (£9k) staffing saving  (£8k) no longer require temp staff as vacancies filled</p> <p><b>On-going Budget Increase/Decrease Income</b>  £3k Increase in printing costs for forms</p>
Financial Services		(18,620)	31,610	24,820	(1,007)		36,803	<p><b>One-off Saving/Additional Income</b>  (£8k) saving reflects use of apprenticeship levy for professional training costs</p> <p><b>One-off Budget Increase/Decrease Income</b>  £10k additional insurance asset valuations due to re-tender  £22k Insurance Premiums increase due to re-tender</p> <p><b>On-going Budget Increase/Decrease Income</b>  £25k Increase in credit and debit card charges due to an increase in use by previous Allpay customers and overall trend in card use increasing</p>

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Housing Benefits		(204,800)			0		(204,800)	<b>On-going Saving/Additional Income</b> Increased subsidy due to change in claimant caseload
Human Resources	(6,090)		11,100		(621)		4,389	<b>On-going Saving/Additional Income</b> (£6k) subscriptions and HR schemes <b>One-off Budget increase/Decrease Income</b> £11k consultancy for iTrent
Internal Audit					320		320	
Information Technology	(10,000)	(7,060)	22,670	12,020	749		18,379	<b>One-off Saving/Additional Income</b> (£10k) vacant post (£10k) saving on software <b>On -going Saving/Additional Income</b> (£7k) Telephones <b>One-off Budget Increase/Decrease Income</b> £23k agency kept on due to handover <b>On-going Budget Increase/Decrease Income</b> £8k net increase in grade for post (on-going growth of £10k) £3k increase in contract cost
Land Charges	(5,710)		10,000		(1,680)		2,610	<b>One-off Saving/Additional Income</b> (£6k) vacancies <b>One off Budget Increase/Decrease Income</b> £10k reduction in income downturn in Hsg market
Legal Services	(21,635)		91,370	10,845	(460)		80,120	<b>One-off Saving/Additional Income</b> (£22k) vacant post <b>One-off Budget Increase/Decrease Income</b> £37k agency to cover vacant post £50k external legal costs £5k decrease in cost recovery based on current actuals <b>On-going Budget Increase/Decrease Income</b> £10k New Governance role (DPO and GDPR)
Non Domestic Rates					1,560		1,560	

General Fund Variances

Description	One-off Savings / additional income	On-going Savings / Additional income	One-off Budget increase / decrease	On-going Budget increase / decrease	Other Immaterial	Reserve	Variance Forecast P9 to Current Budget	Reason for variance
Office Cleaning	(5,480)		4,600	4,000	1,150		4,270	<b>One-off Saving/Additional Income</b> (£5k) vacant posts <b>One-off Budget Increase/Decrease Income</b> £5k additional hours covering vacant posts <b>On-going Budget Increase/Decrease Income</b> £4k additional cleaning for UDC managed Day Centres
Offices	(20,840)	(2,800)	30,400	4,600	(198)		11,162	<b>One-off Saving/Additional Income</b> (£10k) utility budgets (£11k) wedding income <b>On-going Saving/Additional Income</b> (£3k) net saving for office stewards cover <b>One-off Budget Increase/Decrease Income</b> £21k ad-hoc repairs to Council run assets £4k extra hours £5k Staff room data outlets <b>On-going Budget Increase/Decrease Income</b> £5k equipment maintenance costs
Revenues Admin	(32,540)	(4,930)	8,000		(5,090)		(34,560)	<b>One-off Saving/Additional Income</b> (£8k) no external reviews planned (£5k) reduced costs £8k Rents admin fee income (£8k) staff vacancies (£4k) Training <b>On-going Saving/Additional Income</b> (£5k) staffing costs <b>One off Budget Increase/Decrease Income</b> £8 legal fees for Housing rent collection
Council Tax Discounts				50,840	0		50,840	<b>On-going Budget Increase/Decrease Income</b> £51k Essex sharing agreement agreement reduced 'shareback' from preceptors due to Ctax increased
<b>Finance &amp; Admin</b>	<b>(327,035)</b>	<b>(325,920)</b>	<b>374,260</b>	<b>168,035</b>	<b>437</b>	<b>(92,500)</b>	<b>(202,723)</b>	

**General Fund Reserves**

Reserve	Balance recast Transfer From recast Transfer to Forecast Transfer			Forecast Balance
£'000	1st April 2018	General Fund	General Fund between Reserves	31st March 2019
<b>RINGFENCED RESERVES</b>				
Business Rates	1,501	250	(384)	1,367
Departments for Work and Pension:	71			71
Licensing	0	38	(20)	19
Working Balance	1,321		(50)	1,271
<b>TOTAL RINGFENCED RESERVE:</b>	<b>2,894</b>	<b>288</b>	<b>(454)</b>	<b>2,728</b>
<b>USABLE RESERVES</b>				
<b><u>Financial Management Reserves</u></b>				
Medium Term Financial Strategy	1,000		(450)	550
Transformation	1,728		(11)	1,167
	<b>2,728</b>	<b>0</b>	<b>(461)</b>	<b>1,717</b>
<b><u>Contingency Reserves</u></b>				
Emergency Response	40			40
	<b>40</b>	<b>0</b>	<b>0</b>	<b>40</b>
<b><u>Service Reserves</u></b>				
Economic Development	15			15
Elections	75	25		100
Homelessness	126	74	(8)	191
Health and Wellbeing	46	35	(5)	76
<i>Planning</i>	960		(429)	550
<i>Neighbourhood Planning</i>	93			93
<i>Housing Strategy</i>	54			(29)
<i>Development Control</i>	27			29
Strategic Initiatives	2,660		0	(500)
Capital Slippage	466	25	(207)	500
Garden Communities	0			0
Development Projects	0	198		198
Pension Reserve	0			0
New Homes Bonus Ward Members	16			16
Voluntary Sector	0			0
Waste Depot Relocation Project	4,383	350	(250)	4,482
Waste Management	201			201
Private Finance Initiative	180	0		180
	<b>9,302</b>	<b>706</b>	<b>(898)</b>	<b>550</b>
<b>TOTAL USABLE RESERVES</b>	<b>12,069</b>	<b>706</b>	<b>(1,359)</b>	<b>0</b>
<b>TOTAL GENERAL FUND RESERVE</b>	<b>14,963</b>	<b>994</b>	<b>(1,813)</b>	<b>14,144</b>

## Housing Revenue Account

£000	April to December			2018/19			
	Current Budget	Actuals to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance to Current Budget
<b><u>Housing Revenue Account Income</u></b>							
Dwellings Rent	(10,750)	(10,607)	143	(14,333)	(14,333)	(14,164)	169
Garage Rents	(160)	(156)	4	(214)	(214)	(202)	11
Land Rents	(3)	(2)	1	(3)	(3)	(3)	0
Charges for Services & Facilities	(637)	(704)	(67)	(850)	(850)	(910)	(60)
Contributions Towards Expenditure	(1)	(23)	(22)	(2)	(2)	(24)	(22)
<b>Total Service Income</b>	<b>(11,551)</b>	<b>(11,491)</b>	<b>60</b>	<b>(15,402)</b>	<b>(15,402)</b>	<b>(15,304)</b>	<b>98</b>
<b><u>Housing Finance &amp; Business Management</u></b>							
Business & Performance Management	0	0	0	0	0	0	0
Rents, Rates & Other Property Charges	56	62	6	75	75	75	0
	56	62	6	75	75	75	0
<b><u>Housing Maintenance &amp; Repairs Services</u></b>							
Common Service Flats	151	79	(72)	201	201	202	1
Estate Maintenance	111	87	(24)	148	148	148	0
Housing Repairs	1,790	1,845	55	2,379	2,387	2,472	85
Housing Sewerage	41	42	1	54	55	57	2
Newport Depot	14	17	4	19	19	22	4
Property Services	239	223	(16)	316	318	301	(17)
	2,346	2,293	(53)	3,117	3,127	3,202	75
<b><u>Housing Management &amp; Homelessness</u></b>							
Housing Services	312	301	(11)	413	416	414	(2)
Sheltered Housing Services	439	465	26	583	586	601	15
Supporting People	0	0	0	0	0	0	0
	751	766	14	996	1,002	1,015	13
<b>Total Service Expenditure</b>	<b>3,153</b>	<b>3,120</b>	<b>(32)</b>	<b>4,188</b>	<b>4,204</b>	<b>4,292</b>	<b>88</b>
<b><u>Corporate Items</u></b>							
Bad Debt Provision	0	0	0	100	100	100	0
Depreciation - Dwellings (to MRR)	0	0	0	3,568	3,568	3,568	0
Depreciation - Non-Dwellings (to MRR)	0	0	0	202	202	202	0
Impairment - Non-Dwellings	0	0	0	0	0	0	0
Interest / Costs - HRA Loan	1,317	1,317	(0)	2,615	2,615	2,615	0
Repayment of Loan	0	0	0	2,000	2,000	2,000	0
Investment Income	0	0	0	(15)	(15)	(36)	(21)
Recharge from General Fund	0	0	0	1,675	1,675	1,675	0
HRA Share of Corporate Core	0	0	0	398	398	398	0
Pension Fund - Added Years	0	0	0	19	19	19	0
Pension Fund - Deficit	0	0	0	0	0	0	0
Right to Buy Admin Cost Allowance	(8)	(9)	(1)	(10)	(10)	(10)	0
<b>Total Corporate Items</b>	<b>1,309</b>	<b>1,308</b>	<b>(2)</b>	<b>10,552</b>	<b>10,552</b>	<b>10,531</b>	<b>(21)</b>
<b>TOTAL EXPENDITURE</b>	<b>4,462</b>	<b>4,428</b>	<b>(34)</b>	<b>14,740</b>	<b>14,756</b>	<b>14,822</b>	<b>67</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(7,089)</b>	<b>(7,063)</b>	<b>26</b>	<b>(662)</b>	<b>(646)</b>	<b>(481)</b>	<b>165</b>
Funding from Capital Receipts Reserve for HRA Loan	0	0	0	(413)	(413)	(413)	0
<b><u>Funding of Capital Programme from HRA</u></b>							
Funding of Action Plan Capital Items	0	0	0	0	0	0	0
Funding of Capital from Revenue	0	0	0	1,047	5,779	3,979	(1,800)
	0	0	0	1,047	5,779	3,979	(1,800)
<b><u>Transfers to/from (-) Reserves</u></b>							
Capital Projects Reserve	0	0	0	120	0	0	0
Potential Developments (New Builds)	0	0	0	0	(849)	(295)	554
Sheltered Housing Reserve	0	0	0	0	0	0	0
HRA Slippage Reserve (from Reserve)	0	0	0	0	(3,779)	(2,779)	1,000
HRA Slippage Reserve (to Reserve)	0	0	0	0	0	131	131
Transformation Reserve	0	0	0	0	0	0	0
Working Balance	0	0	0	(92)	(92)	(10)	82
	0	0	0	28	(4,720)	(2,953)	1,767
<b>Total Use of Reserve / Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,075</b>	<b>1,059</b>	<b>1,026</b>	<b>(33)</b>
<b>(SURPLUS)/DEFICIT</b>	<b>(7,089)</b>	<b>(7,063)</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>132</b>	<b>132</b>

Capital Programme

£'000	Cost Code	Actual to December	Original Budget 2018-19	Slippage from 2017-18	Budget adjustment as agreed by Cabinet/Other budget virements	Current Budget 2018-19	Forecast	Forecast to Budget Variance	Requested Slippage to 19/20
<b>Community and Partnerships</b>									
S/W Motte & Bailey Castle	CGF119/6801	10	30	0		30	60	30	
Community Project Grants	CGF502/6842	15	110	15		125	125	0	
<b>Community and Partnerships</b>		<b>26</b>	<b>140</b>	<b>15</b>	<b>0</b>	<b>155</b>	<b>185</b>	<b>30</b>	<b>0</b>
<b>Environmental Services</b>									
White Street Car Park	CGF108/6801	0	25	0		25	0	(25)	25
Lower Street Car Park Extension	CGF126/6801	0	0	102		102	0	(102)	
Household Bins	CGF300/6822	54	70	0		70	70	0	
Trade Waste Bins	CGF301/6822	14	10	0		10	14	4	
Kitchen Caddies	CGF304/6822	4	10	0		10	10	0	
Garden Waste Bins	CGF308/6822	11	20	0		20	20	0	
Car Parking Machine Replacement	CGF321/6822	0	0	92		92	0	(92)	92
Electric Car Charges	CGF323/6822	0	15	0		15	15	0	
Vehicle Replacement Programme	CGF602/6823	69	633	1,763		2,396	1,701	(695)	241
<b>Total Environmental Services</b>		<b>152</b>	<b>783</b>	<b>1,957</b>	<b>0</b>	<b>2,740</b>	<b>1,830</b>	<b>(910)</b>	<b>358</b>

**Capital Programme**

£'000	Cost Code	Actual to December	Budget adjustment as agreed by Cabinet/Other budget virements			Current Budget 2018-19	Forecast	Forecast to Budget Variance	Requested Slippage to 19/20
			Original Budget 2018-19	Slippage from 2017-18					
<b>Finance &amp; Administration</b>									
<b>IT Schemes</b>									
Minor Items IT	CGF401/6834	0	20	5		25	10	(15)	
PCI Compliance	CGF413/6834	10	20	18		38	38	0	
PSN CoCo Works	CGF425/6824	0	30	0		30	30	0	
Core Switches - replacement	CGF433/6824	4	40	0		40	40	0	
Replacement Electoral System	CGF434/6824	0	30	30		60	60	0	
Hot Desking/Mobile working	CGF435/6824	102	45	45		90	105	15	
Asset Management System - Cap Pur IT	CGF437/6824	0	30	0		30	30	0	
Cyber Security - Cap Pur IT	CGF438/6824	0	20	0		20	20	0	
Grounds Maint & Vehicle Sys - Cap Pur IT	CGF439/6824	5	100	0		100	100	0	
Iclipse to Information at Work - Cap Pur IT	CGF440/6824	50	50	0		50	50	0	
Idox Additional Modules - Cap Pur IT	CGF441/6824	25	32	0		32	32	0	
Licensing - Lalpac to Idox Uni - Cap Pur IT	CGF442/6824	15	30	0		30	30	0	
ArcGIS Upgrade - Cap Pur IT	CGF443/6824	0	21	0		21	21	0	
<b>UDC Asset work</b>									
London Rd Office Building works	CGF102/6801	52	54	0		54	54	0	
New Depot	CGF103/6801	0	1,738	2,895		4,633	250	(4,383)	4,383
Day Centres Cyclical Improvements	CGF115/6801	27	35	21		56	56	0	
Guildhall Works	CGF116/6801	0	40	0		40	40	0	
Museum Buildings work	CGF123/6801	13	41	7		48	48	0	
London Rd Office Heating	CGF315/6822	0	0	36		36	36	0	
London Rd Office Electrical	CGF316/6822	8	35	43		78	78	0	
<b>Other</b>									
Election Equipment	CGF324/6822	7	10	0		10	10	0	
Cash Deposit Machine	CGF436/6824	14	0	13		13	13	0	
Stansted Conveniences - Grant	CGF527/6841	0	0	30		30	30	0	
<b>Total Finance &amp; Administration</b>		<b>331</b>	<b>2,421</b>	<b>3,143</b>	<b>0</b>	<b>5,564</b>	<b>1,181</b>	<b>(4,383)</b>	<b>4,383</b>



Capital Programme

£'000	Cost Code	Actual to December	Original Budget 2018-19	Slippage from 2017-18	Budget adjustment as agreed by Cabinet/Other budget virements	Current Budget 2018-19	Forecast	Forecast to Budget Variance	Requested Slippage to 19/20
<b><u>Housing and Economic Development</u></b>									
Compulsory Purchase Order	CGF125/6821	0	300	0		300	0	(300)	
Private Sector Renewal Grants	CGF500/6841	3	70	0		70	10	(60)	
Disabled Facilities Grants	CGF503/6841	82	260	0		260	260	0	
Empty Dwellings	CGF505/6841	0	50	0		50	0	(50)	
Superfast Broadband	CGF528/6841	0	500	100		600	0	(600)	600
<b>Total Housing and Economic Development</b>		<b>85</b>	<b>1,180</b>	<b>100</b>	<b>0</b>	<b>1,280</b>	<b>270</b>	<b>(1,010)</b>	<b>600</b>
<b><u>Housing Revenue Account</u></b>									
HRA Repairs	HRA TAB	2,215	3,445	0		3,445	3,445	0	
UPVC Fascia's and Guttering	CHR223/6812	67	100	0		100	100	0	
Light Vans Replacement Programme	CHR300/6823	0	96	87		183	0	(183)	183
HRA IT - Contingency	CHR400/6841	0	0	20		20	0	(20)	20
Cash Incentive Scheme Grants	CHR500/6841	25	50	0		50	50	0	
<b><u>Business Plan Items</u></b>									
Resurfacing access roads	CHR111/6801	0	0	133		133	133	0	
Market Properties	CHR105/6801	143	0	0		0	143	143	

Capital Programme

£'000	Cost Code	Actual to December	Budget adjustment as agreed by Cabinet/Other budget virements			Forecast	Forecast to Budget Variance	Requested Slippage to 19/20	
			Original Budget 2018-19	Slippage from 2017-18	Current Budget 2018-19				
<b><u>New Builds (RTB 1-4-1)</u></b>									
Unidentified		0	0	0	0	0	0		
Sheds Lane	CHR112/6801	245	23	202	225	238	13		
Newton Grove	CHR113/6801	286	315	260	575	634	59		
Frambury Lane	CHR114/6801	322	771	0	771	728	(43)		
The Moors	CHR116/6801	22	787	0	787	36	(751)	751	
The Elms	CHR117/6801	3	0	0	0	0	0		
Developer Sites / Market Properties	CHR105/6801	540	0	0	0	540	540		
<b><u>Redevelopment Scheme</u></b>									
<b><u>Sheltered Schemes</u></b>									
Reynolds Court	CHR107/6801	2,069	0	2,298	2,298	2,165	(133)	110	
Hatherley Court	CHR108/6801	425	0	962	962	962	0		
Walden Place	CHR109/6801	1	0	803	803	0	(803)	803	
<b>Total HRA</b>		<b>6,364</b>	<b>5,587</b>	<b>4,765</b>	<b>0</b>	<b>10,352</b>	<b>9,174</b>	<b>(1,178)</b>	<b>1,867</b>
<b>Total General Fund</b>		<b>594</b>	<b>4,524</b>	<b>5,215</b>	<b>0</b>	<b>9,739</b>	<b>3,466</b>	<b>(6,273)</b>	<b>5,341</b>
<b>CAPITAL PROGRAMME TOTAL</b>		<b>6,957</b>	<b>10,111</b>	<b>9,980</b>	<b>0</b>	<b>20,091</b>	<b>12,640</b>	<b>(7,451)</b>	<b>7,208</b>

**Capital Financing**

	<b>General Fund   Housing Revenue Account</b>	
	<b>£'000</b>	<b>£'000</b>
Grants and Contributions	222	145
Revenue Contribution (RCCO)	991	1,126
Internal Borrowing	1,767	0
Reserves	415	2,868
S106	0	942
Capital Receipts	71	648
Major Repairs Reserve	0	3,445
	<b>3,466</b>	<b>9,174</b>
<b>Total Financing</b>		<b>12,640</b>

## Appendix E

### Section 106 Balances

With Conditions	31 March 2018	Income	Adjustment	Drawn Down - Capital/Revenue	Balance at 30 Dec 2018
	£'000	£'000		£'000	£'000
<b>S106 Receipts in Advance</b>					
Priors Green, Takeley	163	-	-	(85)	78
Land north of Ingrams, Felsted	10	-	-	-	10
Rochford Nurseries/Foresthall Park, Stansted	316	-	-	-	316
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, Flich Green,	33	-	-	-	33
Land south side of Radwinter Road	49	-	-	-	49
Land at Ventnor Lodge, Cambridge Road,	-	21	-	(21)	-
<b>Total</b>	<b>861</b>	<b>21</b>	<b>-</b>	<b>(106)</b>	<b>776</b>

Other Bodies	31 March 2018	Income	Adjustment	Transferred to other bodies	Balance at 30 Dec 2018
	£'000	£'000		£'000	£'000
<b>S106 Receipts in Advance</b>					
Sector 4 Woodlands Park (Helena Romanes)	165	-	-	-	165
Brewers End, Takeley	31	-	-	-	31
Land adj Hailes Wood, Elsenham	10	-	-	-	10
Land at Flich Green, Felsted	67	-	-	-	67
Land adjacent to S/W Hospital	16	-	-	-	16
Ashdon Road Commercial Centre	135	673	-	(782)	26
Land south of Stansted Road, Elsenham	53	-	-	-	53
Land south of Ongar Road, Dunmow	17	-	-	-	17
Land at 119 Radwinter Road, adj S/W Hospital	15	-	-	-	15
Land North of Ongar Road, Gt Dunmow	21	-	-	-	21
Land at Bury Water Lane, Newport	29	-	-	-	29
Land south side of Radwinter Road	36	-	-	-	36
Land at Elsenham Nuseries	14	-	-	-	14
Bury Water Lane, Newport	26	-	-	-	26
Land to the North of Stebbing Primary School	-	239	-	(239)	-
Land at Whiteditch Lane, Newport	-	151	-	(151)	-
Walpole Farm, Cambridge Road, Stansted	-	408	-	(355)	53
Land at Thorpe Lea, Walden Road, Gt Chesterford	-	59	-	(59)	-
Land at Little Walden Road, Saffron Walden	-	120	-	-	120
<b>Grants and Contributions to Other Bodies</b>	<b>635</b>	<b>1,650</b>	<b>-</b>	<b>(1,586)</b>	<b>699</b>

Without Conditions	31 March 2018	Income	Adjustment	Drawn Down - Capital	Balance at 30 Dec 2018
	£'000	£'000		£'000	£'000
<b>S106 Unapplied</b>					
Affordable Housing;	919	-	-	-	919
-Land at the Canfield Service Station	-	262	-	-	262
-Land adjacent to Stevens Farm, Felsted	-	54	-	-	54
-Land at Ventnor Lodge, Cambridge Road, Quenc	-	134	-	-	-
Drawn Down	-	-	-	-	-
Affordable Housing	919	450	-	-	1,369
Dunmow Eastern Sector	18	-	-	-	18
Woodlands Park, Gt Dunmow	36	-	-	-	36
Bell College, Saffron Walden	15	-	-	-	15
Priors Green, Takeley	8	-	-	-	8
Foresthall Park, Stansted	141	-	-	(108)	33
Lt Walden Road/Ashdon Road, Saffron Walden	98	-	-	-	98
Oakwood Park, Takeley	5	-	-	-	5
<b>Total</b>	<b>1,240</b>	<b>450</b>	<b>-</b>	<b>(108)</b>	<b>1,582</b>

**Treasury Management - 1 April – 30 December 2018****Borrowing**

<b>Date of borrowing</b>	<b>Institution</b>	<b>Amount (£)</b>	<b>Date of Repayment</b>	<b>Interest Rate</b>
19/04/2018	Vale of Glamorgan County Council	2,000,000	01/05/2018	0.40%
19/04/2018	Pembrokeshire Council	2,000,000	01/05/2018	0.45%
19/04/2018	Manchester City Council	5,000,000	18/05/2018	0.45%
30/04/2018	South Cambs District Council	1,000,000	24/05/2018	0.45%
01/05/2018	South Cambs District Council	1,500,000	24/05/2018	0.45%
18/05/2018	Manchester City Council - Deal 21 rolled	5,000,000	01/06/2018	0.45%
21/05/2018	London Borough of Brent	4,000,000	22/10/2018	0.60%
19/06/2018	Erewash Borough Council	2,000,000	02/07/2018	0.35%
19/10/2018	Manchester City Council	2,500,000	01/11/2018	0.66%
22/10/2018	Manchester City Council	3,000,000	01/11/2018	0.66%
22/10/2018	London Borough of Ealing	2,000,000	15/07/2019	0.95%
22/10/2018	Ryedale District Council	1,000,000	15/07/2019	0.95%
01/11/2018	London Borough of Newham	1,000,000	01/04/2019	0.85%
13/11/2018	Vale of Glamorgan Council	2,500,000	04/01/2019	0.70%
15/11/2018	Bridge End District Council	1,000,000	04/12/2018	0.70%
			Average Interest Rate	0.60%
05/07/2017	Phoenix	10,000,000		2.86%

## Investments

Date of Investment	Counterparty	Amount (£)	Date of Repayment	Interest Rate
03-Apr-18	DMO	5,000,000	10-Apr-18	0.25%
04-Apr-18	DMO	1,000,000	10-Apr-18	0.25%
09-Apr-18	DMO	1,000,000	10-Apr-18	0.25%
10-Apr-18	London Borough of Barking and Dagenham	4,000,000	11-Jun-18	0.50%
10-Apr-18	DMO	1,000,000	19-Apr-18	0.25%
16-Apr-18	DMO	3,000,000	17-Apr-18	0.25%
17-Apr-18	DMO	3,500,000	23-Apr-18	0.25%
27-Apr-18	DMO	3,000,000	30-Apr-18	0.25%
01-May-18	DMO	2,500,000	08-May-18	0.25%
03-May-18	DMO	2,000,000	08-May-18	0.25%
11-May-18	Blaenau Gwent CBC	3,500,000	05-Nov-18	0.60%
08-May-18	DMO	3,500,000	11-May-18	0.25%
08-May-18	DMO	1,000,000	18-May-18	0.25%
14-May-18	DMO	3,000,000	18-May-18	0.25%
15-May-18	DMO	3,000,000	24-May-18	0.25%
29-May-18	DMO	1,000,000	31-May-18	0.25%
31-May-18	Surrey Heath Borough Council	2,000,000	30-Nov-18	0.58%
11-Jun-18	Thurrock Council	3,500,000	11-Dec-18	0.58%
05-Jun-18	DMO	1,500,000	19-Jun-18	0.25%
14-Jun-18	DMO	1,500,000	19-Jun-18	0.25%
15-Jun-18	DMO	3,000,000	19-Jun-18	0.25%
21-Jun-18	DMO	1,000,000	02-Jul-18	0.26%
02-Jul-18	DMO	5,000,000	04-Jul-18	0.25%
04-Jul-18	DMO	5,500,000	11-Jul-18	0.25%
11-Jul-18	DMO	1,000,000	18-Jul-18	0.26%
11-Jul-18	DMO	5,000,000	19-Jul-18	0.26%
16-Jul-18	DMO	3,500,000	18-Jul-18	0.25%
20-Jul-18	Dumfries and Galloway Council	1,000,000	02-Oct-18	0.40%
25-Jul-18	Dumfries and Galloway Council	1,000,000	17-Aug-18	0.35%

## Investments

Date of Investment	Counterparty	Amount (£)	Date of Repayment	Interest Rate
01-Aug-18	DMO	4,000,000	20-Aug-18	0.47%
15-Aug-18	DMO	3,500,000	17-Aug-18	0.50%
15-Aug-18	DMO	1,000,000	23-Aug-18	0.50%
20-Aug-18	DMO	1,500,000	21-Aug-18	0.50%
21-Aug-18	Cornwall Council	1,500,000	20-Sep-18	0.60%
21-Aug-18	Leeds City Council	1,000,000	02-Oct-18	0.65%
29-Aug-18	DMO	1,000,000	10-Sep-18	0.50%
03-Sep-18	DMO	4,500,000	05-Sep-18	0.50%
04-Sep-18	DMO	1,000,000	13-Sep-18	0.50%
05-Sep-18	DMO	3,000,000	19-Sep-18	0.50%
05-Sep-18	Cornwall Council	1,000,000	19-Oct-18	0.60%
17-Sep-18	DMO	4,000,000	19-Sep-18	0.50%
20-Sep-18	DMO	1,500,000	28-Sep-18	0.50%
01-Oct-18	DMO	5,000,000	02-Oct-18	0.50%
02-Oct-18	DMO	1,000,000	03-Oct-18	0.50%
03-Oct-18	DMO	1,500,000	18-Oct-18	0.50%
15-Oct-18	DMO	4,000,000	18-Oct-18	0.50%
19-Oct-18	DMO	1,500,000	22-Oct-18	0.50%
05-Nov-18	London Borough of Eastleigh	3,500,000	05-Jun-19	0.85%
07-Nov-18	DMO	1,000,000	16-Nov-18	0.50%
13-Nov-18	DMO	2,500,000	19-Nov-18	0.50%
15-Nov-18	DMO	3,000,000	16-Nov-18	0.50%
15-Nov-18	DMO	1,000,000	19-Nov-18	0.50%
11-Dec-18	Salford City Council	2,000,000	11-Jun-19	0.92%
11-Dec-18	Slough Borough Council	1,500,000	11-Jun-19	0.92%
30-Nov-18	DMO	2,000,000	05-Dec-18	0.50%
05-Dec-18	Redcar & Cleveland Borough Council	2,000,000	05-Sep-19	1.00%
03-Dec-18	DMO	1,000,000	04-Dec-18	0.50%
03-Dec-18	DMO	1,000,000	13-Dec-18	0.50%
03-Dec-18	DMO	3,000,000	19-Dec-18	0.50%
04-Dec-18	DMO	1,000,000	20-Dec-18	0.50%
13-Dec-18	DMO	1,000,000	21-Dec-18	0.50%
14-Dec-18	DMO	1,500,000	19-Dec-18	0.50%
17-Dec-18	DMO	3,500,000	19-Dec-18	0.50%
Average Interest Rate				0.44%

## Balances on call/deposit accounts

Counterparty	Amount (£)	Interest Rate @ 31/12/18
CCLA	1,000,000	0.7439%
FIBCA	1,000,000	0.5500%

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<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday, 28 February 2019
<b>Title:</b>	Uttlesford Health & Wellbeing Strategy 2019-2022		
<b>Portfolio Holder:</b>	Cllr Vic Ranger, Portfolio Holder for Communities and Partnerships		
<b>Report Author:</b>	Faye Marriage, Senior Health Improvement Officer fmarriage@uttlesford.gov.uk	<b>Key decision:</b>	Yes

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## Summary

1. This report seeks Cabinet endorsement and support for the Uttlesford Health and Wellbeing Strategy 2019-2022 – a refreshed version of the original Strategy, which launched in May 2017.
2. The Uttlesford Health & Wellbeing Strategy (UHWS) is a partnership document, which sets a direction for the council and its partners to address a number of key health and wellbeing priorities for the district. These priorities have been identified, and will consequently be overseen, by the Uttlesford Health & Wellbeing Board. A delivery plan will be developed with partners in order to tackle the key areas of work in which the Health & Wellbeing Board has agreed to focus its attention.
3. This refreshed Strategy differs from the original in that it includes a priority to “plan for healthy communities”, enabling Uttlesford Health & Wellbeing Board to support work that is undertaken to develop new communities across the district.

## Recommendations

4. Cabinet is requested to endorse and support the Uttlesford Health & Wellbeing Strategy, attached to this report, to be implemented with effect from 1<sup>st</sup> March 2019.

## Financial Implications

5. None currently. However, projects that are agreed to be taken forward by Uttlesford Health & Wellbeing Board will need to take account of existing resources currently made available by the Council and funding made available by Essex County Council Public Health.

## 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 council’s website. Priorities were identified using data and information captured within some of these documents as well as local partners.

- Uttlesford Public Health Profile, 2016
- Essex Joint Strategic Needs Assessment, 2016
- Public Health England's Public Health Profile for Uttlesford, 2016
- UDC's Private Sector Housing Strategy, 2017
- UDC's Housing Strategy, 2016
- Building Research Establishment (BRE): A Quantitative Health Impact Assessment: The cost of private sector housing and prospective housing interventions in Uttlesford District Council, 2015
- Rural and Social Isolation in Uttlesford, CVSU, 2016
- Childhood Obesity: A Plan for Action, Department of Health, 2016
- Improving the Public's Health: A Resource for Local Authorities, The King's Fund, 2013
- A Connected Community: A Strategy for Tackling Loneliness – Laying the Foundations for Change (2018)

## Impact

7.

Communication/Consultation	Consultation has taken place with relevant stakeholders
Community Safety	N/A
Equalities	The strategy is likely to make a significant contribution to advancing equality for those with protected equality characteristics and address health inequality. Priorities for action are based on evidence and focus on improving health outcomes.  The Strategy has been equality impact assessed
Health and Safety	N/A
Human Rights/Legal Implications	N/A
Sustainability	N/A
Ward-specific impacts	Potential targeted work in identified Wards
Workforce/Workplace	Communities, Health & Wellbeing – within existing resources

## Situation

8. The UHWS has been prepared on behalf of Uttlesford Health & Wellbeing Board in response to increasing recognition that numerous organisations, including the council, can influence a range of factors associated with ill health and thus work collaboratively to prevent future health-related issues.
9. The strategy has been influenced by feedback from consultation carried out with the partners, interested stakeholders and members.
10. The UHWS, and subsequently the work of the board, focuses on preventative health measures.
11. The Strategy sets five key health and wellbeing priorities that seek to improve public health and wellbeing and prevent ill health via the work of the board:
  - **Combatting loneliness and social isolation**
  - **Supporting people to age well in Uttlesford**
  - **Enabling people to eat well and be active**
  - **Alleviating winter pressures and fuel poverty**
  - **Planning for healthy communities**
12. Evidence supporting the priorities and aims of the strategy have been identified within the Uttlesford Public Health Profile (2016) and trend data according to the Public Health Outcomes Framework.
13. The work that is undertaken by the board in order to address these priorities will, at times, overlap. It has also been recognised that key principles must be considered when focusing on particular projects:
  - **Tackling inequalities – ensuring that key services are targeting those most in need**
  - **Improving mental wellbeing – ensuring that mental health and wellbeing is regarded across all streams of work**
  - **Focusing on prevention and early intervention**
  - **Promoting self-care – encouraging and empowering individuals to take more responsibility for changing their own health-related behaviours**
  - **Working in partnership and promoting community resilience**
14. The Council has received grant funding from Essex County Council Public Health in order to recognise the impact that working collaboratively to prevent ill health can have, and to subsequently take this work forward through local partnerships. This grant funding will continue until 2021.
15. This Strategy sets the local direction for health prevention in order to shape the delivery plans, which will continue to be agreed and taken forward by a range of key partners (as with the original Strategy document, which launched in May 2017).

## **Risk Analysis**

16.

Risk	Likelihood	Impact	Mitigating actions
Not having a strategy/delivery plan in place	1, The Strategy has already been developed in partnership with all interested parties. Work on the delivery plan is ongoing	3, By not having a strategic direction/focus in place, concentrated efforts and subsequent effectiveness of Uttlesford Health & Wellbeing Board may be reduced	Agreed strategy with a delivery plan that partners have agreed to in place
Uncertainty around future Public Health Grant funding	2, There could be a reduction in funding due to the uncertain economic climate	2, A reduction in funding could impact future commissioning intentions	Mitigating actions are being devised to minimise the effect on service delivery

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.





# Health & Wellbeing in Uttlesford

## A Strategy for 2019-2022

Page 45





# Uttlesford Health & Wellbeing Board

This Strategy has been produced by Uttlesford Health & Wellbeing Board, which aims to coordinate, communicate and commission health improvement and wellbeing activities for the local population. The main focus is on preventative healthcare. Preventative healthcare consists of measures taken for disease prevention as opposed to disease treatment.

The purpose of this document is to provide a clear direction for Uttlesford Health & Wellbeing Board, setting a number of priorities to focus on until 2022.

The following organisations are represented on Uttlesford Health & Wellbeing Board:



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# Foreword



In Uttlesford, we believe that our greatest strength and our most important asset is our people. Wellbeing starts with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live in together.

Our Health and Wellbeing Strategy is about how we put in place the best conditions in Uttlesford for people to live fulfilling lives. Everyone has a role in creating a healthy district and this Strategy proposes how we might do this. It is led by the partners that sit on Uttlesford Health & Wellbeing Board and it belongs to everyone.

We are committed to improving the health and wellbeing of our residents and communities by working collaboratively with partners and local organisations and ensuring people feel empowered to achieve and maintain good health. This new and updated Health and Wellbeing Strategy for Uttlesford will be instrumental in initiating a clear direction for the Board to address a number of key health and wellbeing priorities for the district.

In Uttlesford, we are proud that the majority of our residents lead healthy, active and fulfilling lives, but as this document demonstrates, this good health is not geographically shared across the entire district and may also evolve as our population grows.

Uttlesford has pockets of deprivation as well as some health issues. For example rising levels of obesity are increasing pressures on local clinical and frontline services. In addition, according to our most recent Public Health Profile (2016), we are predicted to see a 32% rise in over 65s by 2025, which in itself will mean a greater need for social and clinical service provision.

Never has it been more pertinent for the promotion of prevention, self-care and personal responsibility in regards to caring for our own health and wellbeing. Furthermore, more than ever before there is a need to focus our efforts to work in a more streamlined and joined-up manner, to strengthen our communities and address our local population's health and wellbeing needs.

Cllr Howard Rolfe  
Chair of Uttlesford Local Strategic Partnership

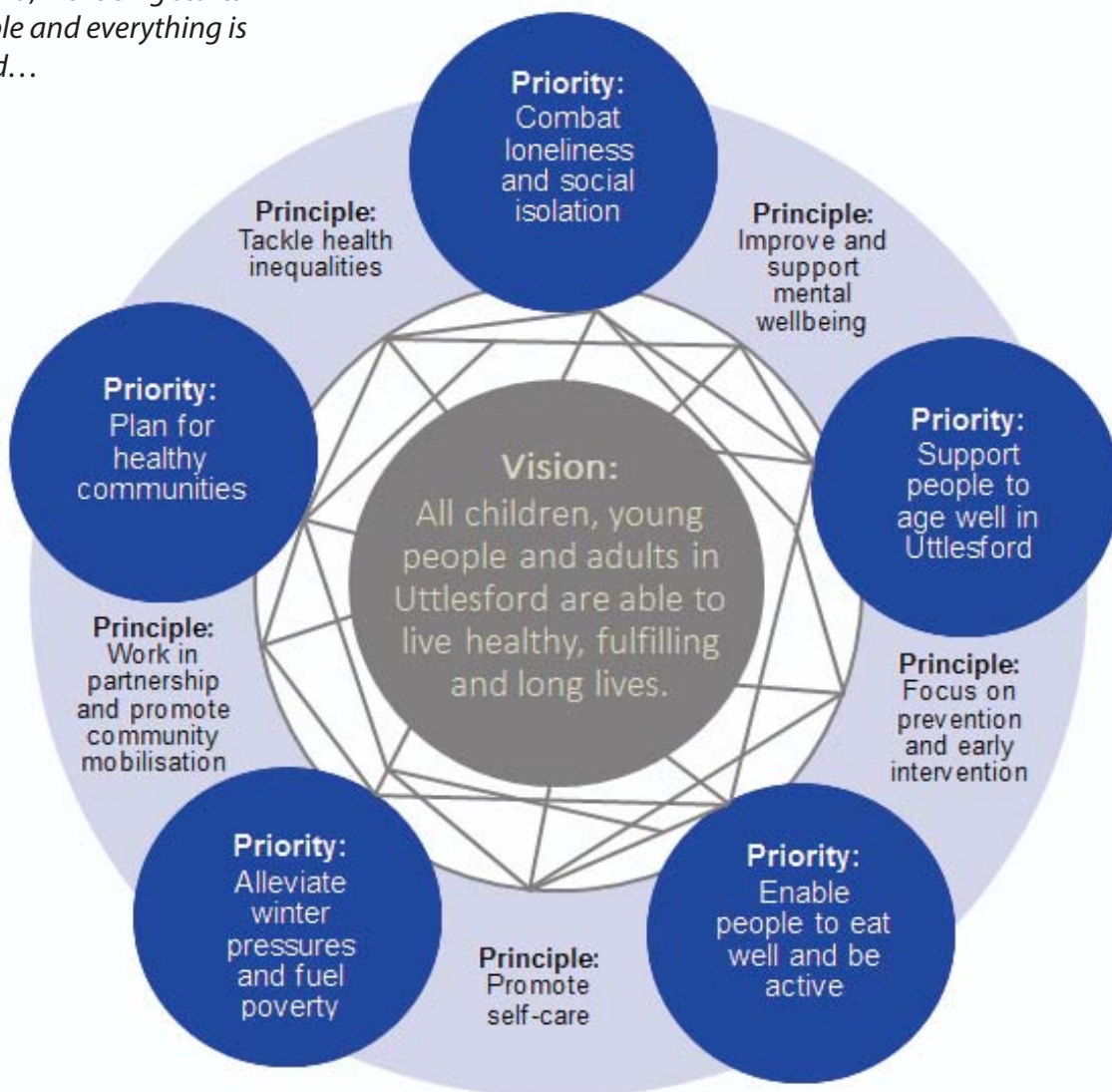


# Summary

This new Strategy (2019-2022) is a refreshed version of the original Uttlesford Health & Wellbeing Strategy (2017-2022), and has been developed to take into account our evolving communities. Proposed new developments across the district will bring a larger and more diverse population and we must ensure that we consider everyone's health and wellbeing in this process.

This document has been developed by and for Uttlesford Health & Wellbeing Board to address an agreed set of key priorities and principles with a focus on preventative healthcare. All priorities and principles are connected and we must ensure that the actions that are taken to improve the wellbeing of residents reflect this.

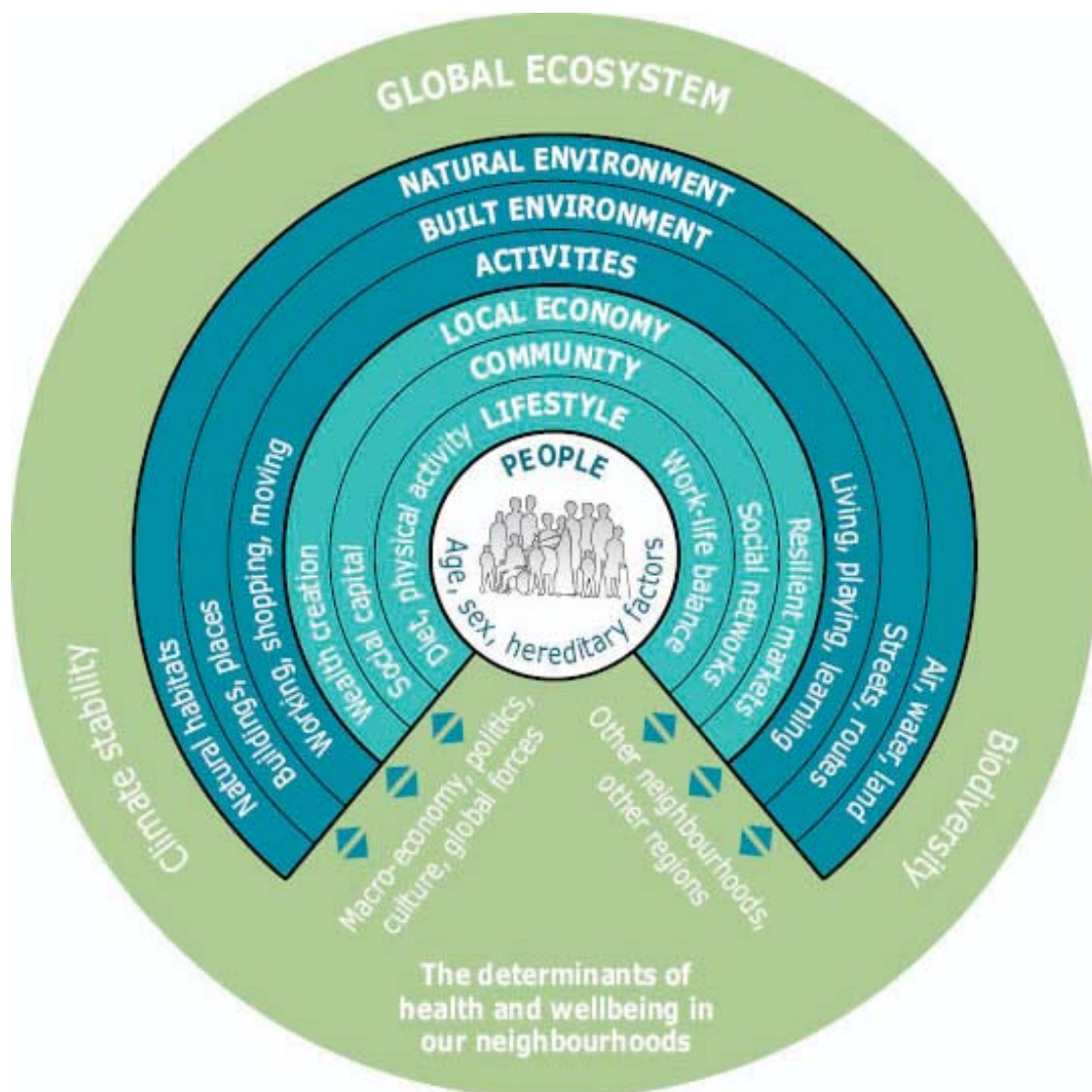
*In Uttlesford, wellbeing starts with people and everything is connected...*



# Introduction

Numerous factors can affect our health and wellbeing; issues such as unemployment, poor housing and feeling unsafe can impact upon our physical and mental health. Furthermore, our social networks, local economy and natural environments also play a key role. These are collectively known as the wider determinants of health (see figure 1).

Our lifestyles influence the way our health develops over our lifetime. Research indicates that people who practice four key 'healthy' behaviours – not smoking, taking regular exercise, eating five portions of fruit and vegetables a day and drinking alcohol within recommended limits - stay healthy for longer and live on average 14 years more than people with none of these behaviours<sup>1</sup>. This Strategy's core aim is to enable people to live longer lives whilst in good health – the latter element is key.



**Figure 1: A health map of the local human habitat, Barton & Grant (2006)**

<sup>1</sup> Khaw et al. (2008). Combined Impact of Health Behaviours and Mortality in Men and Women: The EPIC-Norfolk Prospective Population Study . PLoS Medicine5 (1)

# Background

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**“Over half of the attributed burden of poor health and early death can be linked to factors (behavioural, social and environmental) that we can change before they lead to diseases that need medical treatment or lead to a need for social care.”**

**Department of Health and Social Care, 2018**

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Uttlesford is a relatively healthy and affluent district. However, pockets of deprivation do exist within areas, which can lead to health inequalities.

New housing developments planned for the future will mean that our population will evolve and increase significantly, with an estimated almost 12,000 more people between now and 2025 (Public Health Portrait, 2016). It is important to recognise the significance and long-term effects of new development design, including considerations with regards to air quality, in shaping healthy communities, now and in the future.

Whilst currently, many Uttlesford residents do lead healthy, active and prosperous lives, the district does have particular health concerns, including:

- Increasing issues related to an ageing demographic, including high levels of hip fractures in the over 65s as a result of falls and increasing levels of people living with dementia.
- Elevated levels of rural and social isolation.
- High levels of winter deaths, exacerbated by cold homes and fuel poverty.
- Increasing levels of preventable diseases, including type 2 diabetes and obesity.
- Low levels of physical activity – only 22% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week).

Our aim is to mitigate such factors, as well as encourage and empower people to take a more active role in their own and others’ physical and mental health and wellbeing.

We will do this by collaborating and working with partners to deliver targeted interventions within areas of need, as well as supporting people to find local, existing services that are appropriate and helpful, including those associated with reducing fuel bills, and services designed to help individuals lead healthier lifestyles. Furthermore, we will work closely with Essex County Council’s Public Health and wider teams, Planning departments and further partners to assist with planning for healthy new communities.

Ill health is preventable in many cases. Some diseases, such as those we are born with or inherit through our genes, cannot currently be prevented. Traumatic experiences in childhood can have a lasting impact on our mental health. But many causes of ill health are preventable. In total, over half of the attributed burden of poor health and early death can be linked to factors (behavioural, social and environmental) that we can change before they lead to diseases that need medical treatment or lead to a need for social care.

Uttlesford Health & Wellbeing Board, which forms part of Uttlesford’s Local Strategic Partnership (LSP), will be the strategic partnership for the coordination, communication and commissioning of health and wellbeing opportunities for the local population. This will include working collaboratively with other member organisations of the Uttlesford LSP and partners across west and wider Essex.

# Our Vision

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**All children, young people and adults in Uttlesford are able to live healthy, fulfilling and long lives.**

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We will achieve our vision by working collaboratively with partners to support and empower communities and residents to take control of their own health and wellbeing and enable further opportunities for people to live well within the district.

Furthermore, we will encourage and promote “Making Every Contact Count” (MECC), which is an approach to behaviour change that utilises the millions of day to day interactions that organisations and people have with others in order to encourage changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and populations.

This vision links in with Uttlesford District Council’s corporate vision: “Working together for the wellbeing of our community and to protect and enhance the unique character of the District”.

## Overarching Principles

Improving child and adult mental health and ensuring that it is considered to be of equal importance to physical health is fundamental to unlocking the power and potential of our communities. It is therefore important to facilitate holistic approaches that benefit health and wellbeing in its widest sense.

As this document highlights, we must shift the focus of health-related work and care to prevention, early intervention and resilience in order to facilitate and work towards a sustainable health system.

In order to achieve our vision, we have identified five overarching principles. These principles will be central to the work we undertake to address the key health and wellbeing priorities that have been identified for the district.

### **Tackling health inequalities**

Ensure key services are provided for all residents, but that resources and interventions are targeting those most in need.

### **Improving mental wellbeing**

Ensure that mental health and wellbeing is regarded across all streams of work.

### **Focusing on prevention and early intervention**

Prevent and tackle the wider causes of ill health, poor lifestyle choices and health conditions.

### **Promoting self-care**

Encourage and empower individuals to take more responsibility for changing their own health related behaviours.

### **Working in partnership & promoting community mobilisation**

Enable statutory, voluntary and faith organisations to work collaboratively with communities to improve health and wellbeing within the district.



# Our Health & Wellbeing Priorities

Five key priorities were identified within Uttlesford's first Health & Wellbeing Strategy, introduced in May 2017, and still stand within this new Strategy. They were established using the data and information captured within the local Public Health Profile (2016) and following consultation with local partners in order to gain an understanding of local issues as well as a sense of particular areas of need within the district. This Strategy has been refreshed to incorporate an additional priority in order to ensure that Uttlesford Health & Wellbeing Board also focuses on planning for healthy communities.

With a focus on prevention, a delivery plan will accompany this document indicating how we will address these priorities, outlining the timeframe for progressing this work.

We recognise that new issues will arise and national policies may change during the lifetime of this Strategy and therefore the delivery plan will evolve so that aims and objectives remain relevant.



## Five key health and wellbeing priorities identified for Uttlesford District are:

- **Combatting loneliness and social isolation**
- **Supporting people to age well in Uttlesford**
- **Enabling people to eat well and be active**
- **Alleviating winter pressures and fuel poverty**
- **Planning for healthy communities**

# Combatting loneliness and social isolation

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***“Loneliness is a subjective feeling about the gap between a person’s desired levels of social contact and their actual level of social contact...Social isolation is an objective measure of the number of contacts that people have.”***

Age UK

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Loneliness is considered one of the greatest public health challenges of our time. This recognition culminated in a national Loneliness Strategy, which launched in October 2018.

Uttlesford is a large, yet sparsely populated district. Its rural nature is an additional factor which can determine that people live in pockets rather than whole communities. This can contribute to loneliness and/or social isolation, especially for younger or older people with limited access to transport.

Uttlesford Health & Wellbeing Board has prioritised loneliness and social isolation because it recognises that it can be a serious issue in rural areas and it can have far reaching consequences for individuals of any age, as well as wider communities.

Anyone can experience social isolation and loneliness. While social isolation is more commonly considered in later life, it can occur at all stages of the life course. Particular individuals or groups may be more vulnerable than others, depending on factors like physical and mental health, level of education, employment status, wealth, income, ethnicity, gender and age or life-stage.

At present, there is limited data available that robustly measures social isolation. However, according to a report conducted in 2016 by the Council for Voluntary Service Uttlesford (CVSU) on ‘Rural and Social Isolation in Uttlesford’, there appears to be a high proportion of women over 75 years living with limiting sight conditions (Macular Degeneration, retinal damage from diabetes, untreated cataracts and glaucoma) within the district. The key issues they may face in regards to social isolation are loss of hobbies, inability to manage practically at home, fear of moving outdoors and loss of control over their circumstances and private affairs (i.e. banking etc.), which in turn can contribute to mental health issues, including depression.

A range of services provided by the public sector, private sector, third sector and community and voluntary services may have the potential to impact on social isolation, even if this is not their primary aim. For example, aspects of the built and natural environment and transport infrastructure can help or hinder efforts to enhance social connections.

## **We will:**

- **Work with existing befriending services to alleviate social isolation;**
- **Identify where people are at risk of being socially isolated and will reduce the barriers that prevent individuals from accessing social activities across our district, providing further opportunities for people where appropriate, and communicating effectively in order to reduce any duplicated efforts; and**
- **Support and encourage groups, including establishing new organisations that promote greater community involvement in every community in the district.**

# Supporting people to age well in Uttlesford

According to the most recent Public Health Portrait (2016), Uttlesford is expected to see a 32% increase in over 65s between 2015 and 2025, which equates to 5,200 more people. Our ageing population will put greater demand on health, social care services and housing needs. It is therefore important for us to help people to age well and remain independent for as long as possible. Some areas of work that can help with this might include working together to enable people to live well with dementia and help to prevent falls among those at risk.

## Enabling people to live well with dementia

Dementia is an umbrella term that is used to describe a group of progressive symptoms such as memory loss, changes in personality and difficulties in day-to-day living. It can have a significant impact on an individual's health and quality of life. Furthermore, it can result in a range of health and social problems which can be challenging for the person with dementia, their carers, and health and social care professionals.

Research shows that large proportions of people with dementia feel unsupported and do not feel part of their community. They often experience anxiety and depression and three quarters do not feel society is geared up to deal with dementia (Alzheimer's Society, 2012).

Whilst dementia is a terminal condition, people can live with it for 7–12 years after diagnosis, so it is important that people are able to live well with dementia for as long as possible.

Recent data from Public Health England (2016) indicates that 1,070 people living in Uttlesford aged over 65 are thought to have dementia, and this figure is expected to rise by 79% to 1,920 by 2030. Increasing numbers of people with dementia will have an impact on health services.

In the current health and social care climate there is much emphasis on sustainability through better community care, keeping people out of hospital and enabling people to live independently within their own homes for as long as possible. This focus is particularly salient when applied to the needs of people with dementia.

## Working together to prevent and reduce falls

Falls amongst older people are a major and growing concern. A fall is a symptom, not a diagnosis. It can be a marker for the onset of frailty, the first indication of a new or worsening health problem and/or can represent a tipping point in a person's life, triggering a downward decline in independence and confidence; the effects of which can be isolating and give way to fear of the outdoors.

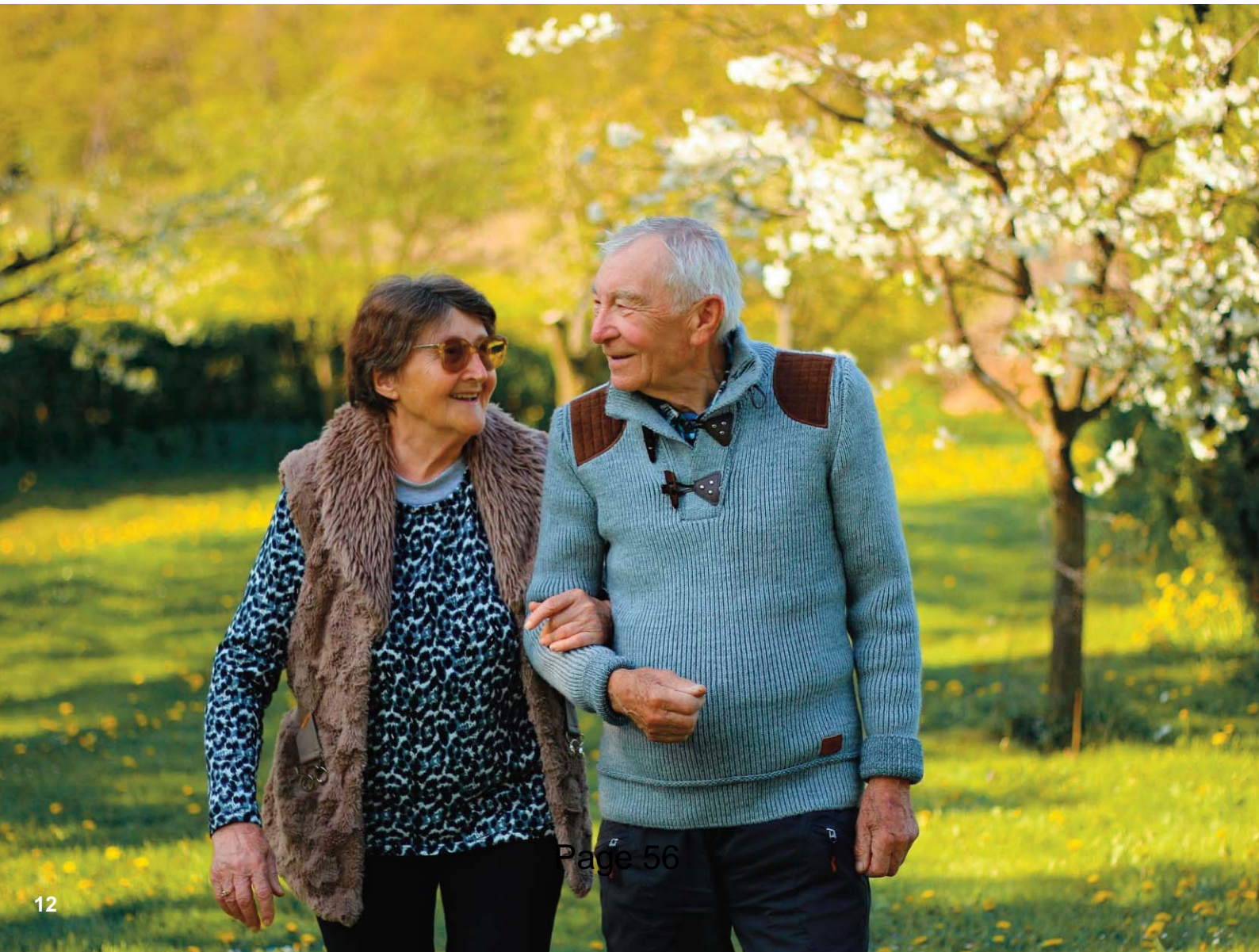
In 2016/17, there were 546 (per 100,000 population) hospital admissions for hip fractures in those living in Uttlesford and aged 65 years and older. This is similar to the national figure of 575 (Public Health Profile, 2018).

Many falls and fractures can be prevented by well organised services, including those within the community, and organisations working in partnership. As part of these support services, care is not only extended to the person suffering from falls but to their carer should they have one. The consequences of falls therefore, cut across all agencies working with older people, and all agencies can be part of the solution.



**We will:**

- **Work collectively with partners via the Uttlesford Dementia Action Alliance to enable people to live well with dementia;**
- **Work to raise public and professional awareness of dementia in order to increase public understanding of how our ageing population is affected by it and the impact it has on daily lives; and**
- **Work with Uttlesford District Council's Environmental Health department and partners to promote and enable the adaption of existing houses to support older people to live independently.**





# Enabling people to eat well and be active

According to the Uttlesford Public Health Profile, 55% of adults living in Uttlesford are overweight. Furthermore, 18% of children in Reception classes and 26% of those in Year 6 were classified as either overweight or obese in 2016/17. Rising levels of obesity increases the risk of further conditions, including diabetes, heart disease and cancer. This data could mean that today's children will have a lower life expectancy than their parents.

Eating well is an important aspect of living well and maintaining a healthy weight. Furthermore, strong evidence supports the benefits of a healthy, balanced diet for both physical and mental wellbeing. Food also plays an important role in connecting people. It can affect the health, happiness and prosperity of us all.

What we eat over our lifetimes can affect our level of risk to a wide range of diseases. There is increasing evidence that a diet high in added sugars increases the risk of developing type 2 diabetes, metabolic syndrome and fatty liver, for example (NHS, 2015; Action on Sugar).

An active lifestyle is also crucial for overall wellbeing. There is strong evidence to support the benefits of daily activity for physical and mental health, including reducing the risk of major illnesses, such as heart disease, stroke, type 2 diabetes and cancer by up to 50% (NHS, 2016).

According to a report by Sport England (2016), approximately 23% of adults (16+) in Uttlesford are inactive, compared to the national average of 28%. The estimated health costs associated with inactivity each year in Essex is £58 million (Active Essex Strategy, 2017-2021).

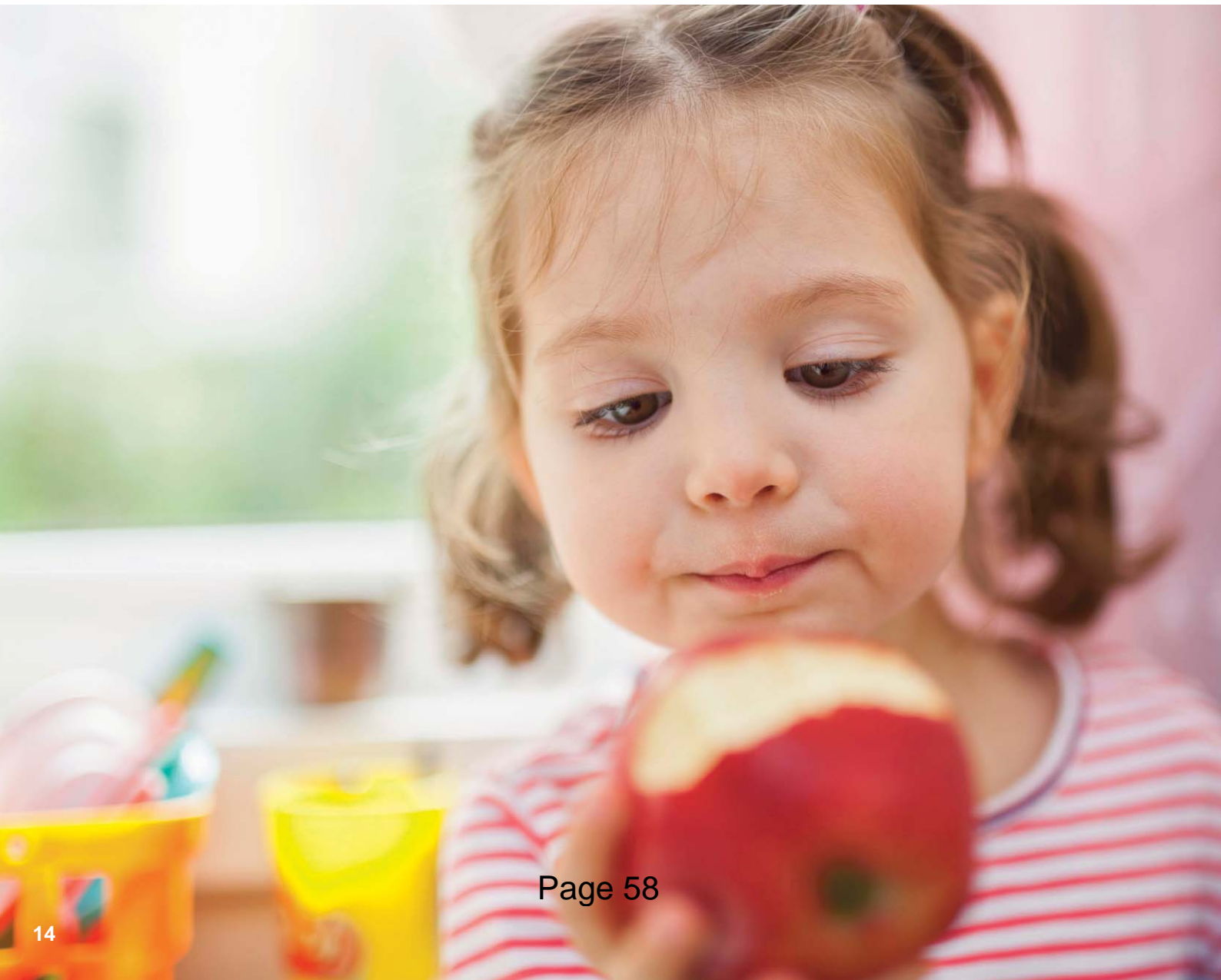
A Residents Survey published in 2015 indicated that 49% of Uttlesford residents are most likely to cite lack of time as the main reason for not taking more exercise. Other reasons cited included lack of motivation, transport/access and/or lack of childcare. This highlights the importance of raising awareness of the types of activities that can be undertaken as part of busy modern lifestyles, as well as the need to work with local employers to encourage workplace wellbeing, including providing opportunities to be active during work time.

Encouraging activities that do not require additional facilities can be significantly beneficial, such as walking groups for example, however, it is important that we also recognise the importance of infrastructure to support and encourage physical activity for the increasing population now and in the future. It is crucial to ensure that people have access to provisions that are right for them in order to reduce the barriers associated with being active, including those with disabilities. This may include providing the right opportunities that build confidence, motivate and encourage people, particularly women and girls who are less likely to participate in sport and activity (Sport England, 2018).

Uttlesford District Council is currently working on a comprehensive sport facilities and recreational strategy. This will help to inform future planning policies, priorities, infrastructure delivery and investment.

## **We will**

- **Promote and support the growing of food locally including allotments and community orchards;**
- **Continue to work with our Active Uttlesford Network in order to increase levels of physical activity, particularly amongst those who are inactive within our district;**
- **Promote and encourage walking, in conjunction with Essex County Council and the provision of well signed and safe routes; and**
- **Promote and encourage cycling, in conjunction with Essex County Council, through the provision of safe convenient well signed routes, and cycling parking and to promote training for new cyclists and workplace facilities to support cycling.**



# Alleviating winter pressures and fuel poverty

The relationship between housing and health is a recognised association but a complex one. A number of elements in and around the home can impact on health and wellbeing and will be influenced by other determinants. Specific housing related issues affecting health are indoor pollutants, cold and damp, housing design, overcrowding, accessibility, neighbourhood safety, social cohesion and housing availability.

Uttlesford's housing market is made up of private, private rented and social sectors. There are around 31,316 (2011 census data) dwellings in Uttlesford. Of these 74% of homes are owner occupied, which equates to 22,746 dwellings, 12% or 3961 dwellings are listed as social housing and 14%, namely 4609 dwellings, are rented from a private landlord. For all stock, Uttlesford performs better than the English Housing Survey (EHS 2011) average for various indicators such as disrepair and low income households. However, it performs slightly worse for falls and fuel poverty, and levels of excess cold are considerably higher in Uttlesford compared to the EHS average.

A cold home can have a significant impact on an individual's health and wellbeing; it can increase the risk of falls and cause stress and worry. It can also increase the risk of pneumonia and exacerbate existing conditions, such as chronic obstructive pulmonary disease (COPD).

Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator. Under the LIHC indicator, a household is considered to be fuel poor if they have required fuel costs that are above average (the national median level), and if they were to spend that amount, they would be left with a residual income below the official poverty line.

According to a recent Health Impact Assessment on housing interventions in Uttlesford (2015), 21% of all households in Uttlesford are considered to be on low incomes and 9.4% of the district's households were deemed fuel poor in 2012. This is less than the national average (10.4%), but the highest in Essex. To add to this, there were 54 excess winter deaths in Uttlesford between 2011 and 2012. This is around 30% additional deaths, and this figure is higher than the national average of 16%.

The highest concentrations of fuel poverty in the private sector are found in the wards of The Sampfords, Littlebury and Wendens Lofts. For excess cold, the highest concentrations are in the wards of The Sampfords, Wendens Lofts and The Rodings.

## We will

- **Raise awareness of the links between cold homes and health;**
- **Promote and support partnership working across health and social care to better target support to the most vulnerable;**
- **Promote services that provide practical support for fuel poverty; and**
- **Promote and encourage higher standards of energy insulation in new and existing dwellings.**

# Planning for healthy communities

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***“There is a role for government to create the environment that makes healthy choices as easy as possible, and to address the conditions that lead to poor health”***

**Department of Health, 2018**

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The design of houses and the environment around them are both important for promoting health. Factors linked to place, including the quality and scale of housing, the amount of living space within homes, employment opportunities, the provision of open space and recreation, the balance of local services and the general feel of an area can all reinforce positive behaviours and a sense of wellbeing.

The World Health Organisation (WHO) estimates that 23% of global deaths are due to modifiable environmental factors. Their recent report highlighted that wherever we live, our health is hugely impacted by our surrounding built and natural environment, and what’s more, premature death and disease can be prevented through healthier environments (WHO, 2016). It is recognised that the key to solving this global issue relies on local solutions.

A person’s sense of community can also influence wellbeing. This is not something that should be overlooked particularly when planning larger developments. Not only is it vital to factor in the matters that might affect new communities but it is equally important to consider the surrounding and existing communities.

Planners play an essential role in planning, designing and regulating the environments in which we live. Well-planned neighbourhoods can increase the number of people who walk or cycle to employment, shops, schools, parks, services, facilities and public transport. This supports healthier lifestyles for local residents, a more socially vibrant local neighbourhood and brings with it associated economic and environmental benefits.

Putting Health into Place, to be published by NHS England in spring 2019, will set out national recommendations for change and provide practical tools for anyone involved in creating new places. NHS England has been collaborating with the Ministry of Housing, Communities and Local Government (MHCLG) and cross-government partners throughout the Healthy New Towns programme and is keen to see these principles adopted by garden cities and communities.



**We will:**

- **Work collaboratively to ensure that the Garden Communities Strategic Growth Development Plan Documents, and related guidance to these places and all strategic schemes, address the health and wellbeing of residents, workers and visitors of the new places;**
- **Form a Healthy Communities Task and Finish Group – a sub-group of Uttlesford Health & Wellbeing Board - to enable health and wellbeing officers and partners to contribute to the master planning of new developments within Uttlesford. This Group will aim to influence opportunities to:**
- **Work with Essex County Council and Uttlesford District Council’s Environmental Health department to monitor air quality and, where possible, secure traffic management measures to mitigate any exceedances of air quality standards;**
- **Plan and design safe, convenient and well signed and maintained walking routes;**
- **Plan and design safe, convenient and well signed and maintained cycling routes and cycle parking;**
- **Promote active modes of transport and public transport including travel plans for schools and workplaces;**
- **Plan and design high quality green and blue space, play space, sports, leisure and community facilities in the new communities;**
- **Plan for well maintained and managed open spaces, play, recreation sports, leisure and community facilities in the new communities;**
- **Plan for food growing spaces including community orchards and allotments;**
- **Plan and, wherever possible, promote for good internal and external space standards for residential schemes (including encouraging accessible development);**
- **Plan for the needs of those in Housing Need including assisted living and also provision for homes for older people;**
- **Plan and design good quality community facilities and health care provision in the new communities;**
- **Promote and enable vital and vibrant local centres; and**
- **Support good employment opportunities for local people.**



# Taking Health & Wellbeing Forward in Uttlesford

We aim to ensure that the outcomes of health and wellbeing efforts will be effectively assessed. Success will be measured against agreed targets for each of the priorities as set out within our delivery plan.

We will strive to use robust evidence in order to enable successful projects to continue and use the Public Health Outcomes Framework as guidance for this. Furthermore, through close partnership work, and the collaboration of ideas within our local Health & Wellbeing Board, we will continue to explore opportunities in order to implement new and innovative schemes that effectively promote good health and wellbeing.

The work we deliver will be continually monitored via the Uttlesford Health & Wellbeing Board, and delivery plans reviewed on an ongoing basis.





## Getting Active

A number of activities have been funded through our local Active Uttlesford Network, which supports the Health & Wellbeing Board.

### Great Dunmow Parkrun

**980** runners since its launch in April 2018

Since launching in May 2018, **20** people play **Walking Netball** each week.

The Lord Butler Centre in Saffron Walden started a **Sunday Inclusion**

**Activity Club** in March 2018, which sees **10** regular participants each week.

There are

**383**

walkers signed up to Uttlesford's Walking for Health programme

Due to promotional activity, there has been a **23% increase** in new walkers since January 2017.

## Supporting Mental Health & Wellbeing

Supporting mental health and wellbeing in the workplace is a positive step to reducing the stigma that can often be associated with it. The "Time to Change" project has been funded in Uttlesford to support organisations to pledge to make a difference.

## Uttlesford Health & Wellbeing Board

### A selection of our work 2017-2018

Uttlesford Health & Wellbeing Board is made up of a range of local organisations that all strive to enable people within the district to live well and reduce their risk of ill health. More can be found within our Health & Wellbeing Strategy. Click here or visit [www.uttlesford.gov.uk](http://www.uttlesford.gov.uk)

## Ageing Well

A range of projects have been initiated with the aim to help and support people to age well in Uttlesford.

**Dunmow Dementia Café**, which supports local people living with dementia and their carers, was launched by Uttlesford Dementia Action Alliance in May 2018.

"**Green Matters**" community gardening project – supporting the most vulnerable within our community. The project has received

**63** referrals since starting in March 2018.

## Staying Well in Winter

Staying warm in winter can prevent ill health, particularly in vulnerable individuals.

Two events were held in October 2017, reaching a total of **77** people.

Keeping Warm leaflets were distributed with the help of partners across Uttlesford.

**4K**

## Time to Change

**15** Local organisations and businesses signed up to "Time to Change" in October 2018, to ensure that actions are undertaken to reduce any stigma around mental health and wellbeing in the workplace.

### Mental Health First Aid (MHFA)

As part of the Time to Change movement, providing Mental Health First Aid training to managers has been recognised as a priority at Uttlesford District Council (UDC). So far

**17%** of managers at UDC have received MHFA training.

## Building Stronger Social Connections

Between 2016 and 2018, the Health & Wellbeing Board worked with The Young Foundation to undertake some social action research within areas of Uttlesford.

### Little Bardfield ~

Described by the community as "Quiet" and "beautiful" but "little by little, the very few things that were in Little Bardfield around which the community could coalesce, closed".

### Community developments:

Welcoming co-fee mornings are now regularly held by members of the community.

**75** people attended a community BBQ at the local Cricket Pavilion in August 2018.

To see the full report, click here or visit [www.youngfoundation.org](http://www.youngfoundation.org)

Uttlesford Frontline is a community project that helps the public and frontline workers to quickly find details on local services.

### Uttlesford Frontline

In 2017-18 Uttlesford Frontline supported

**65** local organisations to signpost and refer

**3280** people to

**145** local organisations in Uttlesford.

Click here or visit [www.uttlesfordfrontline.org.uk](http://www.uttlesfordfrontline.org.uk)

## Launching Livewell in Uttlesford



There were

**149K**

The Essex-wide health & wellbeing brand - "Livewell" - launched in Uttlesford in March 2018.

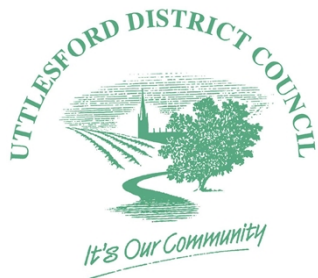
Click here or visit

[www.livewellcampaign.co.uk](http://www.livewellcampaign.co.uk)

tweet impressions\* in August 2018. \*tweets sent that generate interaction or replies from others online.







# 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.	Uttlesford Health and Wellbeing Strategy 2019-2022
2	What is the overall purpose of the strategy, policy, project, contract or decision?	Provide direction for the Uttlesford Health and Wellbeing Board
3	Who may be affected by the strategy, policy, project, contract or decision?	<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: Communities 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): Members of Uttlesford Health and Wellbeing Board UDC Planning Policy Services UDC Housing and Environmental Health
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 checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input checked="" type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input checked="" 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 checked="" type="checkbox"/> User satisfaction <input checked="" type="checkbox"/> Uptake <input checked="" type="checkbox"/> Consultation or involvement <input checked="" type="checkbox"/> Workforce monitoring data <input checked="" type="checkbox"/> Complaints <input type="checkbox"/> External verification <input checked="" 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 checked="" type="checkbox"/> Yes *  <input type="checkbox"/> No*  <input type="checkbox"/> Insufficient   <input 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>The Strategy is open to all groups &amp; population</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 checked="" type="checkbox"/> Yes *  <input type="checkbox"/> No*  <input type="checkbox"/> Insufficient   <input 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>The Strategy is designed to tackle health inequalities and target those most in need</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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


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

Consultation occurred through the Uttlesford Health and Wellbeing Board and interested parties. Specific engagement occurred with nominated stakeholders & specialist staff.

## 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 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"/>
Publicity campaigns are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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.

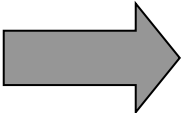
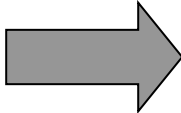
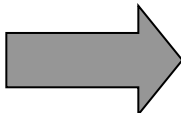
Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes \* 
- Insufficient evidence 

\*Please state any potential issues Identified.

<b>Improvement actions</b>	
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>
15	<p>If you have any additional comments to make, please include here.</p> <p><input checked="" type="checkbox"/> None</p>

**Completion**

16	Name and job title (Assessment lead officer)	Faye Marriage, Senior Health Improvement Officer
	Name/s of any assisting officers and people consulted during assessment:	Fiona Gardiner, Communities Manager
	Date:	04/02/19
	Date of next review:	04/02/20
	<i>For new strategies, policies, projects, contracts or decisions this should be</i>	

one year from implementation.

**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.**

### **Additional evidence gathering and action planning**

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (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:
- Data gathering**
- Demographic profiles of Uttlesford
  - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
  - Results of local needs analysis
  - Results of staff surveys
  - Research reports on the needs/experience of diverse groups
  - National best practice/guidance
  - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
  - New, specially commissioned engagement with diverse groups
  - Expert views of stakeholders/employers organisations representing diverse groups
  - Advice from experts or national organisations
  - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact 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.
- (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.
- (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

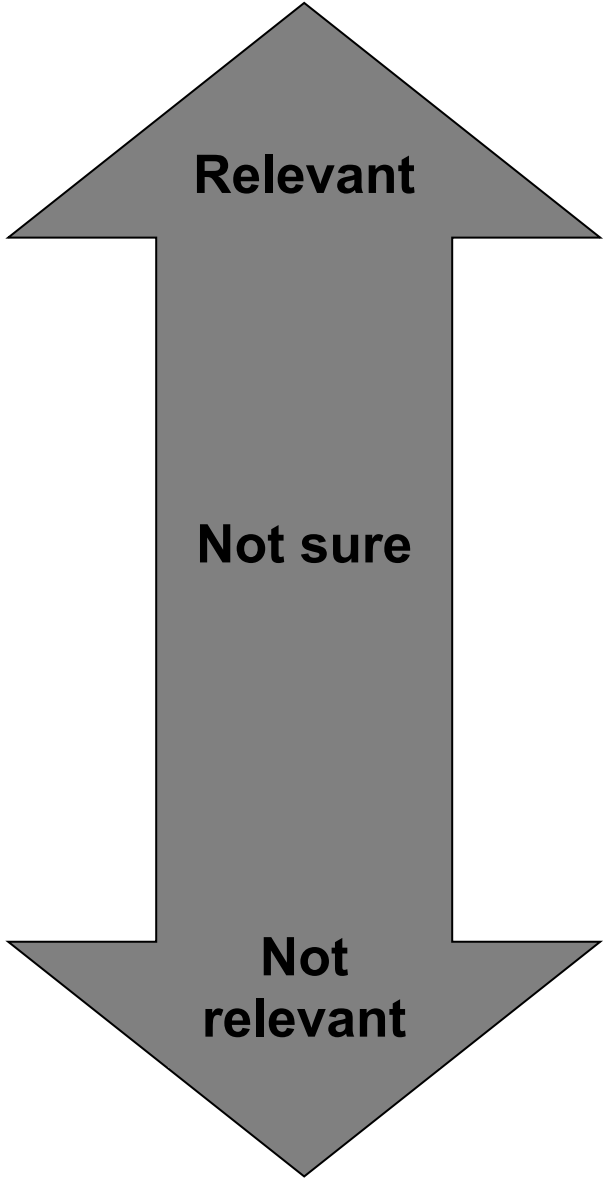


	<p>delivered, by whom and how this will be monitored.</p> <p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	<b>The conclusions and agreed proposals:</b>	
	<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>Date proposals to be implemented and lead officer:</b>	
	<b>Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:</b>	
	<b>Monitor arrangements (please include full details for audit purposes):</b>	
<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>  <b>Name/s of other assisting officers:</b>  <b>Date:</b>  <b>Date of next review (if any):</b>	
<p>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.</p>		



# 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 , a member of the Council’s Equality Standard Working Group Officer for advice.  
Tel.

## 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.

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## **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**

---

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.

## Key contacts

For further advice or information please contact Kerry Vinton.

Email: [kvinton@uttlesford.gov.uk](mailto:kvinton@uttlesford.gov.uk)

Telephone: 01799 510449





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<b>Committee:</b>	Cabinet	<b>Date:</b>	28 February 2019
<b>Title:</b>	Changes to the Constitution of the Police, Fire and Crime Panel for Essex		
<b>Portfolio Holder:</b>	Cllr Susan Barker, Portfolio Holder for Environmental Services		
<b>Report Author:</b>	Simon Pugh, Assistant Director Governance and Legal	<b>Key decision:</b>	No

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## Summary

1. The Police and Crime Panel was established in 2012 to hold the Police and Crime Commissioner to account. Cllr Susan Barker is the Council's current representative on the Panel.
2. In October 2017 the Police and Crime Commissioner assumed responsibility for the fire service and the name of the role changed to the Police, Fire and Crime Commissioner. At the same time, the Police and Crime Panel became the Police, Fire and Crime Panel.
3. As a result, the functions of the panel have also changed. It is necessary to update the 'panel arrangements'. These need to be agreed by all 15 local authorities in the Essex police area, which are ECC, the two unitary councils and the 12 borough, city or district councils. The panel arrangements have also been updated to reflect the experience of operating the panel over the first 6 years of its existence.
4. This report asks the Cabinet to agree the revised panel arrangements on behalf of ECC. A similar report is being considered by the other 14 authorities.

## Recommendations

5. Agree the Panel Arrangements at appendix 1..
6. Note that the rules of procedure at appendix 1 will be adopted by the Panel and do not form part of the Panel Arrangements.

## Financial Implications

7. This decision has no financial implications. The cost of operating the panel is met by a Home Office grant.

## Background Papers

8. There are no background papers to this report.

## Impact

9.

Communication/Consultation	The Cabinet has been asked by Essex County Council as the lead authority to agree to these changes.
Community Safety	None direct.
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

### **Situation**

10. The fifteen Essex councils each appoint one member to the Police, Fire and Crime Panel. They are also required by law to approve the statutory panel arrangements which govern operation of the Panel. The Panel is required by law to adopt its own rules of procedure.
11. The current panel arrangements need to be revised as the Panel's functions changed when the Commissioner became the Police, Fire and Crime Commissioner.
12. The Panel have now also acquired six years' experience of operation and a number of changes to the rules of procedure are also proposed. For example, the current constitution does not allow the panel to have standing committees whereas the Panel wishes to work in this way for some issues such as dealing with formal complaint.
13. One significant change proposed in the draft Panel Arrangements is that, early in 2018, the Panel decided that it wished to introduce the facility to pay allowances to Members of the Panel. This is permitted by law but only if expressly allowed by the Panel Arrangements. The current arrangements do not allow allowances to be paid. The draft arrangements introduce a new rule which permits the Panel to adopt a scheme of allowances. This would allow payment of allowances to local authority panel members and also to the co-opted panel members. The cost of those allowances, if introduced, would be met by a Home Office grant so there would be no cost to ECC or the other authorities. It should be emphasised that the revised draft panel arrangements do not themselves introduce allowances, they would just allow the panel to do so if it thought it appropriate. Members of the Panel would not be required to receive an allowance unless they wanted to.

14. The draft at appendix one is divided into different sections:

1. Introduction – explains the background to the panel and its functions
2. Functions – describes the panel’s statutory powers
3. Functions of the panel – this describes the Panel’s statutory powers.
4. Constitution Part I – the statutory Panel Arrangements
5. Constitution part II – rules of procedure made by the Panel
6. Appendix – rules of procedure made by the Panel

15. The functions and part 1 of the Constitution (numbers 1-4 above) are to be approved by the local authorities. The rules of procedure are to be approved by the Panel.

16. The Panel and all fifteen local authorities have been consulted on the draft. We received no opposition to the proposals but some suggestions for improving the wording which have been incorporated into the draft attached to this report at appendix 1.

17. The Panel will consider part II of the constitution and the appendix which are the rules of procedure adopted by the Panel.

## **Risk Analysis**

18.

Risk	Likelihood	Impact	Mitigating actions
That agreement is not reached between the 15 Essex Councils on updating the Constitution of the Police, Fire and Crime Panel.	1	3	Agreeing the recommendations in this report.

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.

## **THE ESSEX POLICE, FIRE AND CRIME PANEL**

### **FUNCTIONS OF THE PANEL**

#### **PART 1 – INTRODUCTION**

- 1.1 The Police Reform and Social Responsibility Act 2011 ('the 2011 Act'), requires local authorities to create a Police and Crime Panel). The Panel is responsible for scrutinising and supporting the work of the Police and Crime Commissioner.
- 1.2 The Policing and Crime Act 2017 ('the 2017 Act') introduced new powers for a Police and Crime Commissioner to make a local business case following which the Secretary of State may make an order to make the Commissioner the fire authority for their area.
- 1.3 Under the Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017 (the Order), which came into effect on 1 October 2017, the Police Crime and Fire Commissioner for Essex was created as the fire and rescue authority for the administrative counties of Essex, Thurrock and Southend under section 4A of the Fire and Rescue Services Act 2004.
- 1.4 The Order provides that the individual elected as the Police and Crime Commissioner for Essex to be the Fire and Rescue Authority, and that they are to be known as the Police, Fire and Crime Commissioner (PFCC).
- 1.5 The 2017 Act amends section 28 (Powers of Police and Crime Panels) and Schedule 6 (Police and Crime Panels) of the 2011 Act to include the responsibilities of the Police Fire and Crime Commissioner when acting as the fire and rescue authority.
- 1.6 Following the Order, the Commissioner is now known as the Police, Fire and Crime Commissioner and the panel is now known as the Police, Fire and Crime Panel (the Panel).

#### **PART 2 - FUNCTIONS OF THE PANEL**

##### **2. Key Functions**

- 2.1 The functions of the Panel are to:
- a) review the draft Police and Crime Plan and the Fire and Rescue Plan and any proposed changes to them
  - b) review the Annual Report and the Fire and Rescue Statement.
  - c) review of the proposed senior appointments of;
    - i) the Deputy PFCC,
    - ii) the PFCC's Chief Executive,
    - iii) the PFCC's Chief Finance Officers;
    - iv) the Chief Constable; and
    - v) the Chief Fire Officer.
  - d) suspend the PFCC in specific circumstances,
  - e) appoint an acting PFCC in specific circumstances,
  - f) review the precept which the PFCC is proposing to issue for both the Police and the Fire and Rescue, for each financial year with the power to veto the precept.
  - g) To deal with certain complaints against the PFCC or Deputy PFCC.

2.2 The Panel must also review or scrutinise decisions made, or other actions taken by the PFCC in connection with the discharge of the PFCC's functions, and must make reports or recommendation to the PFCC in respect to the discharge of their functions.

### **3. Review of the Police and Crime Plan and the Fire and Rescue Plan**

3.1 The Panel is a statutory consultee on the development or variation of the Police and Crime Plan and Fire and Rescue Plan ('the Plans'). The Panel will receive a copy of the draft Plans, or any draft variations, from the PFCC.

3.2 The Panel must:

- (a) Hold a meeting in public to review the draft Plans (or variations), and
- (b) Report or make recommendations on the draft Plans which the PFCC must take into account when approving the final documents.

3.3 The PFCC is required to provide a response to any such report or recommendations issued by the Panel.

### **4. Review of the Annual Report and Fire and Rescue Statement**

4.1 The PFCC must produce an Annual Report and Fire and Rescue Statement for each financial year (the Reports).

- The Annual report must be about the exercise of the PFCC's functions in that financial year and set out progress in delivering on the priorities set out in the Plan.
- The Fire and Rescue Statement must contain a statement of the way in which the Commissioner, acting as Fire and Rescue Authority has had regard, in the period covered by the document, to the Fire and Rescue National Framework and to any fire and rescue plan prepared by the authority for that period.

The Panel must review the Reports.

4.2 The Panel must:

- (a) Arrange for a meeting of the Panel to be held in public as soon as practicable after the Panel receives each Report;
- (b) Require the PFCC to attend the meeting to present the Reports to the Panel, and answer such questions about the Reports as the Panel think appropriate; and
- (c) Make a report or recommendations on the Annual Report and Fire and Rescue Statement to the PFCC.

4.3 The PFCC is required to respond to any report or recommendations issued by the Panel.

## **5. Senior Appointments**

5.1 The Panel must be notified by the PFCC of each proposed appointment of the Chief Constable, Chief Fire Officer, Chief Executive of the Office of the PFCC, Chief Finance Officer (of the OPFCC or the Fire and Rescue Authority) and the Deputy PFCC.

5.2 The PFCC must also notify the Panel of the following information:

- a) The name of the person the PFCC is proposing to appoint (the Candidate)
- b) The criteria used to assess the suitability of the Candidate for the appointment,
- c) Why the Candidate satisfies those criteria, and
- d) The terms and conditions on which the Candidate is proposed to be appointed.



- 5.3 Within 3 weeks, beginning with the day on which the Panel received the notification from the PFCC of the proposed senior appointment, the Panel must:
- a) Review the proposed senior appointment;
  - b) Make a report to the PFCC,
  - c) The report must include a recommendation as to whether or not the Candidate should be appointed.
- 5.4 Before making a report under paragraph 5.3 (b), the Panel must hold a confirmation hearing. This is a meeting of the Panel, held in public at which the Candidate is requested to appear for the purpose of answering questions relating to the appointment.
- 5.5 The confirmation hearing will be held at the next available meeting of the Panel unless the appointment timescale requires an earlier hearing, in which case the Chairman will arrange an extraordinary meeting at the request of the Chairman.
- 5.6 The Candidate may appear before the Panel either in person, or by any means which enables the Candidate to participate in the confirmation hearing through means which enable the person to hear, and be heard in, those proceedings as they happen.
- 5.7 The PFCC must notify the Panel of the decision whether or not the PFCC accepts or rejects any recommendation made by the Panel.
- 5.8 When the Panel is considering the proposed appointment of the Chief Constable or the Chief Fire Officer, the Panel may, having reviewed the proposal and having held the confirmation hearing, veto the appointment of the Candidate to this position.
- 5.9 The ability to veto the proposed appointment of the Chief Constable is only exercisable by the Panel during the 3 week period beginning on the day the Panel received notification from the PFCC.
- 6. Suspension and Removal of the Chief Constable or Chief Fire Officer**
- 6.1 If the PFCC suspends the Chief Constable or Chief Fire Officer from duty they must notify the Panel of the suspension.
- .
- 6.2 If the PFCC proposes to call upon the Chief Constable or the Chief Fire Officer to retire or resign they must give the Panel;

- a) written notification that the PFCC of that fact;
  - b) a copy of the reasons given to the Officer concerned; and
  - c) a copy of any representations made by the Officer against those reasons.
- 6.3 The PFCC cannot call upon the Officer to retire or resign until the Panel has considered the documents and given the PFCC any recommendations as to whether or not the PFCC should call for retirement or resignation.
- 6.4 Before making any recommendation to the PFCC, the Panel;
- a) may consult with the Chief Inspector of Constabulary; and
  - b) must hold a scrutiny hearing, within 6 weeks beginning on the day on which notification was given by the PFCC.
- 6.5 The scrutiny hearing is a meeting of the Panel held in private at which the PFCC and the Officer concerned are both entitled to attend for the purpose of making representations relating to the proposal.
- 6.6 The Panel must publish the recommendation it makes by sending copies to each of the local authorities who appoint members to the Panel, and by any other means the Panel considers appropriate.
- 6.7 The PFCC must consider the Panel's recommendation and may accept or reject it, notifying the Panel accordingly.

## **7. Power to Suspend the PFCC**

- 7.1 A Panel may suspend the PFCC if it appears to the Panel that:
- a) The PFCC has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
  - b) The offence is one which carries a maximum term of imprisonment exceeding two years.
- 7.2 The suspension of the PFCC ceases to have effect upon the occurrence of the earliest of these events:
- a) The charge being dropped.
  - b) The PFCC being acquitted of the offence.

- c) The PFCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction.
- d) The termination of the suspension by the Panel.

7.3 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) An offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) An offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

## **8. Appointment of an Acting Police, Fire and Crime Commissioner**

8.1 The Panel must appoint a person to act as PFCC if:

- a) no person holds the office of PFCC,
- b) the PFCC is incapacitated; or
- c) the PFCC is suspended.

8.2 The Panel may appoint a person as acting PFCC only if the person is a member of the PFCC's staff at the time of the appointment.

8.3 In appointing a person as acting commissioner in a case where the PFCC is incapacitated, the Panel must have regard to any representations made by the PFCC in relation to the appointment.

8.4 The appointment of an acting PFCC ceases to have effect upon the occurrence of the earliest of these events:

- a) the election of a person as PFCC.
- b) the termination by the Panel, or by the acting PFCC, of the appointment of the acting PFCC.
- c) in a case where the acting PFCC is appointed because the PFCC is incapacitated, the PFCC ceasing to be incapacitated, or
- d) in a case where the acting PFCC is appointed because the PFCC is suspended, the PFCC ceases to be suspended.

8.5 The rules about the election as PFCC are beyond the scope of this document but generally a by election is required if the PFCC ceases to hold office.

## **9. Proposed Precept**

9.1 The PFCC will notify the Panel of the precepts which the PFCC proposes to issue for the financial year for (i) Policing and (ii) Fire and Rescue Services.

9.2 The Panel must review the proposed precepts and make a report to the PFCC which will include recommendations as to the precept that should be issued for the financial year.

9.3 Having considered the precept, the Panel must decide to either:

- a) support the precepts without qualification or comment;
- b) support the precepts and make recommendations, or
- c) veto the proposed precepts (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

9.4 If the Panel vetoes the proposed precepts, the report to the PFCC must include a statement that the Panel has vetoed the proposed precepts and give the reasons for that decision.

9.5 The PFCC must, having regard to the report issued by the Panel, provide a response to the report and any recommendations. Such a response shall be published by the Panel. The PFCC must then reconsider and issue a final precept.

## **10. Complaints about the PFCC or Deputy PFCC**

10.1 The Panel can consider any complaint about the PFCC or Deputy PFCC relating to the conduct of the PFCC, other than one which is to be considered by the Independent Office of Police Conduct. Consideration of such a complaint is to be in accordance with a policy adopted by the Panel from time to time and may be delegated to the Monitoring Officer of the Lead Authority or by the Panels Complaints Sub-Committee.

# CONSTITUTION OF THE ESSEX POLICE, FIRE AND CRIME PANEL

## PART 1 – Composition of the Panel

### 1. Administration of the Panel

- 1.1 Essex County Council shall act as the Lead Authority in establishing the Police, Fire and Crime Panel and provide the necessary officer support. The Lead Authority will designate one of its officers to act as the Secretary to the Panel.
- 1.2 The Lead Authority will provide such administrative and other support as is necessary to enable the Panel to undertake its functions. Home Office funding is provided to support the administration of the Panel. If no funds are provided by the Home Office, or if those funds are insufficient to cover the costs of running the Panel, the Lead Authority will defray and recover from the other members the costs of administrative support with each authority bearing an equal share of the costs. The budget for the Panel will be agreed annually and the Panel will operate within the allocated budget.
- 1.3 In the event of the Panel being abolished, the Lead Authority will defray and recover from the other member authorities any associated costs exceeding the funding provided by the Home Office, with each authority bearing an equal share of the cost.
- 1.4 The Secretary and any dedicated staff employed to support the Panel will be employed by the Lead Authority, and their terms and conditions of employment will be those of the Lead Authority.

### 2. Membership

- 2.1 The Panel shall comprise of:
  - 15 councillors, one appointed by each of the fifteen councils in the Essex Police area ('the Councils');
  - two independent members appointed by the Panel; and
  - up to three additional members.
- 2.2 Any Councillor from the 15 appointing Councils is eligible for membership of the Panel. The appointment of elected members to the Panel shall be made by each of the appointing Councils in accordance with their own procedures, having regard to:

(1) The balanced appointment objective. The balanced appointment objective is that the local authority members of the Panel should:

- a) Represent all parts of the police force and fire and rescue service area;
- b) Represent the political make-up of the Councils taken together; and
- c) Have the skills, knowledge and experience necessary to enable the Panel to discharge its functions effectively.

(2) The fire and rescue expertise objective. This is the objective that members of the panel (when taken together) have the skills, knowledge and experience necessary for the panel effectively to discharge its functions in relation to the fire and rescue authority.

2.3 Each Council may appoint one or more substitute member who can attend a meeting of the Panel in the absence of the principal member. Any substitution will apply to a particular meeting and takes effect if either the appointing authority or the substituted member gives notice in writing or by email to the Secretary before the start of the meeting concerned.

2.4 A Member of the Panel appointed by a Council remains a member of the Panel unless and until:

- (a) They cease to be a member of the Council which appointed them;
- (b) They resign as a member of the Panel by giving notice to the Secretary; or
- (c) The Council which appointed them removes them as a member of the panel or appoints another member in their place.

2.5 Two independent members may be co-opted onto the Panel by the Panel from time to time in accordance with section 4 of this document.

2.6 Up to three additional nominations will be invited to positions for co-opted members to seek to achieve the balanced appointment objective. The Panel will determine how this should be achieved subject to approval by the Secretary of State.

2.7 In co-opting members, the Panel:

- (a) must secure that (as far as is reasonably practicable) the appointed and co-opted members of the Panel (when taken together) have the

skills, knowledge and experience necessary for the police and crime panel to discharge its functions effectively.

- (b) must consider whether they could co-opt in a way which would enable the fire and rescue expertise objective to be met or to contribute to that objective being met and, if they consider that they could exercise that function to that end, must do so.

The "fire and rescue expertise objective" referred to in this paragraph is the objective that members of the panel (when taken together) have the skills, knowledge and experience necessary for the panel effectively to discharge its functions in relation to the fire and rescue authority.

### **3 Vacancies in Council appointed Members**

- 3.1 A vacancy on the Panel arises when a member ceases to be a member of the panel for any reason.
- 3.2 If a Council does not have an appointed member on the Panel then it shall fill its vacancy as quickly as possible.
- 3.3 If a Council does not appoint a Member in accordance with these requirements, the Secretary will give notice to the Secretary of State must appoint a member to the Panel from the defaulting council in accordance with the provisions of the 2011 Act.
- 3.4 A substitute appointed under paragraph 2.3 may attend meetings in default of a Council appointing a substantive member.

### **4 Independent Members**

- 4.1 The Panel shall appoint two independent members onto the Panel. Each appointment shall be for a term of four years or such other period as the panel may determine.
- 4.2 The selection process for co-opting independent members should include:
  - a) a reasonable period of advertising for the positions.
  - b) the closing date for the receipt of applications should be at least two weeks from the date the advert is first placed.

- c) Information packs should be prepared and sent to those requesting application forms.
- 4.3 The applications will be considered against eligibility criteria agreed by the Panel. An Appointments Sub-Committee will be established by the Panel to consider applications and conduct the interviews of potential candidates.
- 4.4 The following individuals shall not be appointed as an Independent Member of the Panel:
- a) A member of staff of the PFCC
  - b) A member of the civilian staff of the Essex police force
  - c) A Member of Parliament
  - d) A member of staff of the Essex Fire and Rescue Authority, or
  - e) A Councillor of one of the Councils
- 4.5 Following interviews of potential candidates, the Appointments Sub-Committee will make recommendations to the Panel about each Candidate's suitability for appointment as an Independent Member.
- 4.6 The Panel may decide to remove either Independent Member at any point and on doing so shall give notice to the Secretary to the Panel.
- 4.7 The term of office of an additional member co-opted to the Panel to reflect better the Political balance across the Police Force and Fire and Rescue Service area shall be for one year or such other period as the Panel may determine. The member may be co-opted for a further term provided that the balanced appointment objective is still met by their co-option.

## **5 Allowances**

- 5.1 The Panel may from time to time decide to pay allowances to members of the Panel. Any allowance shall be in accordance with a scheme approved by the Panel.
- 5.2 No Member of the Panel may claim an allowance from two bodies with respect to their role as a member of the Panel.

## **6 Promotion of the Panel**



6.1 The Panel shall be promoted and supported by the Lead Authority through:

- a) The issuing of regular press releases, after consulting the Chairman about the Panel and its work.
- b) The inclusion of dedicated web pages on the work of the Panel, with the publication of Agendas and minutes. All reports and recommendations made, with responses from the PFCC will be published.

## **7 Validity of proceedings**

7.1 The validity of the proceedings of the Panel is not affected by a vacancy in the membership or a defect in the appointment of a member.

## **8 Amendments to Terms of Reference, Panel Arrangements and Procedure Rules**

8.1 Any proposed amendments to the Panel Arrangements should be submitted to the Councils for approval. In addition, the Panel will review this document annually and if any changes are necessary these will be submitted to the Councils for approval.

## **PART 2 - PROCEDURE RULES**

### **9. Annual Meeting**

9.1 The first ordinary meeting of the panel held after 1 April in any year shall be the annual meeting of the Panel.

### **10. Chairman and Vice-Chairman**

10.1 The Chairman will be elected from amongst the members of the Panel.

10.2 The election of Chairman shall be the first business transacted at the Annual Meeting. The election shall be by show of hands unless, at a meeting before the annual meeting, the Panel has resolved to elect a chairman for a particular municipal year by secret ballot. Where the Panel proposes to use a secret ballot the process shall be as set out in the appendix.

- 10.3 The Vice-Chairman will be appointed at the Annual Meeting, and this shall be the item of business following the election of Chairman. The Vice Chairman will be elected from amongst the members of the Panel.
- 10.5 In the event of the resignation of the Chairman or Vice Chairman or if either of them ceases to be a member of the Panel, a replacement will be appointed at the next meeting and will be drawn from amongst the Council members sitting on the Panel.
- 10.6 The Chairman shall preside at any meeting of the Panel. The Vice Chairman shall preside in the absence of the Chairman. If neither the Chairman nor the Vice-Chairman is present at a meeting of the Panel, the other members of the Panel shall choose another member of the Panel to preside at the meeting.

## **11. Meetings**

- 11.1 There shall be a minimum of four ordinary meetings held in each year to carry out the functions of the Panel. Each meeting shall not last for more than three hours unless the meeting resolves to extend this time.
- 11.2 These meetings shall be open to the press and public except where the Panel resolves to exclude the press and public in accordance with the law in accordance with part VA of the Local Government Act 1972.
- 11.3 An extraordinary meeting may be called by the Chairman of the Panel, by any five members of the Panel giving notice to the Secretary or by the Monitoring Officer of the PFCC's Office.
- 11.4 The Chairman may cancel or rearrange a meeting.
- 11.5 The meeting at which the Precept is to be considered shall be the only business transacted at that meeting.
- 11.6 All meetings of the Panel will take place at either Essex County Council, County Hall, Chelmsford or at Essex County Fire and Rescue Headquarters, Kelvedon Park, or such other suitable venue selected by the Chairman.
- 11.7 The Secretary will give notice to the public of the time and place of any meeting in accordance with Part VA of the Local Government Act 1972. At least five clear days before a meeting, the Secretary to the Panel will send a summons by email and, if the Member so requests, by post to every Member at their last known address. The summons will give the date, time and place

of each meeting and specify the business to be transacted, and will be accompanied by such reports as are available.

## **12. Quorum**

- 12.1 A meeting of the Panel cannot take place unless one third of the whole number of its members is present.
- 12.2 If there is no quorum present at the time fixed for start of the meeting the meeting may not commence at that time. If after 1 hour after the time specified for the start of the meeting, the meeting is still not quorate then the meeting shall stand adjourned to another time and date determined by the Secretary.

## **13. Voting**

- 13.1 All members of the Panel may vote in proceedings of the Panel subject to the rules on declarations of interest.
- 13.2 One-third of the voting members present may require that the way all members cast their vote or abstained shall be recorded in the Minutes; such a request must be made before the vote is taken.
- 13.3 In the event of equality of votes the person presiding at the meeting at the meeting will be entitled to a casting vote under paragraph 39(1) of Schedule 12 to the Local Government Act 1972.
- 13.4 There is a non-binding convention that Chairman will exercise the casting vote in favour of the status quo.

## **14. Work Programme**

- 14.1 The Panel will be responsible for setting its own work programme taking into account the priorities defined by the PFCC in terms of policing and crime, and fire and rescue. In setting the work programme the Panel will also take into account the wishes of its members.
- 14.2 The work programme must include the functions set out in the Panel's terms of reference.

## **15. Agenda items**

- 15.1 Any member of the Panel shall be entitled to give notice to the Secretary to the Panel that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available meeting.

## **16. Reports of the Police, Fire and Crime Panel**

- 16.1 Where the Panel makes a report to the PFCC, it must publish the report and the recommendations in that report.
- 16.2 The Panel must send copies of any such reports or recommendations to each of the Councils.
- 16.2 The Panel must by notice in writing require the PFCC, as appropriate, within one month of the date on which they receive the report or recommendations:
- a) to consider the report or recommendations;
  - b) to respond to the Panel indicating what (if any) action the PFCC proposes to take; and
  - c) where the Panel has published the report or recommendations, publish the response.
- 16.3 Where the Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.
- 16.4 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in part VA of the Local Government Act 1972.
- 16.5 If the Panel cannot unanimously agree on one single final report to the PFCC then one separate report may be prepared and submitted for consideration along with the majority report.

## **17. Police, Fire and Crime Commissioner and Officers Giving Account**

- 17.1 The Panel may scrutinise and review decisions made or actions taken in connection with the PFCC's role. As well as reviewing documentation, in

fulfilling its scrutiny role it may require the PFCC, and members of the PFCC's staff, to attend before the Panel to answer any questions which appear to the Panel to be necessary in order to carry out its functions.

- 17.2 If the Panel require the PFCC to attend before the Panel, the Panel may request either or both of the Chief Constable and the Chief Fire Officer to attend before the Panel on the same occasion to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions.
- 17.3 When the Panel requests or requires anyone to attend before it under this paragraph it will give reasonable notice and, where practical, this shall be at least 15 days' notice. Where it is necessary for the person attending to produce a report the Panel shall allow sufficient time for preparation of that report.
- 17.4 The Secretary will give anyone who is required or requested to attend a meeting a written notice giving the time, date and place of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel.
- 17.5 Where, in exceptional circumstances, an individual who has been given notice under paragraph 17.4 is unable to attend on the required date, an alternative date for attendance may be arranged following consultation with the Chairman.

## **18. Attendance by Others**

- 18.1 The Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, Councillors who are not members of the Panel and officers in other parts of the public sector and may invite such people to attend.

## **19. Public Access**

- 19.1 Copies of the agenda for meetings of the Panel and any reports for its meetings shall be open to inspection by members of the public at the offices of the Councils with the exception of any report which the Secretary to the Panel determines relates to items which in his or her opinion are likely to be considered at a time when the meeting is not to be open to the public.

- 19.2 Minutes and reports for the meeting shall be published to the extent required by part VA of the Local Government Act 1972.
- 19.3 If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will arrange for their removal from the meeting room and will suspend the meeting until the member of the public has left or been removed.
- 19.4 If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.
- 19.5 A member of the public may attend the meeting and ask a question of the Panel. Such questions should only relate specifically to an item on the agenda for that meeting.

## **20 Minutes**

- 20.1 The Secretary to the Panel shall arrange for written minutes to be taken at each meeting of the Panel and shall present them to the Panel at its next meeting for approval as a correct record. At the next meeting of the Panel, the Chairman shall move that the minutes of the previous meeting be signed as a correct record. If this is agreed, the Chairman shall sign the minutes. The only part of the minutes that can be discussed is their accuracy.
- 20.2 Draft minutes or a summary of the decisions taken at the meeting and a note of the actions arising shall be circulated to the Panel by email no later than 7 days after the date of the meeting.

## **21. Sub-Committees and Task Groups**

- 21.1 The Panel may from time to time establish task groups or sub committees.
- 21.2 The 'special functions' of the Panel may not be discharged by a sub-committee or a task group.
- 21.3 In this paragraph 'special functions' means the following functions conferred on the Panel by the Police Reform and Social Responsibility Act 2011:
- a) Scrutiny of Police and Crime Plan and Fire and Rescue Plan.
  - b) Scrutiny of annual report and the Fire and Rescue Statement.
  - c) Review of senior appointments.
  - d) Considering precepts.
  - e) Scrutiny of appointment of the Chief Constable or Chief Fire Officer.

- 21.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand. The scope may include the timeframe within which the work is to be completed and the reporting time for the outcome of the work.
- 21.5 Where it is not possible to reach a consensus, attempts will be made to reflect minority views within the report but there is no provision for minority reports from members of Sub-Committees or Task Groups.
- 21.6 Any reports of a Sub-Committee or a Task Group shall be reviewed by the Panel which will decide whether to ratify the findings or recommendations. This shall not apply where a Sub Committee has delegated authority to act.
- 21.7 Paragraph 17 (Police, Fire and Crime Commissioner and Officers giving account) and 18 (Attendance by Others) apply to Sub-Committees and Task Groups in the same way as they apply to the Panel.

## **Appendix**

### **Election of Chairman by Secret Ballot**

1. This process applies to the election of Chairman for a municipal year only if the Panel has resolved at a meeting before the annual meeting that the Chairman of the Panel will be elected by Secret Ballot for that particular municipal year.
2. The Lead Authority will write to all members of the Panel to invite nominations. No nominations will be accepted after 12 noon on the day before the meeting. A member may nominate any Councillor member of the Panel (including themselves). If no nominations are received by the deadline, the Panel may resolve to accept late nominations.
3. At the annual meeting a proposer and seconder will be invited for each candidate. If a candidate is not proposed and seconded then they shall not be eligible to be elected.
4. The outgoing Chairman or the person presiding at the meeting will confirm with each eligible nominee that they are willing to be appointed as Chairman
5. All nominated persons will be added to the ballot paper if they:

- Have been proposed and seconded; and
  - Have indicated that they are willing to be appointed as Chairman.
6. If there is only one nominee their name will be put to the meeting for approval.
  7. Where there is more than one nominee then a ballot paper will be prepared including the name of each candidate.
  8. A ballot paper will be given to each member of the panel who is present at the meeting.
  9. A period of 10 minutes (or such other period as the person presiding at the meeting may determine) to cast a vote.
  10. Any member of the Panel may ask to have their vote recorded in the minutes in which case they shall hand their ballot paper to the officer so that the way they have voted may be verified.
  11. If a tie occurs the outgoing Chairman shall have a second or casting vote
  12. If there are more than two candidates nominated and after the vote no candidate has the majority of votes cast then the name of the person having the least number of votes will be eliminated and a fresh vote shall be taken, and so on until a majority of votes is given in favour of one person.



<b>Committee:</b>	Cabinet	<b>Date:</b>	28 February 2019
<b>Title:</b>	Audiominutes – Recording of Meetings		
<b>Portfolio Holder:</b>	Councillor Simon Howell, Portfolio Holder for Finance and Administration		
<b>Report Author</b>	Ben Ferguson, Democratic Services Officer <a href="mailto:bferguson@uttlesford.gov.uk">bferguson@uttlesford.gov.uk</a> 01799 510548	<b>Key decision:</b>	No

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## Summary

1. The Council currently records and broadcasts meetings of Full Council, Cabinet, Planning Committee and the Planning Policy Working Group.
2. Following a request from the Chairman of Scrutiny, officers have looked into the practicalities of recording and broadcasting meetings of additional committees, namely Scrutiny, Governance, Audit and Performance and, except when dealing with individual cases where the business is exempt from publication, meetings of the Licensing and Environmental Health Committee and Standards meetings.

## Recommendations

3. It is recommended that Cabinet approves the use of the Audiominutes recording system for meetings of Scrutiny, Governance Audit and Performance, Licensing and Environmental Health and Standards Committee meetings, except where business is of a confidential nature or is exempt from publication.

## Financial Implications

4. No additional financial implications. The Council already subscribes to Audiominutes through its contract with the committee management system, Modern.Gov. There are no extra charges for the recording of additional meetings.

## Background Papers

5. None.

## Impact

- 6.

Communication/Consultation	Meetings that are to be recorded will be advertised as such on the website.
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	No specific implications
Workforce/Workplace	No specific implications

## Situation

7. In March 2015 Cabinet formally adopted the use of the Audiominutes system for meetings of Full Council, Cabinet, Planning and the Planning Policy Working Group. This was part of a drive to make council meetings more accessible to the public.
8. At the Cabinet meeting on 10 January 2019, the Chairman of the Scrutiny Committee requested that Scrutiny Committee meetings were recorded and the audio made available on the website to raise the profile of scrutiny at the council, as well as part of a wider push to engage with the public.
9. Live and recorded meetings can be listened to from the Council's 'Calendar of Meetings' webpage [here](#). By clicking on the relevant meeting one is presented with a toolbar to play the meeting. It is possible to move to specific agenda items from the drop down list.
10. The system broadcasts via the in-house microphones and therefore for meetings which are to be broadcast, stewards will need to set up the microphones. This additional task is not considered to impact significantly on the workload of the stewarding team.
11. Cabinet meetings have been successfully broadcast at various locations across the District using the portable element of the microphone system.
12. As a contingency in case of broadband failure the system also records to the tablet device that operates as the console. This ensures that there should always be an audio recording of the meeting available which can be uploaded to the website following the meeting.
13. The console has an easy start/stop function which ensures that in the event of a Part II discussion, that is, one which is exempt from publication, the broadcasting and local recording can be easily terminated.

14. Due to the confidential nature of some meetings of the Licensing and Environmental Health Committee at which a panel of members determine taxi or private hire driver licences, there is no intention to broadcast or record these meetings. Similarly, some meetings of the Standards Committee address individual cases, which it is not intended would be recorded.

## Risk Analysis

15.

Risk	Likelihood	Impact	Mitigating actions
Modern.Gov ceases to utilise the audiominutes system and support is no longer available	1	3	UDC could engage with an alternative IT provider to take over the operation of the system

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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<b>Committee:</b>	Cabinet	<b>Date:</b>	28 February 2019
<b>Title:</b>	Land at the rear of 3 Holloway Crescent Dunmow Road, Leaden Roding		
<b>Portfolio Holder:</b>	Cllr Julie Redfern, Portfolio Holder for Housing		
<b>Report Author:</b>	Roz Millership Assistant Director Housing Health and Communities 01799 510516	<b>Key decision:</b>	No

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## Summary

1. Number 3 Holloway Crescent was sold under the “right to buy”. Subsequently planning consent has been given to develop part of the plot for two flats. The land on which the flats are to be built is bounded by a Council-owned strip of land over which there is no right of access.
2. The land owner has approached the Council with regard to the granting of a right of way to enable access to the development site.
3. This Report is made to Cabinet for authority to proceed on the basis that the land owner will bear all valuation, legal and survey costs of the transaction.

## Recommendations

4. That Cabinet gives authority for Officers to negotiate and agree the terms of the proposed easement, subject to prior payment by the owner of the valuation fee.

## Financial Implications

5. In return for the granting of a right of way, the Council will secure a receipt for the housing revenue account. The valuation will take into account the development potential of the land and the value of the right of way sought.
6. There will be a cost for obtaining a valuation, preparing surveys and Legal Services time in preparing the right of way which will be met by the owner of the land to the rear of 3 Holloway Crescent.

## Background Papers

7. There are no background papers to this report.

## Impact

- 8.

Communication/Consultation	Ward Member has been advised
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	A Grant of Right of Way/Easement will need to be completed. The Council is under a statutory duty to obtain best value in respect of this.
Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	N/A

### Situation

9. The owner of the land at the rear of 3 Holloway Crescent wants to develop 2 flats on this site. Planning permission has been granted (Minute PC40, 26 September 2018 Planning Committee).
10. No 3 Holloway Crescent does not benefit from any right to vehicular access over the strip between the edge of the road and the boundary of the property. This is owned by the council and shown hatched blue on the attached plan. The land owner either needs to acquire a right of way over that strip of land or to purchase that land from the Council. The land owner is seeking the former.
11. Grant of a right of way would be subject to obtaining a valuation and agreeing the consideration that would be payable. Cabinet is asked to give officers delegated authority to negotiate and agree terms for the right of way with the other party and, subject to this, to grant the rights requested.
12. There are no adverse implications to the granting of a right of way in respect of the Council's land. The implications of the proposed development generally have been considered as part of the Council's decision to grant planning consent.

### Risk Analysis

13.

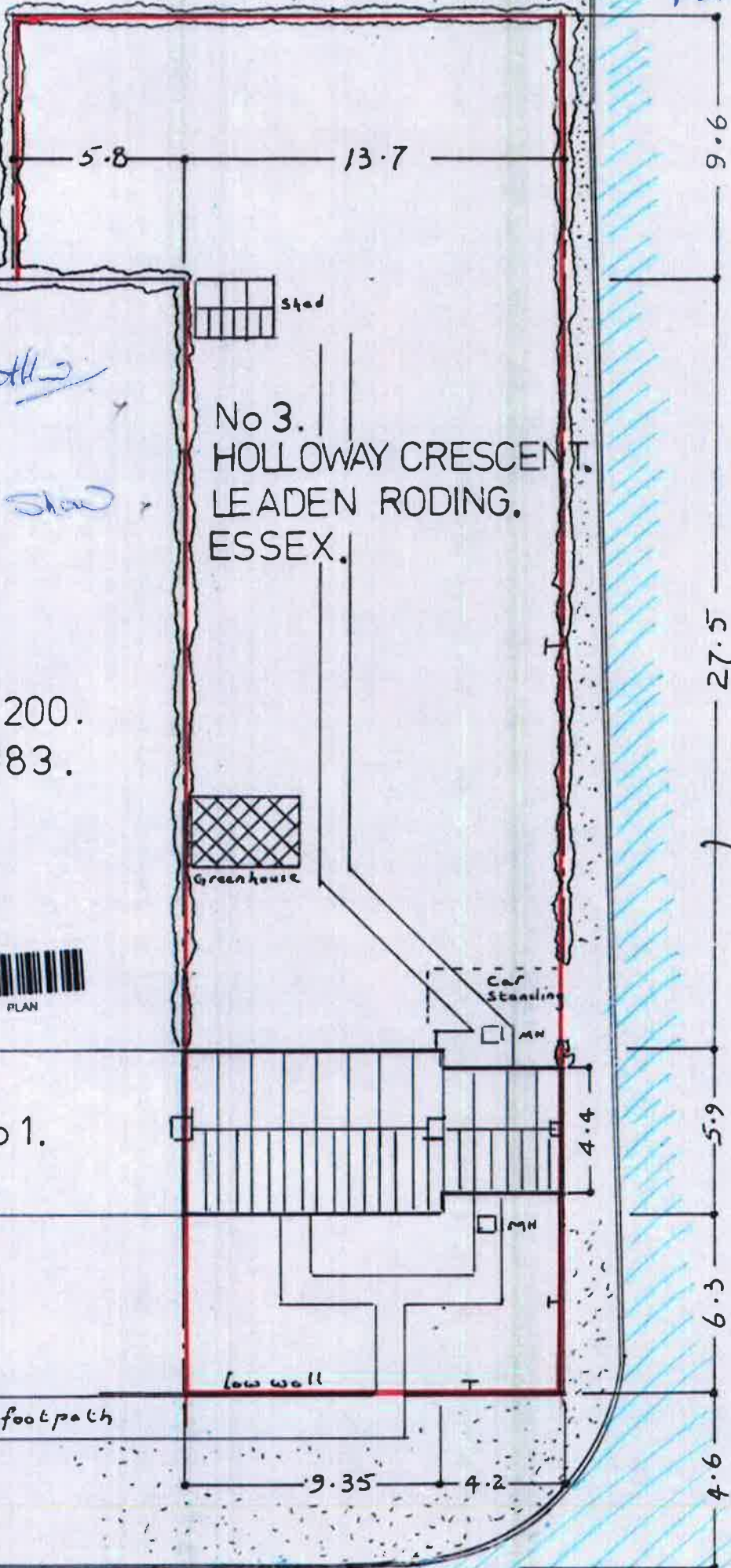
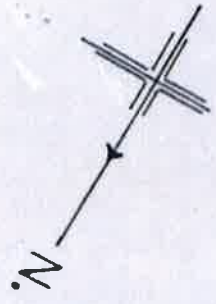
Risk	Likelihood	Impact	Mitigating actions

None identified			
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- 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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*Handwritten signature:* J. Vernon  
Chief Executive Officer

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Chairman

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<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday, 28 February 2019
<b>Title:</b>	Corporate Plan Delivery Plan 2019/20		
<b>Portfolio Holder:</b>	Leader of the Council, Lead for Strategy, Strategic Partnerships and the Local Plan		
<b>Report Author:</b>	Dawn French, Chief Executive dfrench@uttlesford.gov.uk Tel: 01799 510400	<b>Key decision:</b>	No

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## Summary

1. This report sets out the proposed delivery plan to deliver the council's priorities as expressed in the Corporate Plan.

## Recommendations

2. To approve the Corporate Plan Delivery Plan 2019/20 as set out in Appendix A

## Financial Implications

3. All financial implications arising from the delivery plan are reflected in the budget 2019/20, to be approved by Council on 21 February.

## 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	Consultation specific to projects within the delivery plan will be undertaken as necessary.
Community Safety	Community safety projects are identified within the delivery plan.
Equalities	Diversity and inclusion forms one of the three underpinning themes to the corporate plan. Equality impact assessments will be 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 will be 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 will be assessed and addressed.
Sustainability	The management and minimisation of the environmental impact of our activities forms one of the three underpinning themes to the corporate plan.  Any sustainability implications arising from individual projects within the delivery plan will be assessed and addressed.
Ward-specific impacts	Any ward specific issues arising from individual projects within the delivery plan will be identified.
Workforce/Workplace	The Corporate Plan Delivery Plan will enable staff to be more confident in delivery of services and to be clear about the performance expectations of them. Any workforce implications arising from individual projects within the delivery plan will be assessed and addressed.

## Situation

6. The Corporate Plan 2019-2023 was considered by Full Council at its meeting on 21 February. The corporate plan priorities are:
  - Promote thriving, safe and healthy communities
  - Protect and enhance heritage and character
  - Support sustainable business growth
  - Maintain a financially sound and effective Council
  
7. Underpinning all the priorities within the Corporate Plan are three important themes that will become embedded in the way the Council delivers all its services going forward:
  - a. to manage and minimise the environmental impact of our activities
  - b. to maximise the use of digital and SMART technology to enhance well-being
  - c. to demonstrate our commitment to diversity and inclusion

8. The Delivery Plan, attached at Appendix A, sets out the more significant actions/projects (outputs), expected outcomes and performance measures by which success will be measured. It should be recognised that all of the Council's activities should be contributing to one or more of the priorities and it is not desirable or practicable to set out in the delivery plan all operational activities that contribute to the priorities. However, the performance indicators for the relevant service areas will be mapped to the priorities to enable Members, the public and staff to recognise the role and importance of these operational activities.
9. As there will be a new council post the elections in May, the delivery plan has merely been updated (not significantly reworked) from 2018/19 to provide continuity within the Corporate Plan and budget, agreed by Council.
10. Under the Delivery Plan will sit Service Plans; these are documents for staff to use which set out the key focus of each service area and how their work will contribute towards meeting the Delivery Plan, and so Corporate Plan priorities.
11. Through the Council's appraisal system, individual employees are given performance objectives relating to their area's Service Plan. Therefore staff will be able to see a clear link from their individual role and contribution through their Service Plan, to the Delivery Plan and to the Corporate Plan.
12. It is intended that progress on the Delivery Plan will be discussed by Cabinet quarterly in 2019/20.
13. In addition to supporting the Corporate Plan, the delivery plan also demonstrates the Council's contribution to the Future of Essex, which was produced by a wide range of Essex partners from the public and voluntary sectors.
14. The Future of Essex sets out seven ambitions to guide the county's evolution to 2035:
  - Unite behind a sense of identity
  - Enjoy life long into old age
  - Provide an equal foundation for every child
  - Strengthen communities through participation
  - Develop our county sustainably
  - Connect us to each other and the world
  - Share prosperity with everyone

## Risk Analysis

15.

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 Councils priorities; evaluation will be ongoing to reflect on whether the outputs achieve the outcomes expected

1 = Little or no risk or impact

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3 = Significant risk or impact – action required

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Appendix A – Corporate Plan Delivery Plan 2019/20

Corporate Plan Commitment: Promote thriving, safe and healthy communities					
Programme/Project/ Activity Title	Outcomes	Activities for 2019/20	Output measures/milestones	Resources	Officer Responsible/ Cabinet Member
Day Centres	Day centres that are efficient and effective and that promote activities to reduce social isolation and improve health and wellbeing	<p>New operating agreements in place for Great Dunmow and Stansted Day Centres</p> <p>Transfer staff to direct employment of the council where appropriate</p> <p>Assist management committees' transition to new ways of working</p> <p>Work with management committees to develop the centres as places for activities to improve health and wellbeing</p>	<p>Operating agreements in place – first agreement in place by end of September 2019</p> <p>If require staff transferred – staggered throughout year. First staff to transfer in September 2019</p> <p>New ways of working implemented - staggered throughout year. First of the two remaining day centres operating on new ways of working from October 2019</p>	<p>Within existing budget</p> <p>Transferred staff posts</p>	Richard Auty / Cllr Ranger
Local Plan	A sound Local Plan that guides development to 2033, to address needs and opportunities whilst	Prepare for and participate in its examination in public	Examination commenced First hearings July 2019	Approved budget for a range of resources	Gordon Glenday/ Cllr Susan Barker

	protecting and enhancing heritage and character	Commence preparation of development plan documents setting out the master plans for the proposed garden communities			
Promote healthy lifestyles	Residents are active and optimise their health and well being	<p>Working with partners to increase the levels of participation in sports, leisure and cultural activities</p> <p>Raise awareness of local health and wellbeing activities for all residents</p> <p>Increase residents awareness and skills to improve their health and wellbeing</p> <p>Maintain independent living through Disabled Facilities Grants</p>	Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Health and Wellbeing delivery plan	Within existing budget and Public Health grant	Roz Millership /Cllr Vic Ranger
Improve community safety	Communities that feel safe and secure	<p>Further develop the activities of the Community Hub</p> <p>Deliver identified actions of the new Strategic Assessment</p> <p>Work with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour</p> <p>Ensure partnership</p>	<p>Success will be measured through annual surveys of residents, key performance indicators and the delivery of targets for each of the priorities as set out within the new Strategic Assessment</p> <p>Quarterly feedback from Towns and Parishes</p> <p>Monthly updates from PCSOs</p> <p>Quarterly update from RJ</p>	<p>Within existing budget (including funding for 2 PCSOs)</p> <p>Match funding in approved budget for a further 2 PCSOs</p> <p>Partner agencies</p>	Roz Millership /Cllr Vic Ranger



		<p>working with town councils, parish councils and the PCSOs to address the fear of crime</p> <p>Make greater use of Restorative Justice (RJ) to help put right the harm caused by anti-social behaviour, enhancing public reassurance and confidence</p>	as to number of referrals and outcomes		
Continued support for the voluntary sector	Communities that are strong, self-sufficient, resilient and supportive	Continued work with voluntary sector, particularly the CVSU, to support vulnerable individuals and communities through a range of projects	These will be defined within each project	Within existing budget, including the grants budget	Roz Millership /Cllr Vic Ranger
Prevent homelessness	Increase in the prevention and the relief of homelessness within the district	Prevent Homelessness through early intervention methods	Success will be measured by key performance indicators and the delivery of targets for each of the priorities as set out within the Homelessness Strategy. Performance monitoring of quarterly statistical reports including the number of homelessness cases; average time spent by home-seekers in temporary accommodation	Within existing resources	Roz Millership /Cllr Julie Redfern

<p>Deliver affordable housing</p>	<p>Good quality affordable homes for local people</p>	<p>Contribute to the provision of affordable housing supply by delivering/acquiring further new council homes;</p> <p>Work with developers and Registered Social Landlords to ensure delivery of required numbers of affordable housing on development sites;</p> <p>Continue to deliver the Housing Strategy particularly focussed on ensuring the right tenures and quality of homes for vulnerable groups in the district</p>	<p>Deliver new council homes or acquisitions through the Housing Revenue Account development programme</p> <p>Deliver required affordable housing targets in line with planned timescales</p>	<p>Within existing resources using RTB receipts. Additional HRA borrowing potential.</p>	<p>Roz Millership/ Cllr Julie Redfern</p>
<p>Improve private sector housing conditions</p>	<p>Private sector housing that is healthy and safe to live in</p>	<p>Implement the new range of measures to tackle rogue landlords under the new powers available to the Council in the Housing &amp; Planning Act 2016</p>	<p>Success will be measured by key performance indicators</p>	<p>Within existing resources</p>	<p>Roz Millership /Cllr Julie Redfern</p>

Corporate Plan Commitment: <b>Protect and enhance heritage and character</b>					
<b>Programme/Project/ Activity Title</b>	<b>Outcomes</b>	<b>Activities for 2019/20</b>	<b>Output measures/milestones</b>	<b>Resources</b>	<b>Officer Responsible / Cabinet Member</b>
Walden Castle	Castle opened up for public access and suitable events	Installation of electricity, lighting and security and establish an events programme.	Work completed and access available to all – by end of August 2019  Events programme to be developed by December 2019	Within existing resources	Nicola Wittman / Cllr Howell
Museum Development Lottery Bid	The lottery grant will lay the foundations for a larger grant application to extend the museum by providing funding for feasibility and options appraisals and an audience development study with public consultation. In addition it will enhance the fundraising capabilities of the Saffron Walden Museum Society through training.	Bid to Lottery Fund	Work commenced on feasibility and options appraisal stages along with public consultation in preparedness for a bid to the HLF for an extension to the Museum building	Within existing resources	Richard Auty / Cllr Ranger
Street Cleansing Five Point Plan	A clean District that residents are proud of	Litter education initiative (delivered as part of overall Waste education and awareness programme)  Street Cleansing vehicles branded to	Reduced levels of litter and flytips  Resident and business feedback on satisfaction  Pre and post campaign surveys	Within existing resources	Ben Brown/Cllr Barker

		<p>support litter education campaign</p> <p>Optimised street cleansing service</p> <p>Encouraging community litter picks</p> <p>Targeted enforcement activity</p>	<p>Number of community litter picks</p> <p>Number of FPN or other enforcement sanctions</p>		
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Corporate Plan Commitment: Support sustainable business growth					
Programme/Project/ Activity Title	Outcomes	Activities for 2019/20	Output measures/milestones	Resources	Officer Responsible/ Cabinet Member
Economic Development Strategy Action Plan	Positive interventions that support business growth	<p>Delivery of the strategy including engagement in a joint digital infrastructure strategy across West Essex and East Herts;</p> <p>Research the extent of lack of poor mobile communications and options for resolution;</p> <p>Participation in the Stansted Airport College Advisory Group;</p> <p>Progress local economic strategies for each new garden community.</p>	<p>New car park ticket machines procured.</p> <p>Car Parking Strategy.</p> <p>Progress with rollout of Phase 3 superfast broadband in Uttlesford.</p> <p>Essex-Herts Digital Innovation Zone (DIZ) strategy in place.</p> <p>Subject to outcome of bid to NEPP for capital funding for improvements to two car parks in Stansted Mountfitchet implementation of works.</p> <p>Subject to outcome of expression of interest in Future High Street Fund, development of full bid</p>	<p>Approved budget for a range of activities</p> <p>External funding via bidding</p>	<p>Gordon Glenday/ Cllr Howard Ryles</p>

Corporate Plan Commitment: <b>Maintain a financially sound and effective Council</b>					
<b>Programme/Project/ Activity Title</b>	<b>Outcomes</b>	<b>Activities for 2019/20</b>	<b>Output measures/milestones</b>	<b>Resources</b>	<b>Officer Responsible/ Cabinet Member</b>
Medium Term Financial Strategy (MTFS)	To ensure that the council maintains a budget that is financially viable and continues to provide services at an affordable level	<p>Budget monitoring carried out monthly to ensure full understanding of the in-year financial position and enable remedial action to be taken if necessary</p> <p>To continue the rollout of Zero Based Budgeting and service reviews for 2020/21 budget preparation</p> <p>To prepare the MTFS and all supporting budget reports for 2020/21</p>	<p>Monthly Budget monitoring with quarterly reports prepared for Cabinet</p> <p>Zero Based Budgeting for 2020/21 to begin in September to ensure approval process is complete to meet annual budget deadlines</p> <p>To identify areas of savings for 2020/21 (if this has not already been identified as part of the budget monitoring process)</p> <p>2020/21 budget papers and MTFS to be presented to Members in February 2019.</p>	<p>Finance Team</p> <p>CMT and SMT</p> <p>All budget managers</p>	Angela Knight/Cllr Howell
Chesterford Research Park	Significant contribution to the council's revenue budget	<p>Evaluation and delivery of most affordable method of financing for new unit(s)</p> <p>Agreement to fund, if</p>	At least one new request, if required, for funding for a new build unit received in 2019/20	Within the resources allocated, in principle, in the Investment Strategy (subject to Council final approval)	Angela Knight / Cllr Howell

		<p>required, the building of additional units for a new tenant on the park</p> <p>Economic Development team work to promote the Park</p>			
Uttlesford South Depot	Efficient and effective use of assets	<p>Approved planning permission</p> <p>Explore options for commencement of phase 1 prior to purchase of land</p> <p>Operational planning activities associated with new site</p>	<p>Planning approval in June 2019</p> <p>Land purchased – by end of March 2020</p>	Within existing resources	Nicola Wittman / Cllr Howell
Workforce Development	An engaged and flexible workforce that is able to react to the changing local government environment	<p>Develop a people plan</p> <p>Bring on stream apprenticeships through the apprenticeship levy</p>	<p>An assessment of the skills gaps and shortages along with a remediation plan – end of December 2019</p> <p>More apprentices – throughout 2019/20</p>	Within existing resources	Richard Auty / Cllr Howell
Citizens Access	Enhanced self-service for council customers	Installation of online access to Council Tax, Rents, Housing Benefits and Business Rates	Online account access for customers is available – Ready for use by end of December 2019 and promoted through 2020/21 annual billing	Approved budget for IT investment and backfilling project team, if required	Richard Auty / Cllr Howell
Investment Strategy	Moving towards a self-financing council	Acquisition of commercial units in accordance with the	One investment completed by 30 September 2019	Within the resources allocated, in principle, in the Investment Strategy	Adrian Webb/ Cllr Howell

Corporate Plan Delivery Plan 2019/20 – Appendix A – Cabinet 28 February 2019

		strategy	Second investment completed by 31 March 2020	(subject to Council final approval)	
Focus on delivery of Environmental Services	Ensuring that services are reliable, effective and offer good customer service.	Improvements in service delivery implemented and sustained.	Improvements in KPIs  Improved customer service – reduced complaints, improved service standards i.e. reduced wait times for bin deliveries, online booking on bulky waste collections.	Within the resources allocated	Ben Brown/Cllr Barker



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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