

## Public Document Pack

# Uttlesford District Council

Chief Executive: Peter Holt

## Cabinet

**Date:** Thursday, 10th February, 2022

**Time:** 7.00 pm

**Venue:** Council Chamber - Council Offices, London Road, Saffron Walden, CB11 4ER

**Broadcast:**

<https://uttlesford.moderngov.co.uk/ieListDocuments.aspx?CId=136&MId=5737>

**Leader and Chair:** Councillor P Lees

**Members:** Councillors A Armstrong, J Evans, R Freeman, N Hargreaves, L Pepper and N Reeve and M Sutton.

**Other Attendees:** Councillors M Caton (Liberal Democrat Party Group Leader), C Criscione (Conservative Party Group Leader), N Gregory (Chair of Scrutiny Committee), V Isham (Green Party Group Leader), E Oliver (Chair of Governance, Audit and Performance Committee) and R Pavitt (Uttlesford Independent Party Group Leader)

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Public speakers will be offered the opportunity for an officer to read out their questions or statement at the meeting, and encouraged to attend the meeting via Zoom to readout their questions or statement themselves. For further information, please see overleaf. Those who would like to watch the meeting live can do so virtually [here](#). The broadcast will be made available as soon as the meeting begins.

# **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**

6 - 12

To consider the minutes of the meeting held on 11 January 2022.

**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.

- [Designation of Broxton and Cherry Green Neighbourhood Plan Area](#) – effective from 12 January 2022.
- [Designation of Flitch Green Neighbourhood Plan Area](#) – effective from 2 February 2022.

**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 committee since the previous Cabinet meeting.

- [Listing of the Stag, Little Easton, on the Council's Register of Assets of Community Value](#) at the meeting held on 25 January 2022.

<b>8</b>	<b>Planning Review Progress Report</b>	13 - 30
	To receive the Planning Review Progress Report.	
<b>9</b>	<b>Corporate Plan Delivery Plan 2021/22 Q3 progress update</b>	31 - 81
	To receive the Corporate Plan Delivery Plan 2021/22 Quarter 3 update report.	
<b>10</b>	<b>Corporate Plan 2022-2026</b>	82 - 91
	To consider the draft Corporate Plan 2022-2026.	
<b>11</b>	<b>Medium Term Financial Strategy and Budget Proposals 2022/23</b>	92 - 259
	To consider the Medium Term Financial Strategy and Budget Proposals 2022/23.	

## **MEETINGS AND THE PUBLIC**

In light of the High Court judgement regarding the extension of remote meeting regulations, Council, Cabinet and Committee meetings have returned to in-person and have been held on-site from Thursday 6th May 2021. However, due to social distancing measures and capacity considerations in line with the Council's risk assessment, public access and participation will continue to be encouraged virtually until further notice.

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Members of the public are permitted to speak at this meeting and will be encouraged to do so via the video conferencing platform Zoom. If you wish to make a statement via Zoom video link, you will need to register with Democratic Services by midday two working days before the meeting. There is a 15 minute public speaking limit and 3 minute speaking slots will be given on a first come, first served basis. Those wishing to make a statement via video link will require an internet connection and a device with a microphone and video camera enabled. Those wishing to make a statement to the meeting who do not have internet access can do so via telephone or in-person. There is limited capacity for in-person attendance; if you wish to reserve a seat please register with Democratic Services on the details below.

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# Agenda Item 2

**CABINET held at COUNCIL CHAMBER - COUNCIL OFFICES, LONDON ROAD, SAFFRON WALDEN, CB11 4ER, on TUESDAY, 11 JANUARY 2022 at 7.00 pm**

Present: Councillor N Hargreaves (Chair)  
Councillors M Sutton, A Armstrong, J Evans, R Freeman,  
L Pepper and N Reeve

Officers in attendance: P Holt (Chief Executive), B Brown (Assistant Director - Environmental Services), B Ferguson (Democratic Services Manager), C Fiddy (Climate Change Project Officer), A Knight (Assistant Director - Resources) and A Webb (Director - Finance and Corporate Services)

Also present: Councillors M Caton (Liberal Democrat Group Leader) N Gregory (Chair of Scrutiny Committee), V Isham (Green Group Leader) and P Lees (Residents for Uttlesford Group Leader).

## **CAB68 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillor Lees, who attended the meeting via Zoom as she was self-isolating. Councillor Hargreaves as Deputy Leader chaired the meeting in her absence.

## **CAB69 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 2 December were approved as a true and correct record, subject to the following correction being applied to the third paragraph of CAB65:

The word 'conversation' to be replaced with 'conservation'.

"Councillor Gregory said he sensed frustration from residents regarding the conservation role played by Place Services when the Council determined planning applications."

## **CAB70 QUESTIONS OR STATEMENTS FROM NON-EXECUTIVE MEMBERS OF THE COUNCIL (STANDING ITEM)**

In response to a question from Councillor Caton regarding the First Homes Scheme and whether protecting affordable rental homes at the expense of shared ownership properties was formal policy, the Chair said a written answer would be provided.

## **CAB71 CONSIDERATION OF REPORTS FROM OVERVIEW AND SCRUTINY**

## **COMMITTEES (STANDING ITEM)**

Councillor Gregory provided a report on behalf of the Scrutiny Committee. He updated Cabinet on the meeting held before Christmas where the Climate Change Action Plan and Local Plan process were considered. He said the Committee were impressed with the management of the Local Plan and commended the report presented to the Committee, and were reassured by comments from the Leader stating that the Local Plan process was fully funded. Special praise was reserved to Stephen Miles and Simon Payne for their excellent work in managing the process. He thanked the Portfolio Holder for Green Issues and the Climate Change Officer for their work on the Climate Change Action Plan; the Committee had been delighted to recommend the Plan to Cabinet for approval.

### **CAB72 REPORT OF DELEGATED DECISIONS TAKEN BY CABINET MEMBERS (STANDING ITEM)**

Cabinet noted the Executive decision 'Application for Designation: Hatfield Heath Neighbourhood Development Plan Area' published on 20 December 2021.

### **CAB73 REPORT ON ASSETS OF COMMUNITY VALUE DETERMINED BY THE ASSETS OF COMMUNITY VALUE AND LOCAL HERITAGE LIST COMMITTEE (STANDING ITEM)**

There were no decisions to report.

### **CAB74 CLIMATE CHANGE ACTION PLAN**

Councillor Pepper presented the report regarding the Climate Change Action Plan, which set out details on how the Council would deliver on the commitments it had made through the Climate Change Strategy. The document was "live" and would evolve as actions and goals progressed. The Council would take action in areas within its own control, such as applying for £900,000 in funding and administering grants to low income households in order to make their homes more energy efficient, utilising retrofit programmes and insulating council homes, but would also embrace a wider leadership role on climate change issues in the community. Furthermore, planning, economic and transport strategies would dovetail with the Action Plan; by way of example, work was being undertaken on a Cycling Strategy. Over 570 responses had been received in relation to a bio-diversity survey and mapping exercise, and there was potential for the mapping tool to be used by other district councils in Essex. The Action Plan had 37 specific action points, with various target dates for completion, and would be monitored in real time. The Plan was ambitious and there were large scale projects to complete. She thanked all those who had worked on the Plan but reserved special praise for the Climate Change Officer, Councillor Pavitt and Edward Gildea for their contributions to the Plan.

Councillor Evans commended the Action Plan. He said there would be ongoing coordination between the Portfolio Holders for Planning and Green Issues, and that the Local Plan would specifically incorporate the relevant climate change policies, via a supplementary planning document, adopted by the Council.

In response to a question from Councillor Caton regarding the energy efficiency grants for lower income households in the district and the number that this would assist, the Chief Executive said the grants were up to £10,000 each and the Council were aiming to apply for as many as possible. He said a minimum of 90 households would be assisted by these grants but work was ongoing to secure more funding with the aim of helping 150 households. Discussions were also continuing on how best to identify households who would most benefit from these grants.

In response to a further question from Councillor Caton regarding why this had not been included in the Action Plan, the Climate Change Officer said the Plan was a live document and at the point of publication the funding application had not yet been approved. This would be incorporated into the Plan as it evolved.

Councillor Armstrong seconded the proposal.

RESOLVED to adopt the Climate Change Action Plan and note progress on the actions therein.

## **CAB75 BUDGET 2021/22 FORECAST OUTTURN QUARTER 2**

The Chair presented the Budget 2021/22 Forecast Outturn Quarter 2 report to Cabinet, which detailed the financial performance of the General Fund, Housing Revenue Account, Treasury Management and the Capital Programme. He highlighted the variances to the General Fund resulting in a overspend of £648,000 and the continuing work arising from the pandemic. Furthermore, he outlined the change to General Fund reserves with the primary movement being the £3,130,000 due to the business rate reliefs awarded. He referred to the position on the Housing Revenue Account and Capital Programme, where he highlighted the £78,271,000 overspend relating to commercial investments, and that the £1,727,000 slippage for Walden Place had been reallocated to support the purchase of affordable homes to meet the Council's right to buy requirements. He noted the terms of borrowing and interest rates outlined in the Treasury Management section. He proposed the recommendation set out in the report.

Councillor Jones had registered to speak on the item and was invited to address Cabinet. He said the report showed that there was an underspend of £200,000 for the Local Highways Panel and that in the previous two financial years the Council had made an additional £100,000 available to the Highways Panel. He said there were projects in the district that would benefit from such funding but the reality was that the Highways Authority had not requested this additional funding in the previous two years. He said the minutes of the Highways Panel meeting on 5 July 2021 showed that the matter had been discussed and members had been informed that due to timing and limited resources it would be

difficult to implement additional highways schemes. However, the foundations could be put in place for further schemes in 2022/23. While he appreciated that the budget would be set by Council in February, he asked Cabinet to consider recommending additional funding for the Highways Panel in 2022/23.

In response, the Chair said this matter was being considered along with all other budgetary requests as part of the budget setting process that would be considered by Full Council. He said concerns remained that the funding which had previously been made available had gone unutilised, although it would be in the interest of residents if further highway projects could be undertaken in the district.

Councillor Isham asked a series of detailed questions regarding changes to the CIPFA Code and what impact this would have on the Council's Commercial Strategy.

The questions were as follows:

- What would the possible revisions to the CIPFA Code mean for the Council's longer-term investments and to what extent would the Commercial Investment Strategy be impacted?
- Had the UDC borrowing been prudent investments in terms of CPFA guidelines?
- Had UDC investments departed from the guidance and code?
- If yes, were Cabinet, the Investment Board and all Members fully informed of the Council's departure from the guidance and code? Were all the groups mentioned, fully aware of the implications and risks of departure from the guidance and code? Were all members aware of any legal advice available regarding departure from the code and where could this be found?
- What was the scale of risk and worst-case loss that could result if the Council were required to unwind these investments or even reschedule borrowing terms as a result of CIPFA changes?

The Chair undertook to provide written answers. Councillor Isham agreed to submit the questions in written form.

In response to a question from Councillor Caton regarding investment key performance indicators, the Chair said these were published as part 2 reports and circulated with members of the Investment Board. He said any member could request to attend the Investment Board but the figures were not public for commercial reasons.

In response to a question from Councillor Caton regarding the Council taking a long term bond, the Chair said at this point the matter was in abeyance.

In response to a question from Councillor Caton relating to the accounting of Little Canfield Business Park and why it did not show in the report, the Director of Finance and Corporate Services said it was a timing issue and it would appear in future reports.



Councillor Armstrong seconded the recommendation in the report.

RESOLVED to:

I. Note the General Fund, Housing Revenue Account and Capital Programme forecast outturn positions

II. Approve the updated use of reserves and requested slippage for the Capital Programme.

**CAB76 TREASURY MANAGEMENT - MID YEAR REVIEW 2021/22**

The Chair presented the Treasury Management mid-year review 2021/22 report to Cabinet, which provided an update on current Treasury Activities and other factors that could influence or affect the financial market. He referred to the paper attached at Appendix A which had been compiled with the support of the council's external treasury advisors Arlingclose Ltd. Specifically, he highlighted the Investment Limits (table 7) and noted non-compliance with the Strategy regarding the 'banks (unsecured) limit'. This was due to large payments being received after the external investment deadline had closed.

The report was noted.

**CAB77 REPORT TO APPROVE A NEW FORWARD PLAN 2021/22 – 2025/26 FOR SAFFRON WALDEN MUSEUM**

Councillor Armstrong presented the report regarding Saffron Walden Museum's Forward Plan for 2021/22 – 2025/26. He said approval for the Plan was required in order for the Museum to apply for funding. He proposed approval of the Forward Plan and encouraged members to support the Museum.

Councillor Evans said this warranted support and asked for Members to promote the Museum in their own Wards. Furthermore, he was encouraged by the proposal for outreach programmes in all parts of the district.

Councillor Freeman reiterated this support and commended the Museum.

In response to a question from the Chair regarding the net figures in the report, Councillor Armstrong confirmed that the VAT would be recovered via the Council.

Councillor Freeman seconded the proposal.

RESOLVED:

I. To approve the Forward Plan 2022-26 for Saffron Walden Museum.

II. That the Forward Plan is reviewed and updated annually, as the Museum's development plans progress in conjunction with grant applications and other fund-raising activity.

**CAB78 NORTH ESSEX PARKING PARTNERSHIP AGREEMENT 2022**

Councillor Freeman presented the report regarding the North Essex Parking Partnership Agreement 2022. He said the current agreement, which had been in place since 2011, would end in March 2022 and the Council had a choice as to whether they wanted to continue to opt-in to the agreement. He said the Partnership had increased the efficiency of parking services, in terms of both on-street and off-street parking, across the County and proposed the continuation of the arrangement as recommended in the report.

Councillor Reeve seconded the proposal.

RESOLVED to:

I. Continue as a Partner with NEPP as per the new agreement and remain a member of the Joint Committee

II. To continue its arrangement with NEPP for the delivery of the off-street parking services via a new Service Level Agreement

III. Cllr Richard Freeman, Portfolio Holder for Council and Public Services and the Assistant Director of Resources have delegated authority to finalise the Partnership Agreement and the Service Level Agreement for all parking services.

**CAB79 APPOINTMENTS TO COMMITTEES OF CABINET**

The Chair said there were a number of appointments to be determined and proposed taking Items 13, 14 and 15 en bloc. He proposed approval of the appointments as set out in the agenda papers.

Councillor Armstrong seconded the proposal.

In response to a question from Councillor Isham regarding a change to Local Plan Leadership Group membership, the Chair asked for a request to be submitted after the meeting in order for it to be considered against the Group's terms of reference.

RESOLVED:

I. To appoint Councillor Sutton in place of Councillor Day on the Assets of Community Value and Local Heritage List Committee and Voluntary Support Grants Committee.

II. To appoint Councillor Reeve in place of Councillor Lodge on Voluntary Support Grants Committee.

**CAB80 APPOINTMENTS TO CABINET WORKING GROUPS**

RESOLVED:

- I. To appoint Councillor Lodge in place of Councillor Lees on the Local Plan Leadership Group.
- II. To appoint Councillor Sutton in place of Councillor Day on the Community Services Working Group.

**CAB81 APPOINTMENTS TO OUTSIDE BODIES**

RESOLVED to:

- I. Appoint Councillor Sutton to the Community Safety Partnership
- II. Appoint Councillor Sutton to the Crawley Prize Endowment
- III. Appoint Councillor Sutton to the Essex County Traveller Unit
- IV. Appoint Councillor Sutton to the Uttlesford Youth Strategy Group
- V. Appoint Councillor Lees to the Local Strategic Partnership.

*The meeting was closed at 8.30pm.*

# Agenda Item 8

<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday, 10 February 2022
<b>Title:</b>	Planning Service Implementation Plan		
<b>Portfolio Holder:</b>	Councillor John Evans, Portfolio Holder for Planning and the Local Plan		
<b>Report Author:</b>	Jeanette Walsh Interim Planning Transformation Lead	<b>Key Decision:</b>	No

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## Background

1. On 19/10/21 Cabinet agreed all of the recommendations contained in the PEER Review report about planning that it had commissioned from the East of England Local Government Association (EELGA).
2. The Scrutiny Committee considered the report prior to that at the meeting of Thursday 07/10/21. At that time Cllr Evans agreed to provide a brief outline implementation plan for Scrutiny for 18 November committee and a comprehensive update would be produced in time for Scrutiny in February 2022. This would represent a progress update at the completion of the first four months of the project. That plan is attached at Appendix 1 and is to be considered at the Scrutiny Committee meeting on 3 February 2022.
3. The initial estimate of the time that would be taken to implement all of the actions was six months. That timeline remains achievable and is the reason why the project final milestone is 31/03/2022. This will be altered if necessary through ongoing monitoring.
4. The original seven (7) pathways have been reduced to five (5). Members will recall that there was a Local Plan pathway which is not relevant for this piece of work and is being progressed separately. Member Development and Planning Committee have been merged. Similarly, Development Management and Development Management Operational Transformation Plan have been merged. The Enforcement and s106 Enforcement and s106 remain This is a sensible approach given the number of crossover actions.

## Recommendations

5. Note progress with the actions on each of the Pathways at Appendix 1.

## Financial Implications

6. Expenditure already agreed as part of the growth bid for budget year 2021-22 is continuing to be relied on for the rest of this financial year. That expenditure is £240,000 for the planning service and £140,000 for legal services. This growth is for new posts. The identified posts are two Lawyers in Legal Services, two Principal Planning Officers in Development Management, one Urban Design Officer, one Project Officer, and one

Enforcement Officer for 12 months. Progress with filling these posts is noted later in this report.

7. Vacant posts within the service are being advertised and filled as soon as they are vacant in order to minimise the expenditure on agency staff and impact on the service. Costs are agreed as part of existing budgets.

A Growth Bid for financial year 2022/2023 has been submitted in association with delivering the s106 pathway. The bid (£33,745.00 ex VAT) is agreed in principle but must be agreed as part of overall budget setting before any order can be raised. Time slots and training slots are currently being negotiated and agreed in advance of the orders being issued.

8. Most of the required actions relate to management practice, procedural changes and leadership. These are in hand and costs are being managed within existing budgets.

## **Background Papers**

9. East of England Local Government Association (EELGA) PEER Review, Fit for Purpose Local Planning Authority and Development Management Improvement Plan.

## **Situation**

10. Responsibility for ensuring progress and completion of the pathways to improvement rests with the Interim Director of Planning and Building Control in consultation with the portfolio holder for Planning. This will transfer to the permanent Director of Planning once recruitment is completed. The role is currently being advertised and closes on 13/02/22.
11. All of the relevant working groups and responsibilities have been established. The responsibilities have been allocated and progress is being made. Resourcing the service is a cross cutting issue and significant progress has been made with filling vacant posts, progressing immediately to advertise a role if it becomes vacant and to reduce reliance on agency staff.
12. Of the roles created, the Urban Design role is filled. One of the two Principal Planner Officer roles is filled. An offer has been made on the second Principal Planning Officer role and accepted. Pre-employment checks are under way. The Project Officer role has been filled. The temporary Enforcement Officer role (12 months) has been offered and accepted. The person is due to commence in February. The two roles created in legal have been filled temporarily whilst a second round of recruitment is underway.
13. A long vacant Team Leader (South) role which has been filled through the use of an agency person has been advertised twice since October 2021. The role was advertised in November and again over the Christmas period and into the new year. No applicants were attracted to the role. Consideration is now being given to what the options might be moving forward.

- 14 There are highlight actions to draw to members attention. For instance in Customer Interface we have now launched a six week pilot free appointment system for residents. This means direct access to a short appointment with an officer to get some on the spot advice about small schemes. For the s106 pathway the growth bid has been successful. This will allow us to set up public access to information about s106 monies. In the meantime the service has published its first Infrastructure Funding Statement which sets out the activity and expenditure on s106 across a 12 month period. Members are progressing with training and recommending changes to the constitution as they relate to the management of planning committee and the delegations. This is happening through the work of the now established Planning Committee member Working group. Data cleansing is nearing completion for the whole service and training has either taken place or is programmed to take place
- 15 Service changes and improvements are being communicated through the Member Bulletin which is issued weekly, the Parish Newsletter and by through the use of press releases as necessary.

### Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
That the pathways as identified in the EELGA report may not be implemented	1	4	<p>All recommendations and pathways agreed on 19 October by Cabinet</p> <p>Interim Planning Transformation lead appointed in late August</p> <p>Interim Director of Planning and Building Control appointed 01/11/21.</p> <p>Recruitment for a permanent Director of Planning has commenced. Closing date is 13/02/22</p>

<p>That there may be too many competing priorities for the service to action at once</p> <p>Failed recruitment for the Team Leader (South) role may have an impact on progress.</p>	<p>1</p>	<p>4</p>	<p>Work on all pathways has commenced and progress is satisfactory.</p> <p>Priority and timing for each pathway will be agreed with Interim Director of Planning and Building Control in consultation with Portfolio holder for Planning</p> <p>Options being scoped by Interim Director of Planning</p>
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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.

**Development Management Operational Transformational & Development Management Implementation Pathway  
(Amalgamated Pathways)**

<b>What</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Lead Officer</b>	<b>Key Date</b>	<b>Completed Date</b>	<b>Progress</b>
Service re-invigorating and effective leadership & direction	Weekly Development Management Team Management Meetings	Interim Director Planning & Building Control	Development Manager & Transformational Lead		01/10/2021	Dates in diaries for Monday afternoons.
	Meetings to be set for sub-groups i.e. direct with Team Leaders & Interim Transformational Lead	Interim Director Planning & Building Control	Interim Transformational Manager	31/01/2022		Dates populated in diaries.
	Provide a centralised 'Bank of knowledge' - on how to deal with key issues	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager	28/02/2022		Reviewing options on how best to proceed with this. IT have offered solutions and now need to agree and communicate.
Recruit senior staff with experience of place making		Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	31/03/2022		Failed two attempts to recruit Team Leader, readvertising. Recruitment finished 31/01/2022. Currently scoping alternative options.
Focus resources at the front end of the development management process	Recruit Project Officer	Interim Director Planning & Building Control	Business Manager		04/01/2022	Recruited Project Officer to manage applications with Planning Performance (PPA) Agreement
	Work through Planning Advisory Service Tool Kit to streamline processes/procedures	Interim Director Planning & Building Control	Interim Transformational Lead, Development Manager & Business Manager	Commencing 18/01/2022		Working with Planning Advisory Service to work through their tool kit for planning application processes.
Data Cleansing	Clear old applications - by determination or disposal.	Interim Director Planning & Building Control	Development Manager	commencement 1st week Oct 2021 - substantial progress 31/12/2021		Substantial data cleansing has taken place. Work in progress
Improve co-ordination between applicants, consultees, the public, Members, Town and Parish Councils and Legal Services	Regular meetings with all Town/Parish Councils need to be established. Date to be added to diaries.	Interim Director Planning & Building Control	Development Manager			Regular meetings with SWTC however this needs expanding to include virtual sessions with all Parish/Town Councils. Date of Parish Forum 29/03/2022.



Create and structure pre-application procedures setting objectives and using the right tools	Use Planning Advisory Service Tool Kit	Interim Director Planning & Building Control	Interim Transformational Manager	31/03/2022		Working with Planning Advisory Service to work through their tool kit for planning application processes fortnightly sessions with sub-groups to continue work.
	Session 1 - Applications Process	Interim Director Planning & Building Control	Interim Transformational Manager		18/01/2022	Session facilitated by Peter Ford of the Planning Advisory Service (PAS)
	Session 2 - Pre-application Process	Interim Director Planning & Building Control	Interim Transformational Manager	15/02/2022		Agree with PAS future programme and dates to cover further topics.
Promote Cultural Change	Organise a 'Team' walk - Hatfield Forest.	Interim Director Planning & Building Control	Business Manager	01/03/2022		Following a failed attempt - due to Covid we are looking to arrange a walk early March 2022.
	Organise a focused workshop on Culture.	Interim Director Planning & Building Control	Interim Transformational Lead, Development Manager & Business Manager	31/03/2022		Development Management Workshop focused on culture identifying the existing culture and communicating the culture we want to be. Picked the date to understand what the Covid restrictions are and whether this can be held in person.
DM Team Leaders to focus 75% of their time to support and mentor staff	Clear old applications - by determination or disposal.	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	31/12/2021		With the additional experienced staff, the TL time is starting to be freed up to concentrate on support and mentoring their teams. We have significantly reduced the reliance on agency staff but have been unsuccessful with recruitment to TL role and 1 Principal planning officer role.
	Expand authorisation of signing off applications to Principal planners.	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	27/01/2022		Agreed between the Interim Director & DM Manager that principal planning officers will sign off some application types. Authorisations to be issued.
Additional experienced capacity required at senior level to manage significant major applications.	Recruit Team Leader	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead			Failed to recruit to TL role and out to recruit again;
	Recruit Principal officer	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead			Recruited and commenced 1 no. Principal with a 2nd potentially in place March 2022.
	Recruit Principal officer	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead		01/07/2022	Offered and awaiting start date.

Receipt of applications by the Support & Registration Team for acknowledgement and either validation or request for additional information.		Interim Director Planning & Building Control	Business Manager		19/01/2022	Local validation checklist has been reviewed and adopted at Planning Committee - Jan 2022.
Allocation of application in complexity.	DM managers to implement a triage system to allocate staff time efficiently and to support case management	Development Manager	Development Manager & Team Leaders	31/01/2022		Development Manager and TL's are agreeing guidance and categories. Principal planning officers to support with allocation.
Post triage meetings for Major and Minor and Other applications to diagnose issues, provide consistent advice, set tasks etc.						
Initiate Weekly List		Interim Director Planning & Building Control	Business Manager	31/01/2022		Preparing to circulate link to weekly list which will be prepared every Monday afternoon.
Review of implemented schemes as part of professional development and training.						
Training / knowledge sharing	Appeals training for all officers - in three parts delivered by 6pumpcourt (Part 1)	Interim Director Planning & Building Control	Interim Transformational Lead		16/12/2021	Appeals training delivered by Barristers o 16 December 2021
	Appeals training part 2	Interim Director Planning & Building Control	Interim Transformational Lead		13/01/2022	Half day session on 13 Jan 2022
	IDOX training for officers - what when and how to use the systems.	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager		30/10/2021	Overview and expectations of how to use database - Tools to do the job.
	Refresher training and reiterating expectations of how to use the systems.	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager			A second session was held to cover what is expected of officers and how to use the systems.
	Policy working with DM Officers on LP Policies	Interim Director Planning & Building Control	Policy Manager & Development Manager		28/02/2022	

	Policy briefing sessions - general information	Interim Director Planning & Building Control	Policy Manager & Development Manager	28/02/2022		
	Staff briefing on appeal performance and key areas to note	Interim Director Planning & Building Control	Policy Manager & Development Manager	01/02/2022		DM & Policy working to put together a monitoring process. Feedback sessions with case officers taking place in Feb 2022.

### Enforcement Implementation Pathway

What	Action	Responsible Officer	Lead Officer	Key Date	Completed Date	Progress
Promotion of the four pillars of enforcement - public value, prevention, intervention, enforcement.	Write Enforcement Development Plan	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	16/03/2022		Draft Enforcement Development Plan written and being reviewed. To be considered on 16 March 2022 Planning Committee
	Review Enforcement Strategy	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
	Review and update website	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
Collaborate with other authorities to form common explanatory templates and signposting	Find a 'trail blazer' with using IDOX and have a discussion.	Interim Director Planning & Building Control	Enforcement Team Leader		11/01/2022	Had discussion with South Staff's council who also use the Enforcement Module. They are some distance behind UDC. However, they have noted that all users of the enforcement module are about the same level of use. A big investment needs to be made by all authorities
	Undertake template training	Interim Director Planning & Building Control	Enforcement Team Leader	17/02/2022		Template training organised for 16 and 17 Feb 2022.
	Review templates and update as required	Interim Director Planning & Building Control	Enforcement Team Leader	31/03/2022		Will be done after the training is complete.
Promote common explanatory templates UDC website and through other media.	Create FAQs	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		FAQ's will emerge as part of the Enforcement Development Plan.
Enlist the support of stakeholders as a communication channel on high-profile cases and keep Members and Clerks informed of progress	Improve communication with stakeholders	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
Report on the work of the team including success, prevention, issues and long running complaints	Provide regular updates of case numbers etc to Members	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		

Develop and promote training about enforcement procedures, ethos, limits of powers	Provide regular training to Parish/Town Councils and Ward Members	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader			
Manage community expectations	Write Development Plan	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		Draft written and being reviewed. This will go to Planning Committee to launch consultation. Expected in March 2022.
	Review acknowledgement letter	Interim Director Planning & Building Control	Enforcement Team Leader	31/03/2022		This will ensure that community expectations are managed.
	Set date and send invites to Parish Forum.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	29/03/2022		Calendar invite sent
	Attend a Parish Forum during the consultation of the Enforcement Development Plan.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	29/03/2022		Calendar invite sent
Triage of requests to investigate.	Review the priorities set out in the Planning Enforcement Strategy	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		Links directly to the Enforcement Development Plan
	Review Internal procedures/notes etc	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		Links directly to the Enforcement Development Plan
Improve efficiency by creation and use of document templates	Review templates and update as necessary	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
Formal confirmation of decisions made following investigations to those who requested the investigation	Review system and process / procedures.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
Manage vexatious complainants. Consider inter agency case reviews, and other approaches		Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		

Promote greater resilience in the enforcement team	Investigate whether Career grades are appropriate.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
	Ensure continual training is undertaken	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
	Fill vacant post	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader		09/09/2021	
	Investigate additional support whilst implementation of Review is taking place.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader		Mid-Feb	Officer due to start end Feb 2022
	Review lone working	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
	Investigate whether apprenticeship scheme is appropriate	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		
Invest in and use the enforcement module which is part of the councils existing planning processing system.	IDOX consultancy day 1	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	18/04/2022		
	IDOX consultancy day 2	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	16/05/2022		
Participate in audit		Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader			Audit complete, report being finalised by the team.

Establish an Enforcement Register	Check the current register and amend as required.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader		31/12/2021	Register has always been available. Information not required for the register has been stripped away to improve accessibility for solicitors completing searches and for customers.
Data cleansing	Identify all referrals which were transferred from the old system incorrectly. Extract Enforcement Notices and close.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader		24/01/2022	In excess of 1000 cases were identified. Enforcement Notices were extracted.

**Pathway  
Member Development Implementation and Planning Committee Pathways  
(Amalgamated Pathways)**

What	Action	Responsible Officer	Lead Officer	Key Date	Completed Date	Progress
Cllrs on Planning Committee to undertake mandatory training with annual refreshers. Encouragement to read the NPPF	To set up Planning Committee Member Working Group (PCMWG) so they can make recommendations for changes to the constitution.	Interim Director	Development Manager	PCMWG is programmed and meeting two weekly		The PCMWG are receiving reports and agreeing recommendations for changes to the constitution. The recommended constitutional changes will be reported to GAP on 30 March 2022. The recommendation is considered at Council April 2022.
Training for Committee Members	Planning Advisory Service (PAS) training - Planning Committee Case Study	Interim Director	Interim Transformational Lead		12/01/2022	
	PAS training - making defensible decisions	Interim Director Planning & Building Control	Interim Transformational Lead	Date to be confirmed		Half-day session to be arranged.
Cllrs on Planning Committee to observe a recognised best practise LPA Planning Committee at work.	PCMWG to select a committee to observe.	Interim Director Planning & Building Control	Development Manager	31/03/2022		This task is on the forward agenda for the PCMWG to agree and organise.
Review and update the scheme of delegation	Report going to PCMWG on 27/01/2022.	Interim Director Planning & Building Control	Interim Transformational Lead	27/01/2022		The PCMWG are receiving reports and agreeing recommendations for scheme of delegation. The recommended changes to the scheme of delegation will be reported to GAP in 30 March 2022. The recommendation will be considered at Council April 2022.
Update call in protocols so they are based on material planning considerations, are time bound etc	Received report and agreed recommendations on 16/12/25022 - PCMWG.	Interim Director Planning & Building Control	Interim Transformational Lead		16/12/2021	Updates have been agreed and the recommended constitutional changes will be reported to GAP On 30 March 2022. The recommendation will be considered at Council April 2022
Formalise the Informal working arrangements for the Planning Committee Working group	Report to Planning Committee seeking agreement to formalise the PCMWG	Interim Director Planning & Building Control	Interim Transformational Lead		17/11/2021	Complete
	report to Full Council seeking agreement to formalise the PCMWG	Interim Director Planning & Building Control	Interim Transformational Lead		07/12/2021	Complete
	Implement the PCMWG	Interim Director Planning & Building Control	Interim Transformational Lead		16/12/2021	Complete



Encourage involvement of Cllrs at pre-application stage on major applications and some complex minors	To ensure that Cllrs are involved in MAJOR applications which are supported by a PPA	Interim Director Planning & Building Control	Development Manager		31/12/2021	Complete - PPA's are offering a service
Discontinue pre-committee briefings as they are not in conformity with best practise.	Continue Chair's briefing	Interim Director Planning & Building Control	Interim Transformational Lead		31/12/2021	PCMWG may wish to agree a protocol for how pre-committee briefings should take place if these are to be reconvened in the future.
Develop the concept of Community Advocate role where members engage Planning Officers to seek out details of emerging planning applications so fewer issues are raised.		Interim Director Planning & Building Control	Interim Transformational Lead			To be discussed at PCMWG
A complete review of Planning Committee timings and practices (including public speaking rights and conducting business in an orderly and highly structured manner.	PCMWG due to agree Planning Committee Report final format	Interim Director Planning & Building Control	Interim Transformational Lead	27/01/2022		The PCMWG are receiving reports and agreeing recommendations for format of committee reports. The recommended changes to the format of the committee reports will be reported to GAP on 30 March 2022. The recommendation will be considered at Council April 2022.
	PCMWG to recommend changes to the call-in protocol	Interim Director Planning & Building Control	Interim Transformational Lead	16/12/2021		Updates have been agreed and the recommended constitutional changes will be reported to GAP On 30 March 2022. The recommendation is considered at Council April 2022
	PCMWG due to consider the current scheme of delegation	Interim Director Planning & Building Control	Interim Transformational Lead	27/01/2022		The PCMWG are receiving reports and agreeing recommendations for scheme of delegation. The recommended changes to the scheme of delegation will be reported to GAP on 30 March 2022. The recommendation will be considered at Council April 2022.
	Recommend to GAP that member call in is reduced down from 5 weeks to 4 weeks	Interim Director Planning & Building Control	Interim Transformational Lead	16/12/2021		Updates have been agreed and the recommended constitutional changes will be reported to GAP On 30 March 2022. The recommendation will be considered at Council April 2022

### Customer Interface and Enquiry Implementation Pathway

What	Action	Responsible Officer	Lead Officer	Key Date	Completed Date	Progress
Withdraw the duty system and replace with an appointment booking system for non-professional enquiries.	Work with UDC Project Team to set the system up and set launch date.	Interim Director Planning & Building Control	Development Manager		06/01/2022	FAQ's written, dates selected and soft launch date set.
	Communicate to Planning Team; CSC and Members	Interim Director Planning & Building Control	Development Manager		20/01/2022	
	Soft Launch for 6 week Pilot	Interim Director Planning & Building Control	Development Manager	31/01/2022		
Improve website	A dedicated part of the website for planning enquiries, advice and guidance.	Interim Director Planning & Building Control	Development Manager; Interim Transformational Lead & Business Manager	31/03/2022		Focus on upgrading / review the web pages
	Website improvement for planning applications to include flowcharts about process and information relating to all aspects of the planning application process.	Interim Director Planning & Building Control	Development Manager; Interim Transformational Lead & Business Manager	31/03/2022		Understand the latest government advice which is to not use flowcharts. Look at other authority examples.
	Create a Development Management Customer Promise.	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader	31/03/2022		To expand and personalise the UDC Customer Charter to set out clear expectations for Staff and Customers of the Development Management Team.
	Establish an Enforcement Register	Interim Director Planning & Building Control	Development Manager & Enforcement Team Leader		31/12/2021	Register has always been available. Information not required for the register has been stripped away to improve accessibility for solicitors completing searches and for customers.
Project to digitise the planning history data from 1947 to support conveyancing solicitor property search enquiries.	Procurement process to establish cost and submit growth bid end Oct 2022.	Interim Director Planning & Building Control	Business Manager	30/11/2022		
Transparent schedule of fees to be available on UDC website. To include pre-app, PPA's and S106 monitoring.	Add PPA and Pre-app fees to the UDC website.	Interim Director Planning & Building Control	Development Manager & Business Manager		4/1/2021	Pre-app and PPA fees have been on the UDC website since April 2021
	Prepare Monitoring fees and include in budget setting governance for commencement on 1st April 2022	Interim Director Planning & Building Control	Development Manager	1/4/2022		S106 Monitoring fees are currently going through budget governance

**Pathway  
S106 Agreement Implementation Pathway**

<b>What</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Lead Officer</b>	<b>Key Date</b>	<b>Completed Date</b>	<b>Progress</b>
Formalise roles and responsibilities of all parties	To include toles and responsibilities of all parties in the s106 Planning Obligation Guidance.	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer	31/03/2022		s106 Planning Obligation Guidance document is first at draft. Consultation currently programmed for March 2022.
Scoping work to prepare to update s106 planning obligation guidance for consultation	Scoping completed	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer		31/12/2021	Completed
Update S106 planning obligation guidance based on Law, NPPF, emerging Local Plan and Neighbourhood Plans	Utilise PAS assistance (Rachel Perry Jones)	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer	31/03/2022		s106 Planning Obligation Guidance document is first at draft. Consultation currently programmed for March 2022.
Publish Infrastructure Funding Statement on website		Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer		31/12/2021	Completed
Protocols with relevant parties setting out the s106 process, procedures, entitlements and obligations	To incorporate protocols in the s106 Planning Obligation guidance.	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer	31/03/2022		Will emerge through S106 Planning Obligation guidance.
LPA to fulfil the role of mediator (negotiator) between competing claims on grounds of proportionality and affordability	Specific roles and responsibilities will be set out in the S106 Planning Obligation Guidance including the legal tests: Necessary to make the development acceptable in planning terms Directly related to the development Fairly and reasonably related in scale and kind to the development;	Interim Director Planning & Building Control	Development Manager	ongoing		

S106 to be a standard part of PPAs	Recruit a PPA Project Officer to ensure that s106 are picked up on every PPA.	Interim Director Planning & Building Control	Development Manager		04/01/2022	Completed
Protocol with corporate and third-party consultees to include Town and Parish Councils to enable the council to manage Major planning applications within 13 weeks.	Progress the consultation that was issued to Parish & Town Councils in December 2020. Protocol is currently being used informally.	Interim Director Planning & Building Control	Development Manager			Report has been drafted by our Business Manager and needs to be agreed by Planning Committee.
Negotiated Heads of Terms to be agreed in principle before applications are reported to planning committee for decision making.		Interim Director Planning & Building Control	Development Manager	ongoing		
Consider alternatives recommendations should there be a failure to enter into s106 on the part of the applicant.	To adjust the wording of the recommendation in the committee report to ensure there is an end date should an applicant fail to enter into a s106.	Interim Director Planning & Building Control	Development Manager	16/02/2022		Pilot committee report template currently in use.
Case officers to submit intermediate instructions on s106 agreements to solicitors early in the life of the application and full instructions in accordance with agreed timeframes.	Work with Legal to prepare a process / form and ensure team are informed and talked through the process.	Interim Director Planning & Building Control	Development Manager	31/03/2022		Legal have prepared a form which needs to be completed by a case officer when they are aware there is a requirement for a s106.
Project to record s106 agreements and obligations on Exacom	Prepare and submit Growth Bid	Interim Director Planning & Building Control	Interim Transformational lead		01/01/2022	Growth Bid approved
	Secure services of specialist organisation to populate Exacom	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer			Quotes have been received. Time slots in new financial year to be booked - cannot raise order numbers until Budget agreed by Full Council on 22nd Feb 2022.

	Work to commence populating Exacom	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer			Quotes have been received. Time slots in new financial year to be booked - cannot raise order numbers until Budget agreed by Full Council on 22nd Feb 2022.
	To start using Exacom in the Live system.	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer			
Launch the S106 Public Portal on the UDC website	Growth bid	Interim Director Planning & Building Control	Interim Transformational Lead		01/01/2022	Growth Bid approved
	Secure the purchase of the portal	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer			Quotes have been received. Time slots in new financial year to be booked - cannot raise order numbers until Budget agreed by Full Council on 22nd Feb 2022.
	To agree a project timetable once order is issued.	Interim Director Planning & Building Control	Development Manager & S106 Monitoring Officer	Key date will be agreed once order numbers issued.		Quotes have been received. Time slots in new financial year to be booked - cannot raise order numbers until Budget agreed by Full Council on 22nd Feb 2022.

# Agenda Item 9

<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday 10 <sup>th</sup> February 2022
<b>Title:</b>	Corporate Plan Delivery Plan 2021/22 Q3 Progress Update		
<b>Portfolio Holder:</b>	Cllr N Reeve, Portfolio Holder for the Economy, Investment and Corporate Strategy		
<b>Report Author:</b>	Peter Holt, Chief Executive <a href="mailto:pholt@uttlesford.gov.uk">pholt@uttlesford.gov.uk</a> Tel: 01799 510400	<b>Key Decision:</b>	No

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## Summary

1. The Corporate Plan refresh 2021-2025 was agreed by Council at its meeting on 9<sup>th</sup> February 2021 and the 2021/22 Corporate Plan Delivery Plan was agreed by Cabinet at its meeting on Thursday 9<sup>th</sup> March 2021. This report sets out progress against the Corporate Plan Delivery Plan between October 2021 and December 2021 (Quarter 3 2021/22).

## Recommendations

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

## Financial Implications

3. All financial implications arising from the delivery plan were reflected in the budget for 2021/22, as approved by Full Council on 23<sup>rd</sup> February 2021.

## 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 is undertaken when necessary.
Community Safety	Various actions within the plan highlight work relating to improving community

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

## Situation

6. As agreed by Full Council at its meeting on 9<sup>th</sup> February 2021, the 2021-25 Corporate Plan's priorities are:
  - Putting residents first
  - Active place-maker for our towns and villages
  - Progressive custodian of the rural environment
  - Champion for our district
7. For each of these priorities, varying subsequent points were also incorporated detailing the principles that inform the Corporate Plan, and how we will achieve the priorities.
8. Following the 2021-25 Corporate Plan, the 2021/22 Corporate Plan Delivery Plan (CPDP) sets out the significant actions/projects (outputs), expected outcomes and performance measures by which success will be measured during the 2021/22 year.
9. On 7<sup>th</sup> October 2021, a mid-year review of the 2021/22 Corporate Plan Delivery Plan was undertaken by the Scrutiny Committee. It was agreed that whilst this report represented a considerable improvement on previous progress updates, all updates should nevertheless ensure they are comprehensive and uniform.

10. Appendix A sets out progress against each element of the CPDP at the end of Quarter 3 2021/22, covering at least the period October 2021 to December 2021, although in many instances the progress updates also describe activity earlier in the year and also give an indication of what is planned for the remainder of the year in order to give an holistic view of each priority.
11. Despite the current challenging circumstances, progress against most of the actions has continued over the last quarter. It should be noted that some actions included in the 2021/22 Corporate Plan Delivery Plan represent business-as-usual activities, and may not have specific activities listed against them.
12. Whilst Appendix A highlights progress has been made towards priorities, the following are drawn to members' attention as being of particular note:
- The Climate Change Action Plan has been approved and detail of progress against various climate-related workstreams are included in the report.
  - LiveChat has been successfully launched and is providing a valuable additional customer contact channel for our residents. The council is also well advanced in a project to introduce bookable appointments for some council services, focusing on those where residents need specialist advice.
  - A new Housing Strategy has been approved, with key actions including regularly engagement with local registered providers on their affordable housing delivery and identifying and overcoming barriers to further development, and ensuring appropriate schemes deliver the required 40 percent affordable homes and in the correct mix of housing to meet the identified housing need within the district.
  - The Community Stakeholder forums, part of the Local Plan process, have won a prestigious Royal Town Planning Institute East of England Regional Award for Excellence in Planning

## Risk Analysis

13.

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 at Cabinet. The COVID 19 epidemic has slowed progress in some instances, however we will endeavour to continue to progress



			outstanding actions during the remainder of the 2021/22 municipal year.
The Delivery Plan actions do not further the Council's priorities as intended	1	3	Actions have been selected that are considered most appropriate to support the Council's priorities; evaluation will be ongoing to reflect on whether the outputs achieve the outcomes expected.

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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

Appendix A: Q3 Corporate Plan Delivery Plan Actions Report 2021/22.

## Corporate Plan Delivery Plan 2021/22 - Quarter 3 2021/22 CPDP Update

***Vision: Making Uttlesford the best place to live, work and play***

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>1. Be a council that listens to and acts for residents</b>				
<i>a. Increase the voice and influence of residents in planning and other Council matters</i>	Review the Scrutiny Committee's findings (when received) regarding major planning applications and planning obligations, pending completion of EELGA review	Planning Advisory Service (PAS) final report to Scrutiny by 30 June 2021  Planning Obligations final report to Scrutiny by 30 June 2021	Within existing resources	Portfolio Holder for Planning and Local Plan  Interim Director of Planning  Assistant Director of Corporate Services
<p><b>Comment:</b> A decision was taken, due to PAS being unable to complete its work at the current time, to progress the council's own review of the Stansted appeal process through the Scrutiny Committee. The Terms of Reference have been agreed by the committee, as has a proposal to bring in two independent people with appropriate professional backgrounds to undertake the work. The final report is expected in Spring 2022. This is subject to the legal status of the appeal and cost discussions.</p> <p>The previous update of the delivery plan noted that the planning obligations work is complete. The recommendations were approved by Cabinet and they have now been incorporated into the wider planning service review.</p> <p>Also with regard to increasing the voice and influence of residents in planning, late last year the Council received a prestigious award for work on the Local Plan. The Issues and Options stage of the Local Plan comprised an innovative online Community Stakeholder Forum. This consultation engaged with residents and other stakeholders to inform the drafting of the Local Plan before a single word of the plan was written. This approach won the Royal Town Planning Institute East of England Regional Award for Excellence in Planning. The next stage of consultation on the Local Plan is planned for May-June 2022. Development Management remain committed to community engagement on emerging significant major planning applications, with appropriate engagement including with town and parish councils at the earliest stages of pre-applications discussions.</p>				

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>b. Administer public consultations that are effective, accessible, timely and high quality</i>	Undertake consultations and discussion groups as required throughout the year	Enables Members to take better informed decisions. Key consultations include on the draft local plan, budget and Local Council Tax Support	Within existing resources	Portfolio Holder for Council and Public Services  Assistant Director of Corporate Services
<p><b>Comment:</b> The LCTS consultation was conducted according to timetable and the results reported back. The budget consultation has now also been completed, with the results being incorporated into budget reports for the early part of 2022.</p> <p>As described above, the Council received a prestigious award for its innovative online Community Stakeholder Forum. This consultation engaged with residents and other stakeholders to inform the drafting of the Local Plan before a single word of the plan was written. This approach won the Royal Town Planning Institute East of England Regional Award for Excellence in Planning. The awards highlight exceptional examples of how planning and planners have a positive impact on quality of life in creating exceptional places and protecting the environment. The head judge noted the initiative “demonstrated a novel approach to stakeholder engagement in the local plan process, producing high quality debate and public involvement during unprecedented times”.</p> <p>A residents’ survey will be brought forward as a proposal as part of the Uttlesford 2027 change programme, seeking an objective and statistically-significant opportunity to directly hear from residents about their priorities and perceptions of the council.</p>				
<i>c. Provide opportunities for young people</i>	Provide positive opportunities for young people to engage with their local community and do things that keep them safe and support improved mental wellbeing. Work with Town and Parish Councils, voluntary sector partners, county youth service and schools etc. to encourage youth	As a result of the recent change to the Corporate Plan to expand the scope, the details of what is to be provided, when, etc. have not yet been scoped. The plan will evolve as the Covid19 related restrictions ease over time	Within existing resources	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Assistant Director of Housing, Health and Communities

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	participation in the community.			
<p><b>Comment:</b> Existing Youth Council members continue to work with the Climate Change working group and recruit in schools and the community. Contact has been made with a new group of young people from Saffron Walden County High School and work continues to liaise with other schools and further recruit through their teacher/ school council networks. A potential cross locality project in schools has been identified at the Children and Families working group to address concerns with young people's wellbeing. Specific issues to include are mental health, drugs &amp; alcohol and safeguarding, specifically county lines. A working group is being set up to start work on this project.</p> <p>Work has been undertaken with consultants The Cultural Engine to provide information on young people's activities particularly in relation to art and culture to enable mapping of youth activities for a report commissioned by UDC as part of the Local Plan process. Two young people-focussed community development projects are in progress in Stansted and Takeley and a third has been identified in Great Sampford. Work is being undertaken with Essex Children and Young People Service to engage young people with their parish councils with a view to create sustainable youth groups in existing facilities.</p> <p>The Waitrose stairwell project has been postponed until March 2022. The plan is to set up a group [eg some art students supported by a graffiti artist] to design and prepare artwork for the beginning of March. UDC will then paint over the existing graffiti a week before work starts to minimise the chance of the fresh paint being graffitied. TicBox (theatre group) has now delivered a "theatre experience" covering domestic abuse and healthy relationships to all year 10s/11s in two senior schools in the district with the remaining two schools booked in for project delivery within this financial year.</p> <p>The council is currently leading a discussion across Essex on how best authorities can provide dedicated priority access to jobs, apprenticeships and work experience opportunities to looked after children and care leavers.</p>				
<i>d. Improve the council's use of the web and social media to increase communication with residents</i>	To provide enhanced customer contact opportunities including self-service facilities at remote site and extended opening hours through the introduction of 'live chat'	Public launch of live chat facility by 31 August 2021 as part of Uttlesford Moving Forward  As part of Uttlesford Moving Forward, a review of self-service facilities for customers will be undertaken. The detailed project plan is not yet	Within existing resources	Portfolio Holder for Council and Public Services  Assistant Director of Corporate Services

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
		complete to expand on precise timing of the review.		
<p><b>Comment:</b> LiveChat has been successfully launched and is providing a valuable additional customer contact channel for our residents. On average the Customer Service Centre handles 11 enquiries through this channel each day.</p> <p>The council is also well advanced in a project to introduce bookable appointments for some council services, focusing on those where residents need specialist advice. A 6 week pilot is being launched at the end of January whereby residents can book to speak to a Duty Planning Officer about initial planning enquiries. This service will initially be offered two days a week and while a full review of the use of the system will be undertaken before offering other appointment types to residents, it is anticipated that there will be a number of other services that can be provided in this way by the end of the year. It will give greater certainty to residents who need specialist advice that they will be able to speak to someone who can help them and provide a better level of customer service.</p>				
<i>e. Actively and positively engage with and listen to our town and parish councils</i>			The Local Councils' Liaison Forum is now well embedded as is the Planning Forum with Town and Parish Councils. Within existing resources.	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Chief Executive
<p><b>Comment:</b> The new chief executive has visited and met with several parish council chairs and clerks in his early weeks in post, and has scheduled meetings with all parishes (in groups of 6-8) in January. The objectives of this outreach has been to listen to the parishes' perspectives, to understand their priorities, and to prepare for a relaunch of the Local Councils' Liaison Forum early in 2022.</p>				
<i>f. Support town and parish councils to better represent their communities</i>			Essex Association of Local Councils regularly attend the Local Councils' Liaison Forum and provide presentations on best practice. Within existing resources.	Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Chief Executive
<p><b>Comment:</b> The new chief executive has also met with the chief executive of the Essex Association of Local Councils to discuss liaison with (and supporting the development of) the sector generally. This development activity will follow as a second stage to the work outlined above, following the relaunch of the Local Councils' Liaison Forum.</p>				

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>2. Deliver local government with outstanding levels of transparency and accountability</b>				
<i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i>	Complete work of Governance Working Group to review current and possible future governance structure	This action falls to the working group of council; any actions arising for Cabinet will be detailed at the appropriate time. GRWG are aiming to present a report of their findings to Council by 31 July 2021	Within existing resources	Leader  Chief Executive
<p><b>Comment:</b> The new chief executive paused the existing Uttlesford Moving Forward change management programme, and is preparing to relaunch it in early 2022, taking a more holistic approach to the challenges, opportunities and ambitions in Uttlesford over coming years. In the meantime, additional expert officer capacity has been recruited to support governance work, and a prioritised schedule of governance reviews is to be brought forward for member consideration in early 2022, and then delivered (in phases) throughout the year. In addition, the new chief executive has modelled an approach to transparency and democracy in his early months on some key issues – e.g. arranging an additional (reconvened) meeting of full Council in his first week in post, taking a paper to Members to decide on what next on the Stansted legal challenge [rather than taking the decision under powers delegated to officers]. A further example of this transparency has been the party group leader briefings and all member briefings, at an early stage and in full and frank detail, on key issues for the authority, such as changes to the investment and borrowing regime. Further such briefings are planned for January ahead of publication of the heavily-revised draft MTFS.</p>				
<i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i>	Planning Committee working group to review arrangements for start time and/or geographical location of applications (north committee/south committee)	Review completed. Recommendations to be considered and adopted when possible, post COVID	Within existing resources	Portfolio Holder for Planning and Local Plan  Interim Director of Planning
<p><b>Comment:</b> The Planning Committee Working Group was formally constituted by Full Council on 7 December 2021, thus completing the first milestone. It is now considering matters around issues such as committee templates, and operational matters in line with the Planning Committee pathway of the Planning Service Review. A report is scheduled for March Governance, Audit and Performance Committee which will recommend changes to the constitution around the Planning</p>				

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
Committee. Scrutiny Committee on 3 February will receive a substantial update on the planning service review which covers the above activities. This report will then go on to Cabinet.				
<i>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</i>	Implement delivery of Equalities Policy	Local Government Equality Framework level 2 to be achieved by 31 March 22	Within existing resources	Portfolio Holder for Environment and Green Issues; Equalities  Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> Uttlesford District Council has adopted the Equality Framework for Local Government (ELFG) as its key delivery tool. The EFLG details five performance areas. These are: knowing your communities, leadership, partnership, and organisational commitment, involving your communities responsive services and customer care and a skilled and committed workforce.</p> <p>In addition, it has three levels of achievement, namely:            'Developing' - understanding the importance of equality            'Achieving' - delivering better outcomes            'Excellent' - making a difference</p> <p>The Council is working towards the 'Achievement' level and will be assessed before the end of March 2022. Community listening events, to engage with our communities, have taken place and further events have been planned for each of the nine protected characteristics listed in the Equality Act. Feedback and data collected from these events help to increase knowledge of who our communities are and will ensure that we provide fair and accessible services and facilities, efficiently and effectively, to meet those diverse needs. We continue to celebrate equalities such as the Ageing Well Forum, International Day for Older People, LGBT History Month and Disability History Month through our website and social media platforms.</p> <p>The Equality &amp; Health Impact Assessment (EqHIA) is a tool developed to ensure that all activity meets the needs of individuals and groups that use our services; whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Uttlesford's increasingly diverse communities and employees.</p> <p>The Council carries out an EqHIA on the services we deliver, our policies, functions, strategies, and procedures as part of the work on equality for local government. This includes existing policies, new policies or those which are being changed. They assess whether a proposed policy, procedure, service change or plan will affect people differently based on their protected characteristics and if it will affect their human rights.</p>				

<b>Putting Residents First</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>b. Seek external review of and recognition for positive change achieved by the Council</i>	Planning Advisory Service reviewing the process of major planning applications	Action plans to be developed once the outcomes of the review have been presented to Scrutiny Committee by 30 June 2021	Within existing resources and pending completion of EELGA review	Portfolio Holder for Planning and Local Plan  Interim Director of Planning
<p><b>Comment:</b> A peer review of Planning was completed by consultants appointed by the East of England Local Government Association (EELGA). The review makes numerous recommendations, all of which were approved by Cabinet in October 2021, after the report was considered by the Scrutiny Committee earlier in that month. Scrutiny received a short report about the approach to implementation and some early progress in November 2021 and a progress update is due to go to both Scrutiny and Cabinet in February 2022. The update contains progress on actions on each pathway for improvement.</p> <p>As mentioned elsewhere in this document, the Planning Advisory Service is unable at this time to complete its work on major planning application processes and instead the council, through its Scrutiny Committee, has commenced a review of the Stansted appeal process.</p> <p>Also as mentioned elsewhere in this document, the Council received external recognition when the Planning team won a prestigious planning excellence award for its innovative approach to community stakeholder engagement in the preparation of the Local Plan.</p>				
<i>c. Deliver a comprehensive continuing member development programme</i>			Opportunities for further development continue to be identified within existing resources	Leader  Chief Executive
<p><b>Comment:</b> The new chief executive has spoken clearly and frankly with members of what he perceives as a substantial (and pressing) need to develop a new sense of ‘shared endeavour’ between UDC officers and councillors, particularly around (but not limited to) planning issues. Further development of this ‘shared endeavour’ will flow from the prioritised governance review detailed above. Further elements of ‘whole council’ development activity are also already in hand, such as the new approach to performance management and performance governance discussed with members at the last Governance, Audit and Performance (GAP) Committee (of which further details are scheduled to be shared at the January GAP meeting).</p>				
<b>3. Be responsible with your money and mitigate the impact of government cuts</b>				



Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<p><i>a. Be a self-sufficient Council that generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants</i></p>	<p>To actively source commercial investments to support the council revenue streams</p> <p>Strengthen the governance of the Council's investment management to ensure it meets the objectives of the commercial strategy</p>	<p>Complete the commercial investment portfolio of £300m, by end 2021/22.</p> <p>Quarterly reports to the Investment Board</p> <p>Development of a business plan for the portfolio as a whole and each asset individually by 31 December 2021</p> <p>Development of an Investment Protocol, to include ethical criteria for future acquisitions by 30 June 2021</p>	<p>Within existing resources</p>	<p>Portfolio holder for the Economy, Investment and Corporate Strategy</p> <p>Director of Finance and Corporate Services</p> <p>Assistant Director of ICT and Facilities</p>
<p><b>Comment:</b> Changes to Government rules and the CIPFA Prudential Code mean that further investments are not possible, and the council will ultimately have invested in the region of £275m in establishing the portfolio. Quarterly reports are taken to the Investment Board. Changes to Government rules will have a significant negative impact on Council revenues and this will lead to a review of our portfolio with the possible need to sell one asset in 2022/23. Until the full impact of the Government changes is modelled the business plan process is suspended. The ethical investment protocol was agreed by the Investment Board in July, Cabinet in September and Full Council in December. This protocol sets out the criteria the council would use to ensure the ethical appropriateness of any future investment.</p>				
<p><i>b. Deliver cost-effective and efficient services that live within the Council's means</i></p>	<p>Actively monitor and report the cost effectiveness of the Council services</p>	<p>Quarterly finance reports to Cabinet.</p> <p>Annual outturn report to Cabinet</p> <p>Outcome of the external audit</p>	<p>Within existing resources</p>	<p>Portfolio Holder for Finance and Budget</p> <p>Assistant Director of Resources</p>

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	Ongoing service reviews, including through Uttlesford Moving Forward (UMF) to ensure services are operating effectively and efficiently	UMF actions to improve existing operating methods and develop new ones		
<p><b>Comment:</b> The final outturn reports for General Fund, Housing and the Capital programme were presented to Cabinet in July 2021. The Audit was delayed due to resource issues with our External Auditors and only started in January 2022. The Quarter 1 report for the current budget predicted position was presented to Cabinet in November 2021 and the Quarter 2 forecast outturn went to Cabinet in January 2022 along with the Mid Year Treasury Management report. As part of the budget monitoring and reporting, service delivery is constantly reviewed to identify more efficient and cost-effective ways of working whilst being mindful of maintaining a high quality of service. The UMF project has been cancelled and replaced with Uttlesford 2027, a change programme focusing on customer requirements in an ever-decreasing financial environment, so there have been no direct actions to implement.</p>				
<i>c. Constantly seek to improve the quality of contracted out services</i>			Contract monitoring is used to assure service quality, within existing resources	Portfolio Holder for Council and Public Services  Corporate Management Team
<p><b>Comment:</b> Contract management varies on a case-by-case basis. Additional resources have been identified in the 22/23 budget to enable enhanced contract management. This will ensure a consistent approach to contract management across the council. The leisure PFI contract is an example of where dedicated council resource leads to high quality contract management. Uttlesford Norse Services Ltd is an example of where dedicated contract management is required.</p>				
<i>d. Apply for all relevant grants</i>			Grant applications are made regularly subject to the criteria, work required and likelihood of success, within existing resources	Portfolio Holder for Finance and Budget  Assistant Director of Resources
<p><b>Comment:</b> Officers work to ensure that the council applies for all relevant grants and external funding. Due to the Covid 19 emergency the grants are dominated by emergency funding packages to support the local economy, businesses, and the community as a whole. The Council has received a substantial amount of funding over the year and has allocated all the funding received to qualifying applicants. The Council is one of the top councils to 'spend' all its discretionary funding, ensuring that our local businesses and residents received the maximum support available. This funding is in excess of £20 million since the start of the pandemic.</p>				

Putting Residents First				
We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<i>e. Set a Medium Term Financial Strategy (MTFS) to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves</i>	The MTFS is a working document and is constantly under review, when any financial risks or impacts are identified these will be assessed and if they have a significant impact on the current MTFS approved at Council in February 2021 a revised version will be produced and submitted to Members.	A revised MTFS ready for Council approval in February 2022	A MTFS that reflects the ambitions of the Council and the resources available to it is produced at least annually. Within existing resources	Portfolio Holder for Finance and Budget  Assistant Director of Resources
<b>Comment:</b> The MTFS was reviewed during November 2021 and an updated strategy is being compiled along with all other associated financial reports and strategies. The Council carried out a budget consultation to help inform the priorities going forward. The MTFS for 2022 to 2027 has been substantially revised to reflect the challenging financial position facing the council in the coming years. The MTFS and all associated papers are scheduled to be presented to Scrutiny, Cabinet and for final approval by Council in February 2022.				
<i>f. Follow best practices for investment risk management and board composition</i>	Strengthen the governance of the Council's investment management to ensure it meets the objectives of the commercial strategy	Quarterly reports to the Investment Board Development of a business plan for the portfolio as a whole and each asset individually by 31 December 2021  Development of an Investment Protocol, to include ethical criteria for future acquisitions by 30 June 2021	Within existing resources	Portfolio holder for the Economy, Investment and Corporate Strategy  Director of Finance and Corporate Services  Assistant Director of ICT and Facilities

## Putting Residents First

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
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**Comment:** The Council has carefully structured governance around its investment strategy and portfolio, including appointing independent members to the investment board, non-executive directors to the board of Aspire (CRP) Ltd and commissioning external due diligence on any potential investment. Quarterly reports are taken to the Investment Board. An ethical investment protocol was agreed by the Investment Board in July, Cabinet in September and Full Council in December. This protocol sets out the criteria the council would use to ensure the ethical appropriateness of any future investment. However, changes to Government rules will have a significant negative impact on Council revenues and this will lead to a review of our portfolio with the possible need to sell one asset in 2022/23. Until the full impact of the Government changes is modelled the business plan process is suspended.

## Corporate Plan Delivery Plan 2021/22 – Quarter 3 2021/22 CPDP Update

***Vision: Making Uttlesford the best place to live, work and play***

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<b><i>1. Masterplan our new communities for and with residents</i></b>				
<p><i>a. Use Locally Led Development Corporations to deliver sustainable new settlements</i></p> <p><i>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</i></p>	<p>Continue work on a new Local Plan.</p> <p>Ensure appropriate evidence is in place to support the Local Plan.</p>	<p>Achieve milestones for 21/22 in Local Development Scheme (LDS)</p>	<p>Within resources currently allocated. Further resources to be considered and possibly allocated – subsequent to review by and advice from EELGA</p>	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Interim Director of Planning</p>
<p><b>Comment:</b> Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. The Council will update the LDS in the early 2022 to reflect progress and a minor change to the publication date of the Regulation 18 Local Plan. This will show the regulation 18 consultation commencing in May 2022 instead of March 2022 and allows for members to better consider the emerging evidence. Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.</p> <p>With regard to locally-led Development Corporations, the Interim Director of Planning wrote to the Secretary of State for Levelling Up, Housing and Communities in December asking to open a dialogue regarding the possibility of a Development Corporation for the strategic allocations within the Local Plan. The council awaits a response.</p>				
<b><i>2. Support our towns and villages to plan their neighbourhoods</i></b>				

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities</i>	External reviews of pre-application processes, potential of planning obligations and engagement of town and parish councils and wider organisational review of the planning function	Final report conclusions by 30 April 2021 Improvement plan to be approved by 31 July 2021	£240k ongoing allocated. Further ongoing resources may be requested – subsequent to review by and advice from EELGA but this will need to be considered in light of the overall MTFS.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> A peer review of Planning was completed by consultants appointed by the East of England Local Government Association (EELGA). The review makes recommendations and contains all key actions. All recommendations were considered by Scrutiny Committee and approved by Cabinet in October 2021. Scrutiny received a short report about the approach to implementation and some early progress the following month. A progress update is due to go to Scrutiny and Cabinet in February 2022. The update contains progress on a significant number of actions on each pathway for improvement. Highlights include establishment of a Planning Committee Member Working Group, a focus on recruitment and filling all vacant posts, a successful growth bid to support key actions to bring forward greater transparency and consistency with s106, publication of the first Infrastructure Funding Statement and staff training so they have the tools to do the job. Other measures include a renewed emphasis on performance, launching a weekly bulletin for district councillors and parish and town councils and the launch of a six week pilot appointment system for residents to discuss schemes with a professional officer.</p> <p>In addition there was a successful pilot of Design Surgeries, which were topic-based design discussions facilitated by the council’s Urban Design Officer. These were very successful and are now running throughout 2022, at least monthly. They are now called Design Lunch Drop-in Sessions. Invitations are sent to officers and councillors to attend. The January session was focused on transport, walking and cycling.</p>				
<i>b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils</i>	Officers to work pro-actively with Parishes to encourage more Neighbourhood Plans to be instigated and subsequently “made” to help communities shape their own areas.	Support for 8 neighbourhood plans already underway. Neighbourhood plans in 4 other areas already “made”.  Facilitate workshop(s) for areas not yet commenced. Other NHP groups to promote benefits	Within existing resources  Neighbourhood planning groups are encouraged to use resources of RCCE, <i>LOCALITY</i>	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<p><b>Comment:</b> The Council continues to support Town and Parish Councils that want to develop a Neighbourhood Plan. This year one additional Neighbourhood Plan was 'made' for Newport, Quendon and Rickling. Furthermore, the Council is supporting a number of different groups at various stages of the process, for example Saffron Walden and Stebbing, which are both at examination; and the following parish councils which are at various stages: Ashdon, Flitch Green, Hatfield Heath, Broxted and Cherry Green, Great Easton &amp; Tilty and Little Dunmow. Development Management remains committed to the engagement of town and parish councils at the earliest stage of pre-application discussions. Including pre-submission presentations to Planning Committee including Ward Members and Towns/parish Councils.</p>				
<i>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</i>	Policies to be developed through the Local Plan process	Timescales incorporated in the Local Development Scheme	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> In addition to the work on the Local Plan, summarised above in 'Masterplan our new communities for and with residents', the Council has also this year adopted Building for Healthy Life. The Uttlesford-specific version of a national document, was made by Design for Homes, a local social enterprise which operates nationally to improve the design quality of new housing development, and was created to showcase examples of best practice within the district, to help reinforce the council's commitment to good design. The guidance seeks to address the concerns of local communities by setting standards which developers must meet in order to achieve planning approval. It includes a scoring system which will be used to assess the performance of a scheme against considerations such as natural connections, making the most of what's there, walking, cycling, public transport, healthy streets, green and blue infrastructure, parking, and character.</p>				
<i>d. Work with partners and stakeholders to deliver new sports, play and community facilities</i>	Policies to be developed through the Local Plan process	Timescales incorporated in the Local Development Scheme	Within existing Resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> Appropriate commentary provided above in 'Masterplan our new communities for and with residents'.</p>				
<b>3. Secure greater benefits for our community from new development</b>				
<i>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and</i>				Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>greater local benefit from development</i>				
<b>Comment:</b> This work will be picked up again when the Local Plan is at a stage to identify the necessary infrastructure to support development. Following the adoption of the Local Plan, council officers will be able to commence work on the Community Infrastructure levy, which will take approximately two years.				
<i>b. Increase the transparency of the Section-106 Agreement process and councillor engagement</i>	Implement the Cabinet adoption of the Scrutiny recommendations regarding Section Obligations reported in May 2021.	<p>Creation of an Uttlesford Developers Contribution Document by end March 2022 for consultation and adoption by June 2022</p> <p>Adopt formal procedural approach for town and parish councils in S106s, Include reflection process with partners, before end March 2022.</p> <p>As part of the review of Planning Committee Reports to include consistent reporting of S106s of Major Planning Applications by December 2021</p> <p>Priority Populating of EXACOM database by end of March 2022 and subject to audit/GDPR launch public interface</p>	Some additional resources may be required specifically on the EXACOM data base matters.	<p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Interim Director of Planning</p>



## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
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**Comment:** In line with the S106 Pathway in the Planning Service Improvement Plan, we have secured funding for the ongoing population of the EXACOM database, which captures and manages the agreements and finance in relation to S106. Work has commenced on the Developer's Contribution Policy (which will include protocol for town/parish council engagement). The Council's legal team have now been appropriately resourced and are progressing standard clauses and templates for S106s. Formal procedures are being developed to secure early instructions on S106s, and standard reporting of matters to Planning Committee.

The Uttlesford Developers Contribution Document is being developed in line with the agreed timeframe.

Reporting of S106s of Major Planning Applications in committee reports has been implemented.

<i>c. Ensure that strong Planning Enforcement holds developers to account</i>	Implementation of Enforcement Work Stream as recommended with the EEGLA review	Improved use of IDOX Enforcement Module for complainant, third tier updates, and generation of notices before March 2022  Reporting of enforcement matters (including narratives of interventions) to Planning Committee before end December 2021	Work will continue in accordance with enforcement policy	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
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**Comment:** Capacity to implement actions from the peer review has been created within the team following a period of significant challenge relating to staffing issues. One vacant post has been filled and a further post has been created for a 12 month period. That officer is due to commence in post in February. There is a priority identified by the peer review to have an Enforcement Development Plan in place. This is best practice and is in first draft. This will be reported to Planning Committee and a consultation will be launched. Resources have been focused on this plan as it needs to be in place before any further work is undertaken on changes to reporting. This is programmed for March 2022. Idox training has been implemented and further bespoke training on use of templates is due to take place in spring. To improve efficiency and ensure knowledge across the directorate training has been offered to key officers in environmental health. A significant piece of data cleanse work is underway and nearing completion.

## Active place maker for our Towns and Villages

<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>d. Require developers to be considerate of the communities in which they build</i>	Implementation of Enforcement Works Stream as recommended with the EEGLA review	Production and Relaunch of Guidance around Development Sites and better use of Construction Management Plans.	Standard conditions are applied and monitored within existing resources; further recommendations may arise from the planning transformation action plan	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning

**Comment:** Construction Management Conditions are being used to require developers to be considerate. Other measures to achieve this include the Parish/Town Council Liaison Forums, case officer overview, and engagement from the s106 & Enforcement Officer.

Capacity to implement actions from the peer review has been created within the team following a period of significant challenge relating to staffing issues. One vacant post has been filled and a further post has been created for a 12 month period. That officer is due to commence in post in February. There is a priority identified by the peer review to have an Enforcement Development Plan in place. This is best practice and is in first draft. This will be reported to Planning Committee and a consultation will be launched. This is programmed for March 2022. Idox training has been implemented and further bespoke training on use of templates is due to take place in spring. To improve efficiency and ensure knowledge across the directorate training has been offered to key officers in Environmental Health. A significant piece of data cleanse work is underway and nearing completion

### **4. Work with the airport on issues of concern to communities**

<i>a. Seek a reduction in night flights</i>	Respond to the Government's night flights consultation (by 1 <sup>st</sup> October) and take part in the promised future evaluation by the Government of the costs and benefits of night flights.	A decrease in the number of permitted and actual night flights over time.	Respond to proposed changes within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
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**Comment:** The council responded to the Government's night flights consultation, setting out its position in full. The response was prepared by the Stansted Airport Advisory Panel and ratified by Cabinet in September 2021. We await information on the promised future evaluation.

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>b. Implement programmes to reduce airport related village fly-parking</i>	Receive the recommendations from the Scrutiny Committee Task and Finish Group into fly parking. Continue to work as part of the Stansted Area Transport Forum to use S106 funding to evaluate, publicise and implement appropriate schemes to prevent or reduce fly parking where it is detrimental to local amenity.	Final report of the T&F Group has been delayed. Cabinet will respond when the work is complete and further reviewed in light of the impact on travel of the Covid19 pandemic and continuing emphasis on sustainable transport in light of the climate crisis.	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<b>Comment:</b> A full car parking review is planned (this was delayed due to impact of Covid 19 on parking and resources) and the procurement is in progress, it is expected that an award will be made for this work in late January. This review will cover all aspects of parking and any issues including fly parking, a full report to be available in late spring/early summer. At the beginning of 21/22 the Scrutiny Committee decided not to proceed any further with the fly parking workstream and therefore disbanded the task and finish group.				
<i>c. Work to secure investment in sustainable transport to and from airport, including for local workers</i>	Continue to work as part of the Stansted Area Transport Forum to use S106 funding to start up appropriate services and to fund enhancements to existing services.	An increase in the percentage of airport passengers and staff travelling to and from the airport by sustainable transport as measured by CAA travel data.	Participation in Stansted Area Transport forum work will continue within existing resources.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<b>Comment:</b> The council continues to work as part of the Stansted Area Transport Forum (SATF). The SATF will be producing a new surface access strategy under a 43 million passengers per annum planning obligation, but at the moment the mode of transport share is skewed towards use of the private car because of Covid fears. Rail patronage has held up quite well, but bus use has really suffered. Therefore the first aim is to recover the services and then plan for growth.				

## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<b>5. Nurture employment and retail areas to create jobs and retain businesses</b>				
<p><i>a. Protect and grow our town centres as economic hubs</i></p> <p><i>b. Increase tourist spend</i></p> <p><i>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks, industrial areas, and start-up hubs</i></p> <p><i>d. Support the expansion and promotion of key relevant employment sectors for the district</i></p> <p><i>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</i></p> <p><i>f. Work with the airport to increase local airport-based employment opportunities</i></p>	<p>An Economic Development Recovery Plan 2020-2023 was approved by Council in Dec 2020. The elements of the main themes of the plan will be delivered according to this plan in 2021/22. The main themes are:</p> <ol style="list-style-type: none"> <li>1. Business Engagement and Support</li> <li>2. Information, Advice and Guidance</li> <li>3. Skills and Training</li> <li>4. Creating Jobs / Inward Investment</li> <li>5. Create a Greener Economy</li> </ol>		<p>Within existing resources, including £355,000 allocated to the Business Recovery Fund for 2021/22</p> <p>Project management to be jointly procured through the North Essex Economic Board</p> <p>Inward investment work jointly commissioned through the Innovation Corridor Core group</p>	<p>Portfolio holder for the Economy, Investment and Corporate Strategy</p> <p>Assistant Director of Resources</p>

**Active place maker for our Towns and Villages**

<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
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**Comment:** The Covid 19 pandemic has had a serious impact on every aspect of economic development work and required a complete reassessment of all priorities. The council’s work in this area has by necessity been dominated by creating, and enacting, an Economic Development Recovery Plan in order to support the district’s business community rather than by the priorities originally set out in the Corporate Plan. An update of the actions for the recovery plan were presented to the Scrutiny Committee in November 2021. Due to the ongoing impact of Covid 19 the work of the team has been dominated by the delivery of support grants to local businesses. The Economic Development Team continues to provide support to businesses hardest hit by the Covid 19 pandemic and promoting opportunities to local businesses and residents including business start-up support, training, and skills opportunities. This includes working closely with South Essex Local Enterprise Partnership (SELEP) and the best growth hub. North Essex Economic Board (NEEB) have continued to support the key activities across the north of the county and businesses can now self-refer for advice on Start Up, digital support and finance and debt management support. Three programmes are currently in place providing certified courses in IT, apprenticeships, and workplace training. These began in the New Year and will offer over 500 residents in North Essex the opportunity to become more digitally included, with job specific training and opportunities. NEEB have a contract out to tender for a specialist Low Carbon contractor to provide support and help to businesses to become carbon neutral and reduce their impact on the environment.

**6. Enforce good business standards in our district**

a. Make sure that businesses and trades in our district meet the national standards and licensing required of them			Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy, within existing resources	Portfolio Holder for Council and Public Services  Assistant Director of Housing, Health and Communities
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**Comment:** Regulatory standards are applied, and enforced where necessary, in accordance with the enforcement policy, and with regard to national recovery plans where published. Staffing resource remains challenging and is being closely monitored to ensure it remains sufficient to deliver statutory function. The council continues to foster good working relationships with businesses and as a result there is a high degree of compliance in the district.

**7. Deliver more affordable homes and protect those in need in our district**

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<i>a. Increase the number of affordable homes delivered and different tenure options including social renting</i>	Develop a new Housing Strategy and supporting policies that details how the Council will develop, acquire and enable the supply of affordable housing	New Housing Strategy adopted by 31 December 2021 (due to limitations on consultation events)	Within existing resources	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
	Develop a new Housing Revenue Account (HRA) Business Plan that confirms the capacity of borrowing through the HRA for the delivery of new council housing (including use of commuted sums, Right to Buy (RTB) receipts, loans and innovative funding models)	New HRA Business Plan adopted by 30 Sept 2021 Delivery of 43 new homes in 21/22. Progress 63 new homes to planning permission stage in 21/22 Continue to identify opportunities for further provision. This forms part of the business as usual of the Housing and Planning Services		
	Regularly engage with local registered providers on their affordable housing delivery and identify barriers to further development, Ensure appropriate schemes deliver the required 40% affordable homes	Actions to be included in the Housing Strategy (31 Dec 21)		
	Incentivise community-led housing programmes to increase the number of Community Land Trusts	HE Grants applied for as applicable to qualifying schemes		

## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
	<p>(CLTs) across the District, particularly within rural communities</p> <p>Explore Homes England (HE) grant opportunities as they become available</p>			

**Comment:** A new Housing Strategy was approved by Cabinet in December 2021 after consultation with the public and other stakeholders and consideration by the council's Housing Board. Key actions in the Housing Strategy include regularly engaging with local registered providers on their affordable housing delivery and identifying and overcoming barriers to further development, and ensuring appropriate schemes deliver the required 40 percent affordable homes and in the correct mix of housing to meet the identified housing need within the district. A detailed action plan accompanies the strategy and this will be regularly reviewed by the Housing Board.

An update to the HRA Business Plan is still in development; the delay has been caused by needing to wait for the government to make a decision on the relaxation of rules around Right to Buy receipts. That decision has now been made and therefore work can continue on the business plan update, which is expected to be completed in the Spring.

The Council aimed to deliver of 43 new homes in 21/22. A fully disabled adapted bungalow was completed in November 2021 at Gold Close in Elsenham. In addition 16 new homes were completed in January 2022 at The Moors in Little Dunmow. A further 27 properties are in the process of being constructed, 13 properties at Bartholomew Close in Great Chesterford and 14 properties at Thaxted Road in Saffron Walden. There have been small delays in the delivery of these sites due to Covid affecting supply chains and workforce availability. These are now expected to be completed in the Spring/Summer 2022.

Planning permission on various sites is being progressed. Detailed planning for a site in Saffron Walden has been submitted and is due to be determined by Planning Committee by Spring 2022. If approved the site will deliver 16 properties. Plans have been drawn up for the redevelopment of two redundant sheltered schemes, one in Saffron Walden and one in Great Dunmow. Pre-applications have been completed and it is anticipated that full planning applications will be submitted by Spring 2022. If approved these sites will potentially deliver 48 new properties. Outline planning permission has been approved for a house in Wimbish and a fully disabled bungalow in Thaxted. Planning permission has also been approved for the re-development of Walden Place in Saffron Walden. The plans include the construction of two new extensions to the modern sheltered scheme and the removal of the link to Grade II listed Georgian house. The proposed extensions will add an additional sheltered flat plus provide a new communal lounge, plant room, manager's office, and lift.

<b>Active place maker for our Towns and Villages</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<p>We are working with Thaxted CLT, as the first CLT set up in the district, to identify housing delivery opportunities. This work is at an early stage; the council's role is that of a facilitator and advisor. It is for the CLT to progress its work at the pace it chooses.</p> <p>The council continues to take advantage of Homes England grant funding as appropriate; eight out of 16 properties at the Moors in Little Dunmow were delivered with a Homes England grant of £450,000, which enabled them to be delivered at social rent. The council is currently looking at two further development opportunities where it may be appropriate to approach Homes England for social housing grant funding.</p>				
<i>b. Refurbish our existing council homes to sustainable standards when required</i>	Continue with estate renewal and regeneration programmes whilst reducing the carbon footprint of those homes. Improve home energy efficiency across the Council's housing stock	Completion of stock survey		Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> A survey of all Council housing stock is underway by Uttlesford Norse Ltd. The purpose of the survey is to assess the current efficiency of UDC stock and to quantify the improvements that can be made to increase energy efficiency and reduce carbon impact. The survey will not be completed until 2023 without additional resources being deployed through Uttlesford Norse Ltd (this is being explored). The Council is not able to apply for grant funding until this work has been completed.</p>				
<i>c. Reduce the number of empty homes</i>	Develop an Empty Homes Strategy	New Empty Homes Strategy adopted by 31 March 2022	Within existing resources	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> Work on the draft strategy is ongoing and is planned to go to the Housing Board (anticipated in February 2022) for comment before seeking Cabinet approval. The draft strategy sets out the actions the council will take over the next five years to bring down the number of currently empty homes in the district which will have many benefits to the community including restoring dilapidated properties to a useable state, removing eyesores and providing more housing for the market.</p>				
<i>d. Ensure that landlords maintain high quality private sector housing conditions</i>	Review assistance available for landlords, including empty property owners	Revision of Housing Renewals Assistance Policy by 31 March 2022	Within existing resources	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities



## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<p><b>Comment:</b> An online landlord forum is taking place on February 6 2022 and the review of the UDC assistance policy is planned for Quarter 4 of 2021/22. Cabinet approval will be required following that review. This policy sets out what funding is available for homeowners (including landlords) who want to make certain alterations and improvements to their properties but otherwise would be unable to afford to do so. It ensures the council plays a leading role in ensuring living conditions for vulnerable groups are improved. In the meantime the Environmental Health service is looking at ways to promote separate government grant funding that is available to landlords for energy efficiency measures.</p>				
<p><i>e. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate</i></p>	<p>Fulfil tier 2 authority duty to cooperate as set out in Domestic Abuse Act 2021</p> <p>Review the Domestic Abuse Policy</p>		<p>Support is delivered and monitored under existing framework, within existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Assistant Director of Housing, Health and Communities</p>

**Comment:** Legislative changes in the Domestic Abuse Act 2021 Introduce a statutory duty on tier one local authorities in England to support victims and their children in domestic abuse safe accommodation and a duty on tier two authorities to co-operate with tier one authorities in the fulfilment of their duties. The Council's Communities Team is working with Essex County Council (ECC) to deliver those changes. Government funding, devolved from ECC, has enabled the Council to continue funding a domestic abuse housing practitioner in partnership with Next Chapter, a commissioned service within Essex. The practitioner works within the Community Safety Hub and links closely with the Housing Department. This arrangement means that one to one support is being offered to victims of domestic abuse to ensure a smooth pathway for victims with advice on how to live safely and independently.

Funding will also be used to enhance the Sanctuary Scheme the Council offers where appropriate. This allows the Council to make the homes of victims and survivors of violence and abuse safe and secure so that they and their families can remain in their own homes, alleviating the disruption of relocating and allows them to retain the support of professional services, their family and the community when they are at their most vulnerable.

Working in partnership with TIC-BOX Theatre company a theatre experience has been delivered to over 600 year 10 and 11 pupils within the district's secondary schools addressing healthy relationships and exploring the early warning signs of domestic abuse through The Bruise You Can't See. The most common age when intimate partner violence is first experienced is age 18-24 and it is important for our young people to know what a healthy relationship looks like.

J9 training has been delivered to staff at UDC and to partner agencies, the voluntary sector, businesses and members of the community. The training sessions help to spot the of domestic abuse and support those affected through the domestic abuse initiative. Once trained the J9 logo can be displayed which alerts victims that they can obtain information which can help them access a safe place where they can seek information and use of a telephone.

A review of the UDC domestic abuse policy is planned for Quarter 4 of 2021/2022.

## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<p>Work continues with partners at Essex Children’s Safeguarding Board and Essex Adults Safeguarding Board. Reviews are undertaken through both boards where there are concerns of neglect or abuse in children or adults and there is concern that partner agencies could have worked more effectively. Learning from this work informs the UDC staff training plan and helps to identify projects that can be delivered by the Communities Team and through the thematic groups of the Local Strategic Partnership.</p>				
<p><b>8. Promote healthy lifestyles in diverse and inclusive communities</b></p>				
<p>a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementia</p>	<p>Deliver recommendations of the Uttlesford Health and Wellbeing Strategy</p> <p>Five Key recommendations of the strategy:            Combatting loneliness and Social Isolation            Supporting people to age well            Enabling people to eat well and be active            Alleviating winter pressures and fuel poverty            Planning for healthy communities</p>	<p>Identified recommendations of the Uttlesford Health and Wellbeing Strategy implemented</p>	<p>Within existing resources plus Public Health Grant funding</p> <p>Support is provided to the voluntary sector through the extensive grants programme, within existing resources</p> <p>Various parish council-organised civic pride events are supported within the existing resources</p>	<p>Portfolio Holder for Housing and Health</p> <p>Portfolio Holder for Communities, Youth, Public Safety, Emergency Planning and liaison with the Policy and Fire &amp; Rescue Service</p> <p>Assistant Director of Housing, Health and Communities</p>
<p><b>Comment:</b> The Community Response Hub, set up to point residents in Uttlesford to the advice and support available to them throughout the pandemic continues to help respond to concerns. Two community responders have been employed to co-ordinate and provide immediate help for those residents who find themselves in a position of crisis. The Response Hub had been the main focus for the Health and Wellbeing Board during Covid, however much of the work undertaken by the hub continued to address the recommendations of the strategy.</p>				

## Active place maker for our Towns and Villages

We Will:	Activities	Outputs/Milestones	Resources	Lead CM/ Officer
<p>Befriending services were provided for those residents who were experiencing loneliness and feeling isolated from their friends and families, not only through the pandemic but into the recent recovery phase. 'Chatty benches' have been situated to allow people to sit and encourage conversation, the Men's Shed projects across the district are re-opening and a Tec Mates programme has begun in Saffron Walden. This is a programme that supports the use and uptake of digital technology and Technology Enabled Care (TEC) products and services which will help residents from falling into situations where they may require greater support from social care and health services. Through the Board, Active Essex were able to offer funding support to The Walking with friendship dogs at Dunmow Dementia Club.</p> <p>Eleven grants were awarded through the Health and wellbeing Board which included Dunmow Stroke Club for Physical Activity, Touch Point Stansted-Bereavement Café &amp; Support and Mind in West Essex for Suicide awareness friends training.</p> <p>Uttlesford falls prevention programme is delivering face to face classes for residents that may be experiencing balance issues, mobility issues or at the risk of falling. Uttlesford Food Alliance has been set up with the objective to reduce food poverty/insecurity throughout the district. Once more established this group will develop a food alliance strategy to include food growing, community fridges, community cooking programmes and healthy eating initiatives.</p> <p>The Health and Wellbeing Board will look to review their strategy in 2022 in line with the County-wide Health and Wellbeing Strategy and the 2022 Joint Strategic Needs Assessment which looks at the current and future health care needs of the District.</p>				
<p><i>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</i></p>			<p>The Council will continue to be an active partner of the Health and Wellbeing Partnership</p>	<p>Portfolio Holder for Housing and Health / Assistant Director of Housing, Health and Communities</p>
<p><b>Comment:</b> The Health and Wellbeing Board will look to review their strategy in 2022 in line with the County-wide Health and Wellbeing Strategy and the 2022 Joint Strategic Needs Assessment which looks at the current and future health care needs of the District. Uttlesford District Council is the lead body for the Health and Wellbeing Board and will continue to work as a partner to focus on preventative healthcare for its residents.</p> <p>Vaccination roll out continues throughout the District and Phase 3 roll out of the vaccination was going ahead at the Lord Butler Leisure Centre, which has been a hugely successful location. Some 1,445 residents received their booster over the session in October/November 2021, with 80% taking up the offer of the flu jab as well, it is the aim to achieve 3,000 vaccinations every Saturday. During the past 6 months between 6,000 and 7,000 residents from other bordering counties had chosen to have their vaccination at the LBLC.</p>				

## Active place maker for our Towns and Villages

<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead CM/ Officer</b>
<p>Data would be used to locate those residents who were immune suppressed inviting them in for their booster vaccination, currently 65 residents out of a possible 1000 had not taken up the offer, a follow up approach would be made to ensure these residents are not missed.</p> <p>Assurance for the safety of the vaccination for pregnant women was conveyed through newsletters and social media platforms with the option to speak with clinical staff at the vaccinations centre to discuss any concerns or anxieties around the jab.</p>				

## Corporate Plan Delivery Plan 2021/22 - Quarter 3 2021/22 CPDP Update

***Vision: Making Uttlesford the best place to live, work and play***

<b>Progressive Custodian of our Rural Environment</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead Member</b>
<b>1. Take action on Climate Change</b>				
<i>a. Adopt policies to meet new environmental national guidelines/standards as they emerge</i>	Develop a Climate Crisis Action Plan, prioritised by impact, cost, and deliverability.	Action Plan to be developed by 30 Sept 2021	Officer time in 2021/22. Funding allocated for the plan actions of £333K for 21/22	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
<p><b>Comment:</b> The Climate Change Action Plan was approved by Cabinet in January 2022 after consideration by Scrutiny Committee in November and December. A considerable number of workstreams are under way and are detailed later in this document. Key achievements include the Council being successful in the creation of a Citizen Science Biodiversity Study and obtaining around £900,000 of external funding to assist with domestic home improvements that will lead to reducing on carbon emissions. Substantial progress is being made on projects including a new website to inform residents of climate change initiatives which will be launched next month and a fleet decarbonisation plan that will set out how we can reduce our reliance on fossil fuels will be produced by the end of the financial year.</p>				
<i>b. Drive policies to deliver low carbon buildings</i>	Implement policies that reduce the carbon footprint of new development	Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 2021)	Within existing officer resources	Portfolio Holder for Environment and Green Issues  Interim Director of Planning
<p><b>Comment:</b> The Interim climate change guidance is in place and considered in regard to planning applications. The Climate Change Officer is working closely with the Local Plan policy team to develop the new Local Plan which will have climate change mitigation and adaptation at its core. The Climate Crisis Action Plan was approved by Cabinet on 11 January 2022. The Planning Policy Team is working on a climate change supplementary planning document (SPD) with a view to be adopted in line with the new local plan. The SPD will explain how to incorporate sustainability measures into planning and place-making.</p>				
<i>c. Improve average energy efficiency of Council housing stock</i>	To be included in the Review of HRA business plan	Measurable improvement in energy efficiency of housing stock.  Details to be included in the HRA business plan to be	Within existing officer resources and subject to Business Energy and Industrial Strategy grants	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
		developed by 30 Sept 21		

**Comment:** A survey of all Council housing stock is underway by Uttlesford Norse Ltd. The purpose of the survey is to assess the current efficiency of UDC stock and to quantify the improvements that can be made to increase energy efficiency and reduce carbon impact. The survey will not be completed until 2023 without additional resources being deployed through Uttlesford Norse Ltd (this is being explored).

In recent years as part of ongoing improvements to our housing stock, 90 council owned properties have had heat pumps installed, 280 have had external wall insulation installed and solar panels have been installed on around 300 properties.

<i>d. Increase the number of trees in the district (and protect existing trees).</i>	Introduce a tree planting initiative in partnership with town and parish councils.	Detailed proposals to be included in Climate Crisis Action Plan (30 Sept 2021)	Climate Change Budget	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
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**Comment:** The tree planting initiative is an integral part of the Energy and Climate Change agenda. Funding of this initiative is from the Climate Change budget. It is intended that the annual planting initiative is rolled on for the period of the Climate Change budget allocation. The scheme offers the provision of trees and native hedging plants to parish and town councils for planting on land in their control. In addition, tree planting on UDC land is to be undertaken as appropriate. The supply of trees for planting on public open spaces which are in the control of management companies will also be considered.

The take up of the scheme this year been limited. A hedge planting scheme undertaken with Saffron Walden Town Council at Lime Avenue is being funded under our scheme at the cost of £2,491.50. A small woodland is proposed to be planted at Molehill Green; this is currently subject to a consultation being carried out by the parish council with local residents. The cost of this scheme has been priced at £6,176.26. In addition, trees have been planted at open space at Wicken Lea, Newport, and on open space at Saxon Way, Saffron Walden. A limited number of trees are also being provided to Clavering and Felsted parish councils.

The Chelmsford Diocese has been approached regarding the planting of trees in the district's parish churchyards as part of the Queen's Platinum Jubilee Green Canopy scheme. No response has to date been received. It is unlikely that this particular initiative is furthered during the current financial year, but it is hoped this will be pursued during the next.

Six tree preservation orders (TPOs) have been made so far during 2021.

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>e. Oppose a second runway at Stansted Airport</i>			Any policy proposals that might signal potential increase in runway capacity will be reported to members	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<b>Comment:</b> There have been no policy proposals that might signal potential increase in the number of runways at Stansted Airport.				
<i>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</i>	<p>In making every policy decision, consider the opportunity to reduce the Council's carbon emissions, including:</p> <p>Review viability of replacing Council vehicles &amp; equipment with electric alternatives at end of life.</p>	<p>Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 2021)</p> <p>Review capital programme to consider vehicle replacement and acquisitions programme ahead of budget setting for 2022/23.</p> <p>All handheld petrol driven council equipment (such as strimmer's), will transition to electric; 50 separate items of equipment by 31 Dec 2021.</p> <p>Conduct a study to investigate the feasibility of Electric Shuttle Buses for Saffron Walden and Dunmow by 31 Dec 2021</p>	<p>Part of Climate Change Budget</p> <p>Within existing resources</p> <p>Existing equipment budget</p> <p>Climate Change budget</p>	<p>Portfolio Holder for Environment and Green Issues</p> <p>Portfolio Holder for Finance and Budget</p> <p>Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan</p> <p>Assistant Director of Environmental Services</p> <p>Interim Director of Planning</p>

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
		Explore the option of hydrotreated vegetable oil (HVO) as an alternative to diesel for the Council fleet. If feasible implement by 31 December 2021	£45,000 for the installation of suitable fuel tanks	

**Comment:** A net Zero by 2030 target has been set for the Councils own emissions.

A target of creating a fleet decarbonisation plan by March 2022 has been established. Fleet emissions account for just under half of our overall business emissions. It should be noted that it is unlikely that there is environmental or financial benefit in replacing fossil fuel powered vehicles that are not at the end of their useful life. The 21/22 and 22/23 capital programme includes replacement of:

- 5 Heavy Goods Vehicles – like for like replacements
- 3 Sweepers – like for like replacements
- 6 large vans / pickups – electrically powered alternatives will be trialled in March when test vehicles are thought to be available.
- 2 small vans. Likely to be replaced with electrically powered alternatives.

Grounds maintenance equipment replacement has not progressed as quickly as hoped due to operational issues however this will be completed this financial year.

HVO fuel has been trialled in a number of our waste collection fleet vehicles and has proven to be a suitable alternative with no maintenance issues and similar performance. HVO is currently more expensive than regular diesel and there are wider questions about the true environmental cost of this product.

The Local Plan will address climate change through the strategic location of development and through policies. Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. The Council will update the LDS in the early 2022 to reflect progress and a minor change to the publication date of the Regulation 18 Local Plan. This will show the regulation 18 consultation commencing in May 2022 instead of March 2022 and allows for members to better consider the emerging evidence.

Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.



## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</i>	Optimise the environmental opportunities at Little Canfield Business Park (LCBP)	Install a new vehicle washdown facility that recycles 90% of the water used. Install PV panels on the vehicle workshop	Within existing budget	Portfolio Holder for Environment and Green Issues; Assistant Director of ICT and Facilities  Assistant Director of Environmental Services
<p><b>Comment:</b> PV panels have been installed on the replacement workshop roof and will provide power to the site and potentially the National Grid. The new vehicle wash is currently being installed and will recycle 90 percent of the water it uses. This facility will replace two jet washes at Shire Hill and Dunmow depots and will help reduce our overall water consumption. The wash facility should also help keep our fleet of large vehicles looking smart.</p>				
<i>g. Increase walking, cycling and sustainable transport</i>	Improve connectivity for walking and cycling	Leverage S106 contributions and liaison with ECC to secure the implementation of additional walking and cycling facilities.	Within existing budget.	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> The Local Plan will address increases in walking and cycling through the location of development and through appropriate policies and infrastructure requirements. Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. The Council will update the LDS in the early 2022 to reflect progress and a minor change to the publication date of the Regulation 18 Local Plan. This will show the regulation 18 consultation commencing in May 2022 instead of March 2022 and allows for members to better consider the emerging evidence. Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies. In response to the Interim Climate Change Policies, Development Management have been able to deliver renewable solutions on newly approved development, including requirements for charging points and renewable energy and water harvesting solutions. Walking routes and other links are being secured through design solutions on emerging and approved development.</p>				

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>g. Increase walking, cycling and sustainable transport</i>	Introduce EV charging point provision	Four 22kw fast charging posts with twin ports at London Road Council Offices by 30 Sept 21. Twelve 7kw charging posts across three car park sites (Chequers Lane, White Street, Crafton Green) by 30 Sept 21. Four 7kw charging points at Little Canfield Business Park by 31 October 2021.	Resources identified as part of the Climate Change Budget (and £15k capital programme and external grant funding)	Portfolio Holder for Planning & the Local Plan  Portfolio Holder for Environment and Green Issues  Interim Director of Planning  Assistant Director of ICT and Facilities

**Comment:** Publicly accessible EV charging points for vehicles have now been installed at White Street and Chequers Lane car parks in Great Dunmow, Crafton Green Car Park in Stansted and the council's Saffron Walden offices. All except the council offices site are operational. The council offices site is due to be commissioned in the next few months.

There is an aspirational policy approach in place to maximise EV charging points in new developments. Adopted policy will come forward through the delivery of the Local Plan which will enable the requirement of EV charging points in all new development.

<i>h. Recognise the district's 'greenest' businesses and developers</i>	Create a new category in the Uttlesford Business Awards	Awards event held and green businesses duly recognised	From existing resources	Portfolio Holder for Environment and Green Issues  Portfolio Holder for the Economy, Investment and Corporate Strategy  Assistant Director of Resources
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**Comment:** Due to the ongoing impact of Covid 19, this activity will be rescheduled to year 2 (2022/23) of the Economic Recovery Action Plan as business awards were not held in 2021. In the meantime, the council is supporting regional initiatives to help local businesses reduce their carbon footprint.

### **2. Conserve our natural resources**

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>a. Implement and enforce policies that protect water and reduce energy consumption</i>	<p>Include in Climate Change Action Plan</p> <p>Engage in Water Resources East's work on developing projects with the water industry to address over abstraction of the chalk aquifer and protect the district's chalk streams</p>	<p>Detailed proposals to come from the Climate Crisis Action Plan (30 Sept 21)</p> <p>The details of precisely what action might be required by UDC is not yet clear; engaging with WRE is the preliminary stage</p>	Resources identified as part of the Climate Change Budget	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>

**Comment:** The Council is a member of Water Resources East, an organisation comprising more than 200 members which aims to develop a collaborative approach to water resource planning. It is anticipated that greater clarity on what will be required by UDC will be established over the coming year.

Consultants have been appointed to develop a Water Cycle Study (WCS) as part of the preparation of the Local Plan. This study will look at the availability of water resources for human consumption, its treatment and supply to homes and business, its use and consequently the generation of wastewater. It then looks at how wastewater is taken away, treated, and finally what happens when it is returned to the environment. A WCS is not a mandatory document, but Local Planning Authorities (LPAs) are often encouraged by the Environment Agency (EA) to undertake them as part of the evidence base for a Local Plan. In some cases, Local Plans have been found unsound where there was insufficient evidence to show the local plan had taken into account the impact of growth on the aquatic environment. A WCS will provide that evidence, aiming to ensure development only occurs within environmental constraints, and helping to steer growth towards the most sustainable locations. They also promote early planning of water infrastructure so that it is in place prior to development being occupied, and boost engagement between LPAs and water companies. Work to complete the WCS is ongoing.

<i>b. Drive programmes that increase biodiversity</i>	Include in Climate Change Action Plan	Detailed proposals to come from the Climate Change Action Plan Sept 21	Resources identified as part of the Climate Change Budget	<p>Portfolio Holder for Environment and Green Issues</p> <p>Assistant Director of Environmental Services</p>
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## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
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**Comment:** A Green Infrastructure Plan is in development by the Local Plan team with support from the Climate Officer. This includes policies on natural and semi natural green infrastructure balancing biodiversity recovery planning with public access to green spaces. As part of this UDC is actively participating in Natural England’s beta version of the Green Infrastructure Mapping Tool for Local Plan making, having identified flaws in the underlying data with regards to the accessibility of the green spaces, for example not all mapped sites are available for public access.

UDC has carried out a citizen science biodiversity survey to identify projects that could come forward immediately as well as in the longer term. The principle of this is to layer the citizen science data with the Green Infrastructure Plan and identify and deliver those projects which would be independent of the Local Plan and those projects which would sit with the Local Plan (for instance by being associated with developer contributions and site layout design).

<i>c. Support local energy production initiatives</i>	Develop local energy production initiatives	Detailed proposals to come from the Climate Crisis Action Plan Sept 21	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
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**Comment:** The Climate Change Action Plan includes a completed action point which was to compile a full dataset on Local Energy Assets. This full dataset (of 43 data sets at LSOA or property level) enables the Council to develop energy-related projects to assist in the decarbonisation of the district. For instance it provides data on the areas most likely to require on-street EV charging, and a database of the energy generation potential of rooftop solar by property, and identifies pilot areas for settlement-based decarbonisation projects.

<i>d. Implement programmes to reduce single-use plastics</i>	Develop the Chair’s Charter to promote reduction in single use plastics and carbon footprint	The details are still being worked up but will initially focus on residents and communities. <i>The intended roll out to schools and then businesses will need to be timed to ensure that they are able to engage fully in this promotion having regard to the pandemic related issues they will be managing for</i>		Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
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## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
		<i>most of this year In addition it should be recognised that some businesses will have the added burden of new trading arrangements with the EU.</i>		

**Comment:** The Chair's Charter was Launched in May 2021. It has not been possible to promote the Charter within schools as originally planned during the year because of Covid restrictions. Work has begun to install 16 trial dual waste bins across the district, which will enable the public to dispose of recyclable waste in litter bins, installation will be completed by the end of March 2022. Initial locations are: Thaxted, Stansted, Great Dunmow and Saffron Walden. The aim of the dual bins is to reduce the amount of recyclable waste going to landfill, and if the trial is successful other locations will be identified and added to the scheme. Later this (calendar) year there are plans to invite schools to get involved with the Charter, and pledge to both reduce their plastic waste and investigate different ways to reuse and recycle. Alongside this there will be events run, including community litter picks, business awards for ingenuity, and school competitions to name a few.

A wider waste education plan has been drafted for 2022 which includes actions to promote the Charter, focuses on waste minimisation including single use plastics and wider environmental issues such as Climate Change. The plan will be implemented by the Waste and Recycling Officer during 2022.

e. Work to reduce per-capita landfill in the district			BAU: campaigns will be run, within existing resources, including Love food Hate waste campaign and Keep Britain Tidy National Litter Pick (11 <sup>th</sup> -27 <sup>th</sup> September 2021)	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services
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**Comment:** UDC has supported national and local campaigns to improve awareness of waste related issues. It supported National Litter Pick by providing equipment and collecting waste from community organised litter picks. A number of social media campaigns have also been run for example to specifically highlight contamination within recycling collections.

### ***3. Protect and enhance our rural character and heritage***

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>a. Meet or exceed national standards for open and green spaces</i>	Policies to be developed through the Local Plan process	Timescales incorporated in the Local Development Scheme	Within existing resources	Portfolio Holder for Planning and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> Work continues to progress well with the intention of the Council submitting the Local Plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. The Council will update the LDS in the early 2022 to reflect progress and a minor change to the publication date of the Regulation 18 Local Plan. This will show the regulation 18 consultation commencing in May 2022 instead of March 2022 and allows for members to better consider the emerging evidence. Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.</p>				
<i>b. Encourage positive planning that values and protects our heritage</i>			Heritage will continue to be protected using existing resources	Portfolio Holder for Planning and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> The Local Plan will address heritage through the strategic location of development and appropriate policies. Work continues to progress well with the intention of the Council submitting the local plan for Examination in 2023 in accordance with the Local Development Scheme (LDS) which was adopted by the Council last year. The Council will update the LDS in the early 2022 to reflect progress and a minor change to the publication date of the Regulation 18 Local Plan. This will show the regulation 18 consultation commencing in May 2022 instead of March 2022 and allows for members to better consider the emerging evidence. Seventeen consultant studies are progressing, and this work will form the evidence base that will support the local plan. Recent reports to members have included the Sustainability Appraisal, Infrastructure Delivery Plan, Water Cycle, Employment, Renewable Energy, Employment, Landscape Sensitivity, Strategic Flood Risk, Heritage Sensitivity, Transport and Retail Studies.</p>				
<i>c. Work with others to increase access to the heritage and history of our district</i>	Walden Castle project	Castle to reopen to the public early summer 2021 (Subject to Covid19 restrictions)	Within existing resources	Portfolio Holder for Sport, Leisure and the Arts  Assistant Director of Corporate Services  Assistant Director of ICT and Facilities

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
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**Comment:** Walden Castle was opened in June and the keep is open six days per week for local residents and visitors to enter and enjoy. The Museum has been working with the Saffron Walden Heritage Development Group, and the Castle was promoted through a leaflet and short film made by the HDG, as well as through guided tours by a local Blue Badge Guide. The Castle grounds were used for Fete de la Musique in June, for a local school outdoor party for leavers in July and by the Museum for 'Crafts at the Castle' summer holiday activities in August. The Museum manages booking and will be promoting the Castle and hire for outdoor events in 2022, subject to the Covid situation.

<p><i>c. Work with others to increase access to the heritage and history of our district</i></p>	<p>Saffron Walden Museum improvements</p>	<p>Completion of National Lottery Heritage Fund Resilient Heritage Project by 30 April 21                      Completion of Fund-raising Strategy and Forward Plan for selected development option by 31 October 21</p> <p>Fund-raising and new approach to National Lottery Heritage Fund for significant Heritage Grant Stage 1 application by 31 March 22.                      Note: New grant scheme about to be rolled out so details of specific requirements uncertain at this stage.</p>		<p>Portfolio Holder for Sports, Leisure, and the Arts</p> <p>Assistant Director of Corporate Services</p>
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**Comment:** The Resilient Heritage project was completed in May and from the outline of a redevelopment project for the Museum was drafted, titled 'Transforming Saffron Walden Museum for the 21<sup>st</sup> Century'. An Expression of Interest was submitted to the National Lottery Heritage Fund in September, a pre-requisite for major Heritage Grant applications, and was successful. Following a meeting with NHLF officers in December, the Museum will now prepare a Stage 1 Development Grant Application for submission in June 2022 with results expected in September. The Museum Society's Museum Development Committee has received advice on fund-raising as part of the Resilient Heritage project and a fund-raising strategy has been drafted; the fund-raising campaign will start when the Museum achieves its Stage 1 grant award. The Museum's new Forward Plan 2022-2026 summarises the proposed course of the redevelopment and was approved by Cabinet in January 2022 after consideration by the Museum Management Working Group.

## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
<i>d. Work with our rural partners and developers to maintain habitat and wildlife corridors</i>		Detailed proposals to come from the Climate Crisis Action Plan (Sept 21)	Resources identified as part of the Climate Change Budget	Portfolio Holder for Environment and Green Issues  Assistant Director of Environmental Services

**Comment:** UDC Green Infrastructure Plan in development by the Local Plan team with support from the Climate Officer. This includes policies on natural and semi natural green infrastructure balancing biodiversity recovery planning with public access to green spaces. As part of this UDC is actively participating in Natural England's beta version of the Green Infrastructure Mapping Tool for Local Plan making, having identified flaws in the underlying data with regards to the accessibility of the green spaces, for example not all mapped sites are available for public access. UDC has carried out a citizen science biodiversity survey to identify projects that could come forward immediately as well as in the longer term. The principle of this is to layer the citizen science data with the Green Infrastructure Plan and identify and deliver those projects which would be independent of the Local Plan and those projects which would sit with the Local Plan (for instance by being associated with developer contributions and site layout design).

<i>e. Target littering and fly-tipping</i>	Support the National Litter Pick	Community litter pick events take place	Through the Cleaner Essex Group and KBT we continually promote initiatives to help combat or clean up littering which remains an issue within the district.	Portfolio Holder for Environment and Green Issues
	Support community litter picking groups			Assistant Director of Environmental Services

**Comment:** We supported the National Litter Pick by providing equipment and collecting waste from community organised litter picks. There will be a targeted litter enforcement campaign around the airport during Q4, and we are seeking permissions from the landowners to take action. Also we are researching the software that will enable us to serve civil penalty notices for littering from vehicles.

### 4. Take strong action on dealing with pollution

<i>a. Increase air quality monitoring across the district</i>	Install 5 diffusion tubes at school sites to measure NO2	Installation of tubes and monthly collection of data	Within existing resources	Portfolio Holder for Environment and Green Issues
	Install 2 tubes in proximity to Stansted Airport to	Publication of Air Quality Report		Assistant Director of Housing, Health and Communities



## Progressive Custodian of our Rural Environment

We Will:	Activities	Outputs/Milestones	Resources	Lead Member
	measure hydrocarbons  Publish annual Air Quality report			

**Comment:** The diffusion tubes at school and airport sites are installed and data is being collected. The annual Air Quality Status Report was published in Quarter 3 of 2021/22. For 2022/23 the service is planning to redirect some funding to focus on diffusion tubes at all school locations within the district. This work is likely to commence in February and will provide the service with baseline data to allow for more targeted work, should it be considered necessary.

In October the service applied to DEFRA for grant funding to allow the service to deliver on a range of work streams that would see some further targeted air quality monitoring as well as some pilot schemes to assess the viability of e-bike hire and electric vehicle car clubs in Saffron Walden. Other schemes to improve awareness and change behaviour were also included within the bid. The service will be advised on whether it was successful in February.

<i>b. Deliver reductions in pollution at identified problem areas</i>	Identify problem areas through ongoing air quality monitoring  Work with partners including Essex Highways to develop mitigation measures for those areas	Acceptable levels of air quality at problem areas	Within existing resources	Portfolio Holder for Environment and Green Issues  Assistant Director of Housing, Health and Communities
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**Comment:** Measured air pollution in 2020, as set out in the Annual Air Quality Report published in September 2021, reduced significantly from previous years due to Covid-19 national lockdowns and restrictions. There were no measured exceedances of Air Quality Objectives in 2020 and this represents the fourth year running of no exceedances at identified problem locations and we anticipate this to continue. This gives the council grounds to examine whether the Air Quality Management area can be revoked. However, the Council will await regulations made under the Environment Act 2021 and the results of 2021 monitoring data before considering this further. This information will also be presented in the Annual Air Quality Report in 2022.

In the meantime, many actions originally planned as part of the Air Quality Action Plan now also form part of a series of projects linked the council's Climate Change Strategy. Preparations are underway for Clear Air Day (CAD) June 2022. CAD is the UK's largest air pollution campaign and will see the council engaging with partners to improve the public's understanding of air pollution, raise awareness and encourage behaviour change.

## Corporate Plan Delivery Plan 2021/22 Progress - Quarter 3 2021/22 CPDP Update

### *Vision: Making Uttlesford the best place to live, work and play*

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<b>1. Improve Uttlesford's connectivity</b>				
<i>a. Hold ECC to account: Work to set the agenda for ECC highway maintenance and pothole fixing</i>	Promotion of links to services and responsibilities of ECC, as well as reporting mechanisms for potholes, footpaths, pavements and street light repairs	Enhanced reporting ensures most up to date and accurate information is available when key decisions are made	Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Portfolio Holder for Council and Public Services  Assistant Director of Corporate Services
<p><b>Comment:</b> Our website includes information and links to the relevant reporting mechanism on the Essex Highways website. Ensuring links are easy to find helps to ensure maximum reporting of problems, enabling the discussions with ECC to take place with the most accurate picture. Whenever and wherever in the district Essex Highways carries out work, we ensure that the information is shared via our own social media accounts. We share all relevant information about schemes and initiatives in the district across our social media channels, including road repairs and how to report faded lines, potholes etc.</p>				
<i>b. Work with ECC and communities to develop the highway improvement schemes we need</i>			Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> The council continues to fulfil its influencing role in relation to the Essex Transport Strategy and the Local Transport Plan which stems from that strategy.</p> <p>The council continues to play an active role in the Highway Panel, a body made up of members of Uttlesford District Council and Essex County Council which is responsible for making recommendations and setting priorities for highways schemes in the district. The Panel meets approximately quarterly and monitors progress on highways schemes which this year total £436,000.</p>				

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<i>c. Hold ECC to account to deliver what they promise</i>			Through regular contact with officers and members at ECC, ensure that delivery in Uttlesford is as expected; seek the support of Scrutiny Committee where significant under-performance	
<p><b>Comment:</b> Uttlesford District Council continues to engage with Essex County Council through a range of access points into the authority, including but not limited to Leader/Chief Executive meetings, political liaison with our county councillors, and bodies such as the Highways panel. Through these means the district council can ensure concerns are raised and resolved. Currently there are no outstanding requests for the Scrutiny Committee support to address under-performance.</p> <p>With regard to improving connectivity specifically, the council continues to fulfil its role in pushing the rural superfast broadband project forward and a full update can be found below at 1f – “Work with ECC and hold them to account to deliver rural superfast broadband in our district.”</p>				
<i>d. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades</i>			Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> The Council is working with its transport consultants and Essex County Council to identify the highway improvements needed to support development. These will be required in the Local Plan.</p>				
<i>e. Lobby Highways England to improve the capacity and safety of the M11</i>			Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> This key junction is impacted by development from beyond the district (and county) as well as being likely to be affected by development allocated in the Local Plan. This requires a joined up approach to identifying solutions. The Council is working with partners to set up a group to lobby for improvements to junction 8 of the M11.</p>				

<b>Champion for our District</b>				
<b>We Will:</b>	<b>Activities</b>	<b>Outputs/Milestones</b>	<b>Resources</b>	<b>Lead Cabinet Member</b>
f. Work with ECC and hold them to account to deliver rural superfast broadband in our district	Monitor the progress of the delivery by Superfast Essex and the provider	Target is 4,627 premises where full fibre broadband service has been installed and is ready for service by 31 Dec 2021. Half yearly reports will identify progress.	Monitor progress within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Assistant Director of Resources
<p><b>Comment:</b> The original scope of properties has been reduced where Wayleaves (permission to access private land) cannot be obtained, and the Essex County Council's Superfast Broadband Board is in discussion with provider Gigaclear on managing the 'high cost' properties, for example where a property is a long way from another property. Currently out of the 4,627 properties included in the original contract, 3,584 were completed at the beginning of December with a further 62 being constrained by Wayleaves and 226 constrained by funding. The remaining 755 properties are still to be connected and fortnightly meetings are in place to monitor the progress of the contract, deal with any issues arising and confirm the final delivery dates. The target was not met because of delays caused by Covid lockdowns and what the district council considers to be an overambitious delivery plan, given the nature of the district. Uttlesford remains an active partner in the Essex and Herts Digital Innovation zone, an awarding winning partnership that includes Local Government, Health, Education and Private sectors working together to increase and improve access to high quality broadband services.</p>				
<b>2. Support our students, schools and libraries</b>				
a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides	Political representations to Essex County Council	Letter written to the county council by responsible Cabinet member		Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan
<p><b>Comment:</b> School transport is an Essex County Council function and it would be for the county council to conduct such a review. The district council will fulfil its influencing role by the responsible Cabinet Member writing to the county council setting out concerns and requesting a review takes place.</p>				
b. Ensure that developer contributions are collected for ECC to provide our local school and Early Years places			Within existing resources	Portfolio Holder for Planning, Stansted Airport, Infrastructure Strategy and the Local Plan  Interim Director of Planning
<p><b>Comment:</b> The council always collects developer contributions, where appropriate, in line with ECC education formula requirements. This is a well-established and ongoing area of work.</p>				

## Champion for our District

We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<i>c. Create and support new services inside our libraries to increase their viability</i>				Portfolio Holder for Sport, Leisure, and the Arts  Assistant Director of Housing, Health and Communities  Assistant Director of Corporate Services

**Comment:** Covid 19 restrictions has meant work to review district council operations from Uttlesford's libraries has not progressed. Currently, there is no physical customer service presence in any library as there was pre-pandemic. The focus has been on first restoring a front desk presence in the Saffron Walden council offices when it was safe enough to do so, but public uptake has been extremely low and consideration will need to be given to how customers can best be served at other district locations in 22/23 and beyond as the country moves into a post-pandemic phase.

### **3. Work with partners to keep the district safe**

<i>a. Work with the Police, Fire and Crime Commissioner and Chief Constable to reduce crime on our area</i>	An annual strategic assessment will be produced to complement the Fire, Police and Crime Commissioner's vision for Essex. This Essex Police Strategic Assessment will focus on local data to ensure that safe and secure communities are at the forefront of the partnership work.		Work is undertaken with partners to produce the annual Strategic Assessment and deliver identified priorities; targets and milestones are contained in the specific action plans and reported in an annual report. Within existing resources	Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Assistant Director for Housing and Environmental Health
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**Comment:** Collation of information and data from statutory partners is progressing to enable production of the Strategic Assessment for 22/23. The delivery plan for the priorities identified will sit alongside the assessment and lead the work for the coming year. This plan will inform the Office of the Fire Police and Crime Commissioner (OFPCC) of the work identified for the year.

From the Strategic Assessment for 21/22, an end of year report will be available by June 2022 for the Police and Crime Commissioner to update on the work undertaken with grants received from the OFPCC over the 2021 period.

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
Working with the Commissioner's Office allows us to work together on preventative projects that can be delivered locally. Funding has been sought for projects and has been used to fund the Reaching our Rural Communities project.				
<i>b. Continue to be an active partner of the Community Safety Partnership</i>			Work is undertaken with partner agencies within the Community Safety Partnership to reduce and prevent crime and anti-social behaviour; this includes partnership working with local councils and the PCSOs to address the fear of crime. Targets are identified in the work plans. Within existing resources.	Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service  Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> 50 vehicles joined the Community Safety Partnership (CSP) on a FREE Catalytic Converter Anti -Theft Marking event held in partnership with SelectaMark and TreadFirst at Shire Hill in October. This project was established in response to the increase in the theft of catalytic converters across the district. A further event took place on Sunday 16 January 2022 which was fully subscribed.</p> <p>Operation Sceptre, through which the Uttlesford CSP will take a vehicle out to parishes to encourage residents to dispose of their knives, is continuing. The operation is in part a response to recent changes in legislation to knife possession, in particular ornamental knives.</p> <p>Uttlesford CSP has been recognised as a partner of Friends Against Scams and is currently recruiting Scam Champions. The Scam Champions will then recruit 'Friends' who will assist the CSP in spreading awareness on how to protect each other against this type of crime which has risen throughout the pandemic period. A booklet for residents has also been produced and distributed.</p> <p>The Reaching Our Rural Communities project continues to be well received by the farming and rural communities and the Office of the Fire, Police and Crime Commissioner (OFPC) has acknowledged this project as a good practice initiative. Community Safety Partners have been supporting Essex Council of Voluntary Youth Services and the OFPC's Violence and Vulnerability Unit with the consultation on the perception and fear of violent crime. The outcome report will inform CSP projects/work going forward. Community Safety Accreditation training will take place in February for officers within the Environmental Health and Communities teams in partnership with Essex Police.</p>				

Champion for our District				
We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<b>4. Work to create a better local Health Service for residents</b>				
<i>a. Work with NHS on in-district local healthcare provision</i>			Work towards the Integrated Care Partnership will continue, within existing resources	Portfolio Holder for Housing and Health  Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> In May 2020 Hertfordshire and West Essex became one of the 18 Integrated Care Systems (ICS) across the country. The Council is a partner in the ICS through the One Health and Care Partnership Board. The partnership is working to deliver improvements to the health and care of residents tackling everything from ante-natal care and end of life planning to making the best use of technology and reducing health inequalities so that everyone has the opportunity to live a healthier life.</p> <p>From Spring 2021, it was announced that Integrated Care Commissioning Boards would take over the function of the existing Care Commissioning Groups but to date this has not happened and is now scheduled for July 2022. Uttlesford will be covered by an ICCB operating on the broader Hertfordshire and West Essex footprint. Existing NHS England functions will be devolved to ICCBs. The ICCBs will though be underpinned by placed based partnership in which district councils are expected to play a key role bringing a public health perspective informed by their knowledge of their communities.</p> <p>Another major piece of local healthcare work delivered in partnership is the highly successful Covid vaccination and testing programmes which has seen council facilities used by NHS colleagues to deliver these services to thousands of people in the district.</p>				
<i>b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers</i>			Work towards the Integrated Care Partnership will continue, within existing resources	Portfolio Holder for Communities Youth, Public Safety, Emergency Planning and liaison with the Police and Fire & Rescue Service / Assistant Director of Housing, Health and Communities
<p><b>Comment:</b> These hospitals are our recognised local hospital providers. Council officers hold regular meetings with NHS colleagues and these hospitals are always recognised key health provision sites for this district.</p>				

## Champion for our District

We Will:	Activities	Outputs/Milestones	Resources	Lead Cabinet Member
<i>c. Deliver programmes to support our ageing population</i>	Review of community services to meet the needs of residents, including older people	As a result of the recent discussions on establishing a Cabinet task and finish group to support the Cabinet Member to undertake the review, the details have not yet been scoped.	Within existing resources	Portfolio Holder for Council and Public Services/ Assistant Director of Housing, Health and Communities

**Comment:** A Community Services working group has been set up to identify the best way to deliver/commission support services for the elderly. The work of this group has been focused on the reopening of the day centres in Great Dunmow and in Thaxted to allow for future consultation with the community as to services that may be delivered from those venues.



# Agenda Item 10

<b>Committee:</b>	Cabinet	<b>Date:</b>	Thursday, 10 February 2022
<b>Title:</b>	Draft Corporate Plan 2022-2026		
<b>Portfolio Holder:</b>	Cllr N Reeve, Portfolio Holder for the Economy, Investment and Corporate Strategy		
<b>Report Author:</b>	Peter Holt, Chief Executive pholt@uttlesford.gov.uk Tel: 01799 510400	<b>Key decision:</b>	No

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## Summary

1. Council adopted a new corporate plan in February 2020, following a change of Administration in 2019. This has been reviewed annually, and this latest revised iteration is presented alongside the budget, medium term financial strategy and other strategic reports.
2. The draft Corporate Plan 2022-2026 is to be considered by the Scrutiny Committee on Thursday, 3 February 2022.

## Recommendations

3. That the Corporate Plan for 2022-2026 is recommended to Council for adoption.

## Financial Implications

4. There are none directly arising from the corporate plan but the draft budget reflects allocations for the members' priorities, which will be detailed against the corporate plan delivery plan.

## Background Papers

5. None.

## Impact

- 6.

Communication/Consultation	There has been no specific consultation on the review but the changes proposed are minor.
Community Safety	Community safety continues to be featured in the Corporate Plan

Equalities	Equality continues to be featured in the Corporate Plan
Health and Safety	No issues arise from the Corporate plan
Human Rights/Legal Implications	None arising from the Corporate Plan
Sustainability	The corporate plan makes clear reference to sustainability
Ward-specific impacts	None
Workforce/Workplace	A strong vision that creates a sense of purpose is key to engaging staff effectively in their work situation

## Situation

7. Council adopted a new Corporate Plan 2020-2024 at its meeting in February 2020; this had been proposed by the new administration elected in May 2019. The Corporate Plan sets out the vision for the next four years and the priority areas of work to deliver that vision.
8. The Corporate Plan is reviewed annually but the expectation is that having adopted a new one in 2020, the annual review will be light touch and result in no/little change.
9. The period since the Corporate Plan has seen three major events impact on the work of the council. This review, therefore, included specific consideration of the potential for change in light of these events:
  - a. Covid19 pandemic: It is considered that the plan holds up well, even in light of the significant impact the pandemic has had on our residents, businesses and communities. Therefore no change is recommended.
  - b. The Council is currently considering adoption of a substantially-revised Medium Term Financial Strategy following national changes in the approach required of local authorities, and which will substantially reduce the net spending power available to the authority over the latter four of the next five years.
10. This Corporate Plan is not being altered substantially as a result of this financial situation deliberately and by design. This is to ensure that the scale of ambition for improving outcomes for local residents remains central to the work now commencing to change the way the council works over those five

years to live within its means (which will be set out in a separate document, to be called Uttlesford 2027).

11. Members will be aware that a Corporate Plan Delivery Plan is prepared by the Executive, which defines the actions to be taken. The financial implications arising from the draft delivery plan are reflected in the budget papers being considered at this same meeting.
  
12. The delivery plan for 2022-23 has been drafted and will be brought to Scrutiny Committee at its meeting in March, ahead of being taken to Cabinet later in the month. This will reflect any changes made to the Corporate Plan and/or the budget and will build on the progress made in 2020-21 and 2021-22, which will also be reported at the March meeting of Cabinet.

### Risk Analysis

13.

Risk	Likelihood	Impact	Mitigating actions
The Council fails to deliver on its priorities	1	3	The Delivery Plan will set out an achievable programme of work for 2021/22 31 – If staff are not sufficiently focused on the priorities, some projects bringing benefit to the community may not be delivered Greater clarity and explanatory narrative enables staff to understand the priorities more clearly; the Delivery Plan alongside the budget will ensure that adequate resources are allocated; activities will feature in service and individual performance plans

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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



## Our vision:

### Making Uttlesford the best place to live, work and play



#### Putting residents first

We will: be a council that listens and acts for residents; delivers outstanding levels of transparency and accountability; be responsible with residents' money and mitigate the impact of government cuts

#### Active place-maker for our towns and villages

We will: masterplan new communities for and with residents; support neighbourhood planning; work with the airport on issues of concern to communities; support employment and retail areas; deliver more affordable homes; promote healthy lifestyles

#### Progressive custodian

We will: take action on climate change; conserve our natural resources; protect and enhance our rural character and heritage; take strong action on dealing with pollution

#### Champion for our district

We will: improve Uttlesford's connectivity; support our students, schools and libraries; work with partners to keep the district safe; work to create a better local health service for residents

<https://www.uttlesford.gov.uk/corporate-plan>

Uttlesford District Council’s four year Corporate Plan was first published in this form in 2020, reflecting the priorities of the council administration elected in May 2019, and setting out the ambitious programme of improved outcomes for local communities on which the Council was to focus over coming years. This Corporate Plan was subsequently reviewed in 2021, rolling forward those priorities, and those priorities are reaffirmed again in this latest review in 2022.

These priorities and the scale of ambition remain consistent – detailed actions behind this high-level plan are set out in a separate Corporate Plan Delivery Plan document published alongside it. This Delivery Plan is updated substantially year by year, both to reflect progress made, and to accommodate changing circumstances in the world, not least the Coronavirus pandemic. Progress is reported on quarterly, and sits alongside the council’s wider performance management systems.

Both Corporate Plan documents, in turn, are supported by a series of Service Plans, prepared at an operational level by each council service area.

This suite of documents sits alongside a range of others, which help keep the whole council focused on achieving these ambitions. These include the authority’s rolling five year Medium Term Financial Strategy, and its annual Budget. Major initiatives and projects also have their own strategy and delivery documents, such as the Climate Crisis Strategy and Climate Crisis Action Plan.

There is a ‘golden thread’ through all these strategy documents, aligning all of the Council’s work towards achieving the positive outcomes for local people set out in this Corporate Plan.

Uttlesford District Council will be facing a substantial financial challenge over the coming five years, including through the period of this revised Corporate Plan, and the details of this are laid out in the parallel Medium Term Financial Strategy. That the Corporate Plan has not been more fundamentally revised in this annual review is the result of a conscious choice: Uttlesford’s ambitions for improving outcomes are not being set aside.

To square this circle, one further new additional strategy is being added to the suite – Uttlesford 2027 – setting out the authority’s approach over the next five years.

A district council has the ability to both lead and serve its community in work to improve lives – this Corporate Plan sets out a substantial breadth and great height of ambition, both for the services directly within its control, and for those of other partner agencies with whom it partners and over whom it has influence.

**Our Vision: Making Uttlesford the best place to live, work and play**

<b>Theme: Putting Residents First</b>	
<p><b>Why this is important:</b></p> <p>We are elected by residents. Their needs and welfare are our first and highest priority.</p> <p>They expect us to be open, honest and responsible. They deserve high standards of governance and trustworthiness.</p> <p>They want good levels of service and expect their council taxes to be used efficiently and wisely.</p> <p><b>The result will be:</b> Residents will know their views have been listened to; they will feel they have the opportunity to influence the decision making; they will understand why decisions have been made even if they disagree with them. They will report increased levels of trust and confidence in the way the Council conducts its business and manages its resources.</p>	<p>We will:</p> <ol style="list-style-type: none"> <li><b>1) Be a council that listens to and acts for residents</b> <ol style="list-style-type: none"> <li>a. Increase the voice and influence of residents in planning and other Council matters</li> <li>b. Administer public consultations that are effective, accessible, timely and high quality</li> <li>c. Provide opportunities for young people</li> <li>d. Improve the council’s use of the web and social media to increase communication with residents</li> <li>e. Actively and positively engage with and listen to our town and parish councils</li> <li>f. Support town and parish councils to better represent their communities</li> </ol> </li> <li><b>2) Deliver local government with outstanding levels of transparency and accountability</b> <ol style="list-style-type: none"> <li>a. Implement a corporate change programme to increase accountability, transparency and democracy at the Council</li> <li>b. Seek external review of and recognition for positive change achieved by the Council</li> <li>c. Deliver a comprehensive continuing member development programme</li> </ol> </li> <li><b>3) Be responsible with your money and mitigate the impact of government cuts.</b> <ol style="list-style-type: none"> <li>a. Be a self-sufficient Council that generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants</li> <li>b. Deliver cost-effective and efficient services that live within the Council’s means</li> <li>c. Constantly seek to improve the quality of contracted out services</li> <li>d. Apply for all relevant grants</li> <li>e. Set a Medium Term Financial Strategy (MTFS) to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves</li> <li>f. Follow best-practices for investment risk management and board composition</li> </ol> </li> </ol>

<b>Theme: Active Place-Maker For Our Towns And Villages</b>	
<p><b>Why this is important:</b></p> <p>A focus on strategic master-planning in partnership with towns and villages will create better resident-centred places to live.</p> <p>Our unique connectivity, location, and character can be used to drive a local economy that creates local jobs and prosperity.</p> <p>Taking an active role in providing homes and services for in need will safeguard the health and welfare of all our residents.</p> <p><b>The result will be:</b></p> <p>District, town and parish councillors will feel they have participated in decision making that positively shapes the communities they represent.</p> <p>New policies and plans will be implemented that give our towns and villages a strong sense of purpose and place.</p> <p>Residents will see that their council is working hard for them and their families to create great places for them to live, work and play.</p>	<p>We will:</p> <ol style="list-style-type: none"> <li><b>1) Masterplan our new communities for and with residents</b> <ol style="list-style-type: none"> <li>a. Use locally led Development Corporations to deliver sustainable new settlements</li> <li>b. Provide the greatest level of influence and protection for communities adjacent to new settlements</li> </ol> </li> <li><b>2) Support our towns and villages to plan their neighbourhoods</b> <ol style="list-style-type: none"> <li>a. Deliver an outstanding planning and place-making capability with the right capacity to create quality outcomes with and for all our communities</li> <li>b. Facilitate Neighbourhood Planning across the district through strong engagement with and support of all town and parish councils</li> <li>c. Implement policies which create better homes and neighbourhoods that meet or exceed national standards</li> <li>d. Work with partners and stakeholders to deliver new sports, play and community facilities</li> </ol> </li> <li><b>3) Secure greater benefits for our community from new development</b> <ol style="list-style-type: none"> <li>a. Implement the Community Infrastructure Levy along with s106 to deliver strategic community projects and greater local benefit from development</li> <li>b. Increase the transparency of the Section-106 Agreement process and councillor engagement in it</li> <li>c. Ensure that strong Planning Enforcement holds developers to account</li> <li>d. Require developers to be considerate of the communities in which they build</li> </ol> </li> <li><b>4) Work with the airport on issues of concern to communities</b> <ol style="list-style-type: none"> <li>a. Seek a reduction in night flights</li> <li>b. Implement programmes to reduce airport related village fly-parking</li> <li>c. Work to secure investment in sustainable transport to and from airport, including for local workers</li> </ol> </li> <li><b>5) Nurture employment and retail areas to create jobs and retain businesses</b> <ol style="list-style-type: none"> <li>a. Protect and grow our town centres as economic hubs</li> <li>b. Increase tourist spend</li> <li>c. Support the creation of amenities that stimulate and facilitates local businesses, such as enterprise zones, business parks, office blocks, industrial areas, and start-up hubs</li> <li>d. Support the expansion and promotion of key relevant employment sectors for the district</li> <li>e. Work with partners to promote the economic opportunities of the London - Cambridge Innovation Corridor, Stansted Airport and our main transport corridors</li> <li>f. Work with the airport to increase local airport-based employment opportunities</li> </ol> </li> </ol>

	<ul style="list-style-type: none"><li><b>6) Enforce good business standards in our district</b><ul style="list-style-type: none"><li>a. Make sure that businesses and trades in our district meet the national standards and licensing required of them</li></ul></li><li><b>7) Deliver more affordable homes and protect those in need in our district</b><ul style="list-style-type: none"><li>a. Increase the number of affordable homes delivered and different tenure options including social renting</li><li>b. Refurbish our existing council homes to sustainable standards when required</li><li>c. Reduce the number of empty homes</li><li>d. Ensure that landlords maintain high quality private sector housing conditions</li><li>e. Ensure that services to protect vulnerable women and men who live in our district are accessible and appropriate</li></ul></li><li><b>8) Promote healthy lifestyles in diverse and inclusive communities</b><ul style="list-style-type: none"><li>a. Work with partners, including the voluntary sector, to improve the general quality of life for residents, including for residents that experience social isolation, poor mental health, obesity, addiction and dementia</li><li>b. Continue to be an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles</li></ul></li></ul>
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<b>Theme: Progressive Custodian Of Our Rural Environment</b>	
<p><b>Why this is important:</b></p> <p>Residents live here because of our beautiful and historical rural character. We need to protect it for those that live here now.</p> <p>We must act quickly and responsibly to reduce the chances of a climate catastrophe. We have a clear obligation to ensure a clean, healthy and safe future.</p> <p><b>The result will be:</b></p> <p>Residents will see that their council is a strong protector of our environment; they will feel that the council is taking affirmative action on combating the effects of climate change locally.</p>	<p>We will:</p> <ol style="list-style-type: none"> <li><b>1) Take action on Climate Change</b> <ol style="list-style-type: none"> <li>a. Adopt policies to meet new environmental national guidelines/standards as they emerge</li> <li>b. Drive policies to deliver low carbon homes</li> <li>c. Improve average energy efficiency of council housing stock</li> <li>d. Increase the number of trees in the district</li> <li>e. Oppose a second runway at Stansted Airport</li> <li>f. Set a Net Zero Carbon goal for the Council and implement supporting policies</li> <li>g. Increase walking, cycling and sustainable transport</li> <li>h. Recognise the district’s ‘greenest’ business and developers</li> </ol> </li> <li><b>2) Conserve our natural resources</b> <ol style="list-style-type: none"> <li>a. Implement and enforce policies that protect water and reduce energy consumption</li> <li>b. Drive programmes that increase biodiversity</li> <li>c. Support local energy production initiatives</li> <li>d. Implement programmes to reduce single-use plastics</li> <li>e. Work to reduce per-capita landfill in the district</li> </ol> </li> <li><b>3) Protect and enhance our rural character and heritage</b> <ol style="list-style-type: none"> <li>a. Meet or exceed national standards for open and green spaces</li> <li>b. Encourage positive planning that values and protects our heritage</li> <li>c. Work with others to increase access to the heritage and history of our district</li> <li>d. Work with our rural partners and developers to maintain habitat and wildlife corridors</li> <li>e. Target littering and fly-tipping</li> </ol> </li> <li><b>4) Take strong action on dealing with pollution</b> <ol style="list-style-type: none"> <li>a. Increase air quality monitoring across the district</li> <li>b. Deliver reductions in pollution at identified problem areas</li> </ol> </li> </ol>

<b>Theme: Champion For Our District</b>	
<p><b>Why this is important:</b></p> <p>Residents deserve clear accountability, but they would like us to step in to help solve problems even when others are responsible.</p> <p>In our role as a place-maker we must work with other authorities and organisations to influence, prioritise and coordinate actions to collectively deliver the best for our district and its residents. This will include, when necessary, holding others to account.</p> <p><b>The result will be:</b></p> <p>Residents will feel that the council is proactively working on their behalf for the good of the district with other authorities and organisations.</p>	<p>We will:</p> <ol style="list-style-type: none"> <li><b>1) Improve Uttlesford’s connectivity</b> <ol style="list-style-type: none"> <li>a. Work to set the agenda for ECC highway maintenance and pothole fixing</li> <li>b. Work with ECC and communities to develop the highway improvement schemes we need</li> <li>c. Hold Essex Highways to account to deliver what they promise</li> <li>d. Promote and support sustainable transport initiatives, such as bus, rapid transport and rail upgrades</li> <li>e. Lobby Highways England to improve the capacity and safety of the M11</li> <li>f. Work with ECC and hold them to account to deliver rural superfast broadband in our district</li> </ol> </li> <li><b>2) Support our students, schools and libraries</b> <ol style="list-style-type: none"> <li>a. Conduct a wholesale review of school transport to understand the gap in provision of what ECC provides</li> <li>b. Ensure that developer contributions are collected for ECC to provide our local school and Early Years places</li> <li>c. Create and support new services inside our libraries to increase their viability</li> </ol> </li> <li><b>3) Work with partners to keep the district safe</b> <ol style="list-style-type: none"> <li>a. Work with the Police, Fire and Crime Commissioner and the Chief Constable to reduce crime on our area</li> <li>b. Continue to be an active partner of the Community Safety Partnership</li> </ol> </li> <li><b>4) Work to create a better local Health Service for residents</b> <ol style="list-style-type: none"> <li>a. Work with NHS on in-district local healthcare provision</li> <li>b. Work to secure Addenbrookes, The Princess Alexandra Harlow, and Mid-Essex hospitals as our recognised local hospital providers</li> <li>c. Deliver programmes to support our aging population</li> </ol> </li> </ol>

<b>Committee:</b>	Cabinet	<b>Date:</b>
<b>Title:</b>	Medium Term Financial Strategy 2022 - 2027 and Budget Proposals - 2022/23	Thursday, 10 February 2022
<b>Portfolio Holder:</b>	Portfolio Holder for Finance and Budget Cllr. Neil Hargreaves	
<b>Report Author:</b>	Angela Knight, Assistant Director - Resources aknight@uttlesford.gov.uk	<b>Key decision:</b> No

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## Summary

1. The Council is required to prepare detailed budget reports to enable the annual budgets for the General Fund and Council Tax, Housing Revenue Account and the Capital Programme to be set.
2. The Section 151 Officer is also required to provide members with a Section 25 report giving advice and assurance on the reserves position, including the minimum safe level of contingency funds that need to be held and the robustness of any estimates used in the calculation of the proposed budgets. The report also provides commentary on the assumptions in the Medium Term Financial Strategy and any associated plans and strategies.
3. In addition, the council is required to prepare a number of supporting strategies:
  - Medium Term Financial Strategy
  - Treasury Management Strategy
  - Commercial Strategy
  - Capital Strategy
4. The Council is required to consider and approve the Council Tax Resolution for 2022/23 which sets the combined Band D equivalent for all preceptors.
  - Essex County Council
  - Police, Fire & Crime Commissioner for Essex – Policing and Community Safety
  - Police, Fire and Crime Commissioner for Essex - Fire and Rescue Authority
  - Uttlesford District Council
  - Town and Parish Councils
5. The Commercial Strategy is scheduled to be presented to the Investment Board ahead of the budget setting meetings. The Housing Rent and Service Charges for the Housing Revenue Account have been to the Tenants Forum and the Housing Board and were supported by both.
6. The Scrutiny Committee will review all the reports at their meeting on the 3 February and the Chair of the Committee will update the Cabinet with a verbal statement at the meeting on the 10 February.

## Recommendations

7. The Cabinet is requested to recommend the budget strategies and reports for 2022/23 as set out in Appendices A to H of this report and the associated Annexes for Approval by Council.
8. The reports and individual recommendations to be presented to Cabinet are set out in the table at the end of this report.

## Financial Implications

9. All financial implications are included in the individual reports and strategies

## Background Papers

10. 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.  
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2022-to-2023>

## Impact

- 11.

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

Report Title	Purpose of report	Recommendations
Appendix A Section 25 Report - Robustness of Estimates and Adequacy of Reserves	This is a statutory report provided by the S151 Officer, this report provides members with advice and assurances on reserves, safe levels of contingency, assumptions used for estimates and any associated risks.	<ul style="list-style-type: none"> <li>I. Take account of the advice in the report when determining the 2022/23 General Fund budget and Council Tax</li> <li>II. Review the risk assessment relating to the robustness of estimates as detailed in the report</li> <li>III. Set the minimum safe contingency level for 2022/23 at £1.597 million for the General Fund and £0.546 million for the Housing Revenue Account</li> <li>IV. Agree that no transfers to or from the Working Balance should be built into the 2022/23 budget</li> </ul>
Appendix B Commercial Strategy	Sets out good practice as per guidance relating to Local Authorities commercialisation and investment activity.	V. Cabinet recommends the approval of the Commercial Strategy 2022 - 2027
Appendix C Medium Term Financial Strategy	Details all known factors affecting the financial position of the council over a 5 year period, providing a clear and concise view of future sustainability and resilience, allowing for effective longer term planning	VI. Cabinet recommends the approval of The Medium Term Financial Strategy and note the Budget Consultation report.
Appendix D Treasury Management Strategy	Sets out the strategy and governance relating to the council's cash-flow management, use of banks, investments and borrowing, taking into account guidance from our independent advisors and risk appetite	VII. Cabinet recommends the approval of the Treasury Management Strategy

Report Title	Purpose of report	Recommendations
Appendix E Capital Strategy	An overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability	Cabinet recommends the approval of  VIII. the Capital Strategy  IX. the Minimum Revenue Provision (MRP) Policy
Appendix F Capital Programme	Sets out capital expenditure and the associated financing over a 5 year period for the council's assets, including buildings, vehicles and ICT infrastructure.	X. Cabinet recommends the approval of the 5 year Capital Programme
Appendix G Housing Revenue Account (HRA)	Details the spending plans for council housing for 2022/23	Cabinet recommends the approval of  XI. the Housing Revenue Account budget for 2022/23  XII. increases of 4.9% for <ul style="list-style-type: none"> <li>• Housing and Supported Accommodation rents</li> <li>• Garage Rents</li> <li>• Lifeline Service</li> </ul> XIII. Increases in line with actual costs for <ul style="list-style-type: none"> <li>• Housing Related Support charges</li> <li>• Intensive Housing Management charges</li> <li>• Heating, Service and Sewerage charges</li> </ul> XIV. the updated use of reserves

Report Title	Purpose of report	Recommendations
Appendix H General Fund Revenue and Council Tax	Details all the income, expenditure and use of reserves during the financial year 2022/23, sets out the proposals for the council's council tax precept	Cabinet recommends the approval of  XV. the General Fund Budget for 2022/23  XVI. the General Fund Council Tax requirement of £6,403,772  XVII. the use of reserves and the 2022/23 surplus is added to the MTFS in the Core Reserves  XVIII. the schedule of fees and charges as set out in Annexe H6  XIX. that delegated authority is given to the Director of Public Services to amend the trade waste fees.
<i>Appendix I Council Tax Resolution (Council Only)</i>	<i>Sets out the combined and individual Council Tax Band D equivalent for all preceptors, for the financial year 2022/23</i>	<i>XX. Approve the Council Tax Resolution for 2022/23</i>

### Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
All risks are Included in the individual appendices			

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.

## Section 25 Report – Robustness of Estimates and Adequacy of Reserves

### Summary

1. As part of the annual budget setting process, the Section 151 Officer is required to give the Council a formal opinion on the robustness of the budget estimates and the adequacy of reserves.
2. The opinion is being considered by Cabinet on the 10 February and then by Full Council on 22 February as part of the budget approval process.

### Section 25 report

3. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report on the robustness of the estimates made for the purposes of the (council tax requirement) calculations and that the budget includes an assessment of the potential financial risks facing the Council and that the Council has adequate reserves should those risks materialise.
4. The Act requires the council to give consideration to this report when making decisions on the budget.
5. In expressing the opinion, the Director of Finance and Corporate Services (S151 Officer) has considered the financial management and control frameworks that are in place, the budget assumptions, the financial risks facing the council and the level of total reserves.
6. Section 25 of the Local Government Act 2003 concentrates primarily on the uncertainties within the budget year (2022/23), however future uncertainties and increasing pressures on the Council's finances also inform the reserves balances for the medium term.
7. The Council holds a minimum level of reserves, called the Working Balance, to allow for sufficient reserve levels to manage unexpected impacts in line with the risk assessments, this is set at 2% of gross variable income and costs charged in both the General Fund and the HRA, and is recalculated for each year of the 5-year budget plan. This and further information on the reserves held can be seen in the Medium Term Financial Strategy report. The working balances for the budget year 2022/23 are as follows:

<b>Working Balance</b>		
	<b>General Fund</b>	<b>Housing Revenue Account</b>
	<b>£'000</b>	<b>£'000</b>
Gross Costs	44,935	10,463
Gross Income	34,904	16,841
2% Working balance	1,597	546

### Financial management and control frameworks

8. The Director of Finance has responsibility for ensuring that an effective system of internal control is maintained to provide an assessment of the current position across the whole



council and identifying areas for improvement where appropriate. Areas for improvement are reported to the Governance Audit and Performance committee.

9. The Code of Practice for Financial Management (the FM Code) was introduced by CIPFA in November 2019. The Code clarifies how Chief Finance Officers should satisfy their statutory responsibility for good financial administration as required in section 151 of the Local Government Act 1972. Full compliance with the FM Code was expected for 2021/22. An assessment of the Standards and the Councils compliance and each Standard was assessed against a Red, Amber or Green rating. The main areas of development across the Council is budgetary control.

### **Robustness of Estimates**

10. A comprehensive process of scrutiny, review and challenge of budgets by managers, finance officers and the Corporate Management Team has taken place to provide a budget that is based upon realistic estimates, for example, ensuring that contractual commitments are provided for, salary budgets reflect the approved establishment and current staff in post, and income budgets are based on an assessment of price and demand.
11. No budget can ever be completely free from risk. Assumptions are made which means that the budget will always have an amount of uncertainty. The analysis below sets out the major risks applicable to 2021/22 and an indication of the possible impact.
12. Demand growth increases have been built into the proposed budget and MTFP at the mid-point of growth projections. Any increase in excess of this would need to be met from reserve if funding does not increase at the same level, the reserves hold adequate levels to cover any divergences from the expectation.
13. The 2022/23 budget has been prepared against the backdrop of unprecedented levels of uncertainty. The 2021/22 budget was approved on the basis of a one-year local government finance settlement which meant for much of the year, plans had to be developed without government spending plans for future years or an indicative settlement for local government. The government announced another one-year settlement for the budget year 2022/23 and for the future years various modelling has been undertaken by the finance team to develop a range of scenarios.
14. The Fair Funding Review which was to be based on an assessment of needs and resources has been paused along with postponed reform of Business Rates Retention. It is expected that all our external funding will be delivered through an adjustment to our Baseline funding level, tariffs/top ups and levies. The New Homes Bonus grant is also planned to end in line with the reforms and there is no defined scheme to replace it.
15. The CIPFA Prudential Code was published in December 2020 which aimed to clarify the position of CIPFA, the Government and the Public Works Loans Board (PWLB) on investments and treasury activities. Although the code allows for deferral for the full monitoring requirement until the 2023/24 budget year the guidance within The Code takes immediate effect. The Council has undertaken material investment activity within its capital program and the assumption is that under the new Code these can continue given prudent levels of reserves are held and provisions are set aside to mitigate risks. More details on the risks identified can be found in the Commercial Strategy.
16. The Treasury Management strategy is a key component of the Council's financial planning. This strategy sets out the proposed approach to borrowing and financial investments of cash reserves, referred to as Treasury activities, other non-treasury investments such as property investment are covered in the Commercial Strategy. The Council's strategy seeks to strike an appropriate balance between security, accessibility and returns from managing the Council's cashflow and balances.

## Continuation of Impacts from Covid-19

17. Since March 2020 the pandemic and the emergency health response has required local authorities to make rapid changes to meet demands to both front line and support services, this resulted in additional expenditure along with income losses because of the lockdown periods and changes to consumer behaviour.

The impacts are continuing to be seen albeit on a smaller scale and the council continues to be compensated for the income losses in 2021/22. Budgets have been adjusted in line with changes to working approaches and have identified, as a separate exercise, on-going Covid-19 related risks and an assumption the compensation from government will not continue into 2022/23.

18. The following assumptions have been built into the budget that directly relate to the on-going impact of the pandemic:

Service	Assumptions built into budget
Revenues	It is assumed that the Business Team will be able to manage any further business support initiative put in place by Central Government without any further resources.
Revenues	It is assumed that current Officers are able to implement and account for any Business Rate initiatives introduced to support business
Waste Services	It is assumed that agency costs are at normal budget year levels without any impact from the pandemic
Benefits	It is assumed that if the government continue the Test and Trace Payment Scheme into 2022/23, the standard scheme will continue to be fully funded.
Car Parks	Income has been assumed to return to normal levels

19. The risks identified that directly relate to the on-going impact of the pandemic where consideration of the robustness of the estimates has been assessed are:

Service	Risks identified	Probability of variance arising	Favourable Impact	Adverse Impact
Revenues	Further resources maybe necessary dependant on the ongoing management of the pandemic however this will be covered by new burdens funding	M		L
Revenues	Additional consultancy maybe required to provided advice and guidance on new initiatives	M		M
Waste Services	Agency costs could increase if there is another lockdown and staff had to shield.	M		H
Benefits	There is a risk that if the discretionary scheme continues, the finite fund allocated to UDC will not be sufficient to meet demand. Demand levels are difficult to predict as numbers are impacted by covid infection rates and contact tracing in area.	M		L
Car Parks	There is a risk that the impact of COVID could changed the usage of some car park and if the recovery of the high street does not return as predicted and/or any further Covid variants generate restrictions or reduce the users confidence this will reduce income	M	M	M

## Budget Assumptions

20. To form the budget for the 2022/23 financial year and then following 4 years to 2026/27 has allowed for best estimates of the total financial picture, making allowances for anticipated unavoidable pressures and future business plans.

21. It is not possible to give a precise estimate of the impact of each identified risk. As a general guide for risk assessments the following has been used:

### Probability assessment

Low	Possible, but unlikely
Medium	Probable
High	Almost certain

### Impact assessment

Low	Possible variance of £5k-£19k
Medium	Possible variance of £20k-£49k
High	Possible variance > £50k

Risks identified	Probability of variance arising	Impact	Overall Risk
<p><b>Sales, Fees and Charges</b></p> <p>There is an overall risk that income levels could drop due to economic conditions, changes in social behaviour and Government legislation.</p> <p>Specific services with higher risk of variable income levels have been identified as food imports, licensing, car parking and monitoring fees.</p>	Medium	Medium Adverse/Favourable	Medium
<p><b>Contracts</b></p> <p>Large contracts that are influenced by inflation give rise to a risk of material changes to the costs which are largely out of the control of those managing those contracts, any contracts due for re-tender give rise to risks of increase and decreases in base price</p>	Medium	High Adverse/Favourable	Medium
<p><b>Joint ventures and partnerships</b></p> <p>There is a risk with renewals of partnerships and joint ventures due within the budget year that the same level of service can not be agreed at a level similar to estimates built into the budget, or the service provided is no longer available which can require organisation changes and impacts to costs of interim measures if needed.</p>	Low	High Adverse/Favourable	Medium
<p><b>Transformation</b></p> <p>When planning changes to working approaches there is risk of variances of estimates built into the budget due to the size and amount of variables included in such projects.</p>	Medium	High Adverse/Favourable	High
<p><b>Capital Financing</b></p> <p>Estimates are built using expected project schedules of work, any delay in the scheme or unforeseen costs can create material impacts on the capital financing charges. Funding sources such as capital receipts may not be realised in the planned timescale therefore could create additional capital charges in the budget year.</p>	Low	High Adverse/Favourable	Medium

<b>Risks identified</b>	<b>Probability of variance arising</b>	<b>Impact</b>	<b>Overall Risk</b>
<b>Waste and Recycling</b> This is a complex area financially and at greatest risk of volatility. Fuel costs and disposal costs, particularly around cost of dry recycling disposal are variable. Other budget risks have been identified regarding trade waste and green waste, all of which have income budgets that depend upon accuracy of forecasting activity levels.	Medium	High Adverse	High
<b>Garden Waste</b> There is currently a consultation around Garden waste charging which exposes the council to the risk of both additional costs and loss of income.	Medium	High Adverse	High
<b>Local Plan</b> Local Plan. A work programme is in place to prepare a new local plan. A new project management approach has been implemented which is being monitored regularly at dedicated meetings of the Scrutiny Committee	High	High Adverse	High
<b>Planning appeals</b> The current position of the Local Plan process raises the risk levels in the cost of defending appeals and any awards that may be made against the planning authority.	Low	High Adverse	Medium
<b>Rental income</b> Empty office space has been assessed for its use as an income stream and the assumption that the space will be rented in the budget year 2022/23 may not be realised due to finding tenants and lease agreements.	Medium	High Adverse	High
<b>Housing Revenue Account Specific</b>			
<b>Rental income</b> The ring-fenced account is set based on the assumption that the government agreement of allowing rental increases of at CPI+1% will continue over the medium term.	Medium	High Adverse/Favourable	Medium
<b>Right to Buy Scheme</b> The assumption that the authority will have suitable land and schemes to satisfy the right to buy agreement could, if undelivered, give rise to the risk of repayment of Capital receipts at an interest cost of 4% above base rate this would affect the cashflow of the authority and subsequent rental income from replacement properties would be lost. Currently	Medium	High Adverse	High

**Conclusion**

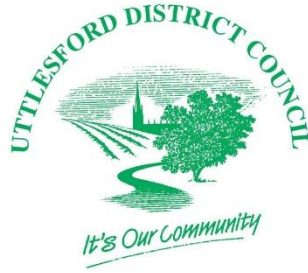
- 22. It is the opinion of the Director of Finance and Corporate Services (S151) that in their view the budget estimates are robust and the level of reserve adequate and satisfactory, as required by the Local Government Act 2003, on the assumption that the proposed council tax increases by £5 for the budget year 2022/23.
- 23. Whilst the 2022/23 budget is balanced, there remains a gap between estimated spend and funding streams for 2023/24 onwards. This is solely due to the uncertainty of funding pending the next spending review alongside the implementation of the new needs led funding formula and business rates reset. Therefore, the council needs to maintain focus on financial sustainability to produce a balanced budget over the medium term.
- 24. The risks identified will be proactively monitored and mitigating action taken as soon as reliable trends emerge. Budget monitoring reports are presented to Members on a quarterly basis during the financial year and will set out the latest position and action being taken, where applicable. The control environment and associated processes in place are robust. Financial management has been reviewed and actions are in place to strengthen them.
- 25. It is the opinion of the Director of Finance and Corporate Services (S151) that the reserves are adequate and appropriate, full details of all the reserves held and their purpose are set out in the Medium Term Financial Strategy (Appendix C).

**Impact**

Communication/Consultation	Corporate Management Team and Joint Executive Team
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights	None
Legal implications	The report is prepared in order to comply with Section 25 Local Government Act 2003
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

**Risk Analysis**

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



# Uttlesford District Council

## Commercial Strategy 2022 to 2027



**Prepared by:**  
**Commercial Team**  
**Uttlesford District Council**  
**January 2022**

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1. The Council recognises that as a consequence of reducing government funding there is an increased requirement to generate additional income to underpin the core services provided by the Council to its residents. Traditional ways of generating additional income such as through Council Tax and fees and charges will not be able to absorb the reduction in government funding. By way of illustration, a 1% rise in Council Tax is equivalent to about £55,000 in additional income.
2. When the 2020-2024 Commercial Strategy was approved in February 2020, the Administration indicated that they proposed to address the significant shortfalls identified in the Medium Term Financial Strategy (MTFS) primarily through investments. To achieve that the Council agreed to set an investment fund approved limit of £300 million.
3. The 2021-2026 MTFS, which included the investment income from all of the agreed commercial acquisitions, predicted small surpluses for each of the years from 2022/23 onwards. As future years were added to the plan the additional costs will in part be offset by increases in rent from the investments.
4. Changes in both the CIPFA Prudential Code (the Code) and Government legislation on Minimum Revenue Provision (MRP) now mean that 2022-2027 MTFS has significant and rising shortfalls in funding despite the commercial portfolio that has been acquired. It is likely that in 2022/23 an asset will need to be sold with the profit being used to offset future capital funding and thereby reducing the annual shortfalls to a less significant level.

## Vision

5. To generate sufficient income to enable the Council to be self-sufficient, in that it generates its own resources from local taxation (Business Rates and Council Tax) and commercial investments thereby removing the reliance on Central Government grants.

## CIPFA Prudential Code 2021 (the Code) and Minimum Revenue Provision (MRP)

6. The Code was revised and published in December 2021. There are a number of changes but two in particular have a negative impact on future commercial investments
  - The Code previously said commercial activity should not be undertaken for yield. The Code now says 'an authority must not borrow to invest primarily for financial return'.
  - It further strengthens the statement by 'It is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority and where any



financial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.'

7. There are useful points of clarification which enable the Council to continue to invest in Chesterford Research Park and retain the existing commercial assets, subject to regular review.
  - a) 'Authorities with existing commercial investments (including property) are not required by this Code to sell these investments. Such authorities may carry out prudent active management and rebalancing of their portfolios. However, authorities that have an expected need to borrow should review options for exiting their financial investments for commercial purposes and summarise the review in their annual treasury management or investment strategies. The reviews should evaluate whether to meet expected borrowing needs by taking new borrowing or by repaying investments, based on a financial appraisal that takes account of financial implications and risk reduction benefits. Authorities with commercial land and property may also invest in maximising its value, including repair, renewal and updating of the properties.'
  - b) 'the risks associated with investments for service and commercial purposes are proportionate to their financial capacity – ie that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services.'
8. The Government has also strengthened the position with regards to MRP. Councils are now required to set aside annually monies, so as to ensure that, at the end of the borrowing term, there is sufficient funds available to pay off the amount borrowed. This Council has always applied MRP at 0% as the approach now mandated takes no account of inflation and future values.

### **Aims of the Strategy**

9. Given the changes in the Code and MRP the following seven principles guide the new strategy
  - (a) There will be no new commercial investments.
  - (b) Subject to (d) and (e) below, The portfolio, as set out in this document is therefore complete. Of the £300 million allocated in 2020 to building the fund, £275,565,000 (£275 million) has been used.
  - (c) MRP will be applied on an annuity basis over the life of each asset.
  - (d) As the Council already owns, through Aspire (CRP) Ltd, the land at Chesterford Research Park it will continue to develop the asset to maximise its value.
  - (e) As the Council already owns 46% of Stane Retail Park, which includes all of the public car parking, link roads and other shared elements for the entire site, it will evaluate the option of acquiring the rest of the asset to maximise the value of the already owned part. This would be done on

the basis that the sum of the whole is worth more than the sum of the constituent parts.

- (f) The portfolio will be reviewed on a regular basis to determine the requirements of the Council and the appropriateness of retaining or selling each asset.
- (g) The Council will look to maintain the commercial asset portfolio at an investment level of no more than £275 million. However, it should be noted that investments may need to take place ahead of sales which could temporarily increase that number.

## Purpose of the Investments

10. The investments are to generate income to enable the council to provide its core services. This income requirement has arisen because of reductions in the Council's finance from central government. Government also restricts the ability of councils to raise income from council tax increases.
11. The Council seeks to operate in the most cost effective ways and will continuously look for improvements in operations that will reduce costs or avoid increased costs. However, the scale of reduction in external finance was such that other income sources had to be found.
12. For 2021/22 the income target for the Board was guided by the MTFS. The MTFS forecasts the income and expenditure over a five year period and includes all known factors. It shows the predicted annual net surpluses or deficits. The investment income sought to cover the forecast significant deficits in each of the years of the MTFS, so as to ensure that existing services can continue to be provided. The investments acquired achieved this, however changes to the Code and MRP now mean that the assets are required to support budgets as the Council seeks efficiencies whilst minimising inevitable service impacts.

## Current Portfolio

### Chesterford Research Park

13. In May 2017 the Council, through its wholly owned subsidiary Aspire (CRP) Ltd, acquired a 50% share in Chesterford Research Park and formed a joint venture with Aviva Investors. As part of the Cambridge Life Science cluster the Park is world renowned, having been in existence for 19 years, with available space to significantly increase the commercial floor space, plus expand the Park into other areas of research to diversify and reduce the risk.
14. The Council gave a loan to Aspire (CRP) Ltd for the purchase of 50% of Chesterford Research Park (£47.25m). The loan was funded by

- Phoenix Life – borrowing of £37m for 40 years on a repayment basis @ 2.86% fixed. The first £10m drawdown was 5 July 2017 with the remainder as follows

5 July 2020 - £12m

5 July 2021 - £15m

- Use of reserves and balances (£10.25m) funds the balance.

15. Since the initial purchase the Council has made additional ongoing loans to Aspire (CRP) Ltd for further development totalling £13,346,000 taking the total investment to £60,596,000.

16. For 2022/23 the income from Chesterford Research Park is expected to be £2,411,000. There is also repayment to the Council of staff time whilst undertaking company work on Aspire (CRP) Ltd.

17. Further investment is planned during 2022/23 and future years as a new building (Building 800) is delivered. This will be a multi-let, near 60,000 sq ft building, a mix of office and laboratory space.

### **Skyway House, Takeley**

18. On 30 June 2020 the Council completed the purchase of Skyway House at Takeley. The tenant is Weston Homes Plc who have signed a long lease.



## Stane Retail Park, Colchester

19. On 4 August 2020 the Council completed on the forward funding opportunity at Stane Retail Park on the outskirts of Colchester adjacent to the A12. This will see the construction of two buildings, one for Aldi and the other for B&Q located on an extension to the existing site. Both tenants have agreed long leases. Completion took place in December 2021.





### 1 Deer Park Road, Livingston

20. On 21 August 2020 the Council completed on the acquisition of 1 Deer Park Road, Livingston. The tenant, Veterinary Specialist (Scotland) Ltd had recently taken occupation and final fit out was taking place.



21. At the time of purchase Veterinary Specialist (Scotland) Limited was a partnership between Pets At Home (Guarantors) and Dick White Referrals. Pets At Home have remained the guarantor but they have sold their interest to Linnaeus Group. Dick White Referrals have also joined Linnaeus Group which is part of the Mars Veterinary Health Group.

## **Matrix Park, Chorley**

22. On 16 September 2020 the Council completed the purchase of a large logistics building on Matrix Park, Chorley adjacent to the M6. The tenant, on a long lease, is Waitrose Limited and this regional distribution centre serves the north west and Scotland.



## **Amazon, Gloucester**

23. The Council completed the forward funding acquisition in March 2021 for a large scale distribution centre. The tenant is Amazon and they will use it as a 'final mile' van based distribution centre. Occupation by the tenant is planned for the final quarter of 2021/22.





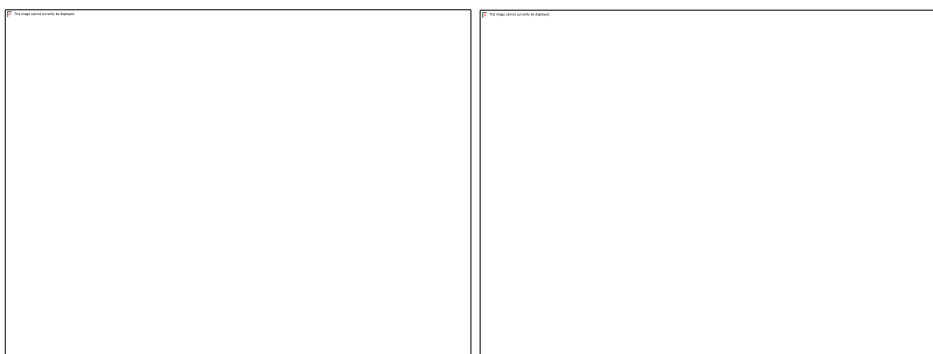
### **Moog, Tewkesbury**

24. In March 2021 the Council acquired a site in Tewkesbury for a new build head office and warehouse. The tenant will be Moog Controls Ltd. It is expected that the tenant will take occupation in the second quarter of 2022/23.



### **Little Canfield Business Park**

25. In November 2020 the Council acquired the former Winfresh Factory at Little Canfield, primarily as a new single waste depot. The site has a significant area of both building and land that will be let to tenant(s) once the conversion is complete. The site is planned to be ready for occupation in the first quarter of 2022/23.



## Loans to wholly owned subsidiaries

26. The Council recognises that, to further support the budget ongoing and to ensure the continued delivery of services at the level currently provided, further investment in the expansion of Chesterford Research Park will be necessary. To date, the following loans to Aspire (CRP) Ltd have been made

Date	Amount	Term	Rate	Basis	Annual Repayment	Repaid
03/05/2017	£47,250,000	50 years	4%	Interest Only	£1,890,000.00	
27/06/2017	£60,000	10 months	4%	Interest and principal	£61,827.95	✓
26/03/2018	£223,000	49 years 1 months	4%	Interest only	£9,000.00	
02/01/2019	£2,518,000	48 years 4 months	4%	Interest only	£101,000.00	
20/08/2019	£3,000,000	20 years	4.5%	Interest and principal	£135,000.00	
09/06/2020	£1,250,000	20 years	4.5%	Interest and principal	£56,000	
01/07/2020	£2,600,000	20 years	4.5%	Interest and principal	£117,000	
15/03/2021	£2,975,000	20 years	4.5%	Interest and principal	£121,000	
26/08/2021	£780,000	20 years	4.5%	Interest and principal	£20,000	

27. Interest only loans relate to refurbishment of a building and thereby extending its useful life. Interest and principal loans are where it is for fit out works which have a 20-year life expectancy.



28. In 2020 the Council allocated a further £20 million of funding, from the £300 million, for further expansion at CRP, of which £12.62 million remains to be allocated.

## The Investment Fund

29. The original 2020 Commercial Strategy set out an investment fund requirement of £300 million with a portfolio yield target (before borrowing costs) of 4%. As set out earlier completion of that portfolio sum is not now an option. The following table shows the current portfolio position and is split into two parts

- Completed investments – those already in the portfolio
- Future committed investments – forward funding approved yet to complete

£'000	Capital Investment (exc. Fees)
<b><u>Completed Investments</u></b>	
Chesterford Research Park	60,596
Weston Homes	20,000
Veterinary Hospital	5,925
Stane Retail Park	30,424
Waitrose Retail Distribution Centre	55,000
Little Canfield Business Park	7,500
	<b>179,445</b>
<b><u>Future Committed Investments</u></b>	
Chesterford Research Park	12,620
Amazon Distribution Centre	43,000
Moog Circuits Ltd	40,500
	<b>96,120</b>
<b><u>Investment Total</u></b>	<b>275,565</b>

30. With the change in the Code and MRP the Portfolio is now complete, and no further assets will be added.

31. In a full year the portfolio yield, once all outstanding acquisitions are completed, will have a yield of 4.8%. The rental income for the next five years is shown in the following table.

£'000	Capital Investment (exc. Fees)	Annual Rental Income				
		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Completed Investments</b>						
Chesterford Research Park	60,596	2,449	2,449	2,449	2,449	2,449
Weston Homes	20,000	1,171	1,200	1,230	1,261	1,276
Veterinary Hospital	5,925	333	333	333	333	333
Stane Retail Park	30,424	1,784	1,830	1,878	1,927	1,977
Waitrose Retail Distribution Centre	55,000	2,508	2,508	2,508	2,508	2,508
Little Canfield Business Park	7,500	263	350	350	350	350
	<b>179,445</b>	<b>8,508</b>	<b>8,670</b>	<b>8,748</b>	<b>8,828</b>	<b>8,893</b>
<b>Future Committed Investments</b>						
Chesterford Research Park	12,620	-	-	603	603	603
Amazon Distribution Centre	43,000	2,280	2,280	2,280	2,280	2,585
Moog Circuits Ltd	40,500	1,520	1,667	1,667	1,667	1,835
	<b>96,120</b>	<b>3,800</b>	<b>3,947</b>	<b>4,550</b>	<b>4,550</b>	<b>5,023</b>
<b>Investment Total</b>	<b>275,565</b>	<b>12,308</b>	<b>12,617</b>	<b>13,298</b>	<b>13,378</b>	<b>13,916</b>

\* Little Canfield Business Park – Income is not shown in the investment income line in the MTFS it is shown within the General Fund budget as is other rental income of UDC occupied buildings (i.e.London Road)

## The Portfolio Moving Forward

32. The original plan had been to acquire assets, hold them for a period of time to generate income, but then to sell them at the appropriate time to realise a sum at least the level of which was paid for the asset. The monies received would then be reinvested in a new asset and the process repeated. By doing this the need to refurbish buildings, find new tenants etc. would be avoided and the portfolio kept 'current'.
33. The changes introduced by Government and CIPFA have resulted in the need to revise the plan for the portfolio moving forward. It will not now be possible to sell assets and buy new, the council will need to retain the assets for the longer term.
34. In line with the need to retain the asset for a longer period of time it will now be necessary to set aside some of the income raised each year into a reserve to cover increased risk of business failure and future costs of refurbishment at the end of lease.
35. The Council is committed to investing in Chesterford Research Park and changes to the Prudential Code do not stop it from doing so. The Council is keen to see existing tenants expand and grow on the Park and for the Park to attract new tenants from a diverse range of research activities. The Park is within the district

boundary and investing helps to sustain existing employment, introduce new employment opportunities, and generate additional Business Rates.

36. Regular reviews of all assets in the portfolio will be undertaken to determine the most appropriate point in time for sale, and to highlight timescales for refurbishments. The reviews will not only look at the asset itself but also the financial position of the Council and the opportunities that could be addressed if an asset is sold for a profit.
37. It is likely that in the final quarter of 2022/23 the Council will need to sell an asset to enable future balanced budgets to be set.

## Funding and Reserves

38. With the uncertainty over changes to the Code and MRP resolved, the Council can now arrange long term funding. It is likely that this will be done in three tranches during 2022/23 to coincide with the end dates for short term financing.
39. With monies being set aside to repay the principal annually through MRP these loans will in future be on a repayment basis over 35 years. The reason for moving to repayment loans is that the new Code requires the Council to demonstrate that its debt levels are reducing.
40. The new strategy requires a Commercial Asset Reserve to be established to cover costs at the end of the tenancy for each asset (except CRP). This reserve will pay for any refurbishment, void period and rent free period for new tenants. The lease terms and approximate costs of refurbishment over the period 2022 – 2070 have been mapped and timings of costs established. The resulting position is that a sum of £1 million per annum, from the investment income, will be placed in the reserve.
41. This reserve will grow without being drawn upon for a number of years but will then be heavily used between years 15 and 25 as most of the assets have lease expiry at that point in time.

## Performance Reporting

42. A quarterly report is produced for the portfolio. This includes a
  - a) professional valuation undertaken by a market leading specialist for each asset
  - b) commercial market trading update to help inform investment decisions
  - c) report on each asset by professional asset managers who are responsible for tenant liaison, rent collection, rent reviews etc.
43. As at 30 September 2021 the value of the completed acquisitions is set out below

Property	Price paid (including future commitments)	Amount paid as at 30 September 2021	September 2021 valuation
	£	£	£
Colchester, Stane RP	30,424,000	7,500,000	11,000,000
Chorley, Waitrose RDC	55,000,000	54,608,773	60,150,000
Livingston, 1 Deer Park	4,758,374	4,758,374	5,125,000
Takeley, Skyway House	20,000,000	19,500,000	19,600,000
Gloucester, Amazon	43,000,000	20,589,660	23,600,000
Tewkesbury, MOOG	40,500,000	11,953,310	16,950,000
	<b>193,682,374</b>	<b>118,910,117</b>	<b>136,425,000</b>
Aspire (CRP) Ltd	60,596,000	60,596,000	85,125,000
<b>Total Portfolio</b>	<b>254,278,374</b>	<b>179,506,117</b>	<b>221,550,000</b>

## Security, Liquidity and Yield

44. As the Council only has a small amount of money of its own to invest, any further expansion at CRP will necessarily be funded from a mix of external borrowing, from financial institutions, Public Works Loan Board (PWLB) and other local authorities. The Council will not invest in high yield, high risk opportunities. This will be reflected in an average portfolio yield target of 4% (before cost of borrowing).
45. Investments at Chesterford Research Park will be made by way of loans to Aspire (CRP) Ltd the Council's wholly owned subsidiary. All commercial investments outside of Chesterford Research Park will be undertaken by the Council.
46. The option to liquidate funds is either by selling the investment (or part thereof) or by refinancing the debt.

## Risks

47. The Council takes advice from its professional advisers at all times. For example, with the purchase of the 50% share at Chesterford Research Park the Council engaged

- Arlingclose as its financial advisers who project managed the funding tender
- Cushman and Wakefield who undertook all of the purchase negotiations and due diligence
- Hogan Lovells for Legal due diligence

48. For Aspire (CRP) Ltd the Council has appointed two non-executive directors to serve on the Board and bring independent challenge and support.

49. There are five main risks with regard to the wider portfolio and the new strategy of asset retention.

Risk	Probability (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)	Mitigation
Tenant default rent payments	M	L	H	The Council has established a Commercial Asset Reserve, one role of which is to mitigate the budget impact of this risk occurring.
Cost of borrowing increases beyond yield	L	L	H	The Council will enter in to long term funding during 2022/23 in a number of tranches.
Refurbishment costs at end of lease are materially different to budget	M	M	M	Estimates for refurbishment have been made based on experiences at CRP. As this element of the Commercial Asset Reserve is unlikely to be used for the next 15 years there will be sufficient funds to cover any shortfall.
Unable to find new tenants resulting in void periods being longer and/or new tenants want longer rent free periods than budgeted	M	L	H	Estimates for reasonable periods for void and rent free periods based on advice from agents. As this element of the Commercial Asset Reserve is unlikely to be used for the next 15 years there will be sufficient funds to cover any shortfall in income.
The joint venture partner at CRP wants to sell their 50% share	L	H	H	The Council would have three options and would choose the most applicable at the time <ol style="list-style-type: none"> <li>1. Buy the JV partner's share</li> <li>2. Sell the Aspire share at the same time</li> <li>3. Accept whoever the new JV partner is</li> </ol>

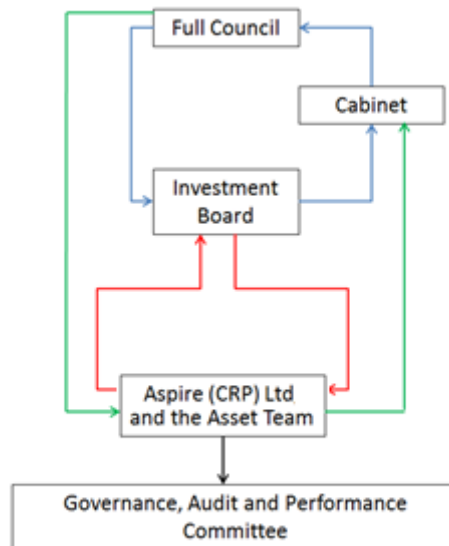
## Proportionality

50. The income requirement has arisen as a result of reductions in the Council's finance from central government. Government also restricts the ability of councils to raise income from council tax increases.
51. The Council has established a Commercial Asset Reserve (see para 40) which will be established with the sum of £3 million to cover the risk of investment failure. In addition, the Reserve will increase by £1 million per annum to cover the cost of future refurbishment, void and rent free periods for each of the assets, except CRP.
52. As part of the regular review of the portfolio the Council will look to, at the right points in time, reduce the level of borrowing in place by selling one or more of the assets.

## Capacity, Skills and Culture

### Investment Board (IB)

53. The IB will operate in accordance with the Commercial Strategy which is adopted annually by Full Council. Cabinet will delegate to the Leader; Portfolio Holder for Finance and Budget, Portfolio Holder for the Economy, Investment and Corporate Strategy and the S151 Officer (or Assistant Director of Resources for Aspire investments) to conclude investments or disposals where authorisation has been given by Full Council.
54. Constitution of the IB
  - a) The IB is a Working Group of Cabinet and membership will be determined by the Leader of the Council
  - b) In addition there will be two independent members to supplement the skills of the elected Members.
55. The investment decision making and monitoring process is as set out overleaf



#### 56. Democratic Process (blue line)

- a) As part of the annual budget setting process, Cabinet develops the Commercial Strategy in consultation with the IB. Cabinet recommends to Council the adoption of the Commercial Strategy.
- b) Council adopts the Commercial Strategy.
- c) The Cabinet will receive from the IB quarterly updates, including KPIs, on the performance of the portfolio.
- d) For new investments or disposal of existing, the IB reviews the business case and if appropriate supports a recommendation to Cabinet for the acquisition or disposal.
- e) Cabinet reviews the business case and recommendation for either an acquisition or disposal, and if satisfied recommends to Council that either funding is made available, or the disposal is approved.

#### 57. Internal Process (red line)

- d) Aspire (CRP) Ltd looks after developments at Chesterford Research Park. The Council's Asset Team will manage all other non-CRP commercial investments.
- e) Depending on the category of investment or disposal sought, Aspire (CRP) Ltd or the Asset Team, working with professional advisors, will identify assets which meet the requirements set out by the IB. They will prepare business cases for consideration by the IB. The IB will review and consider the cases in detail and if suitable will make the recommendation to the Cabinet to proceed. Approval by the Board of Aspire (CRP) Ltd is also required prior to submission to the IB.

- f) Aspire (CRP) Ltd, along with the Asset Team, prepare the quarterly KPI and other information for submission to the IB.

58. New investments or disposal of existing assets (green line)

- a) At an Extraordinary Meeting of Council a decision is taken on whether or not to allocate the funding for a new investment or agree to the disposal of an existing asset.
- b) If an investment is agreed, funding will be made available to Aspire (CRP) Ltd or to the Asset Team to enable the purchase to be made in accordance with paragraph 53.
- c) If the authority is for a sale the disposal will be undertaken in accordance with paragraph 53.

59. A report on annual performance of Aspire (CRP) Ltd is presented to Cabinet

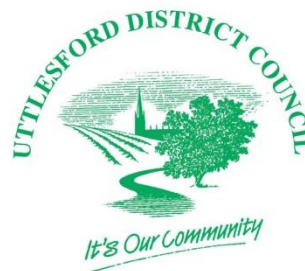


# Uttlesford District Council

## Medium Term Financial Strategy 2022 – 2027



**Prepared by:**  
**Finance**  
**Uttlesford District Council**  
**February 2022**



## **The Medium Term Financial Strategy (MTFS)**

1. The MTFS sets out how the Council plans to manage its finances over the next five years, aligning our resources closely to the priorities set out in the Council's Corporate Plan and its commitment to providing services that meet the needs of people locally. A key part of the strategy is to highlight the budget issues that will need to be addressed over the coming financial years.

## **The Prudential Code – 2021 and Minimum Revenue Provision (MRP)**

2. The Government and CIPFA have had concerns on the level of commercial investments entered into by Local Authorities and these concerns have in part led to a 2021 revision to '*The CIPFA Prudential Code for Capital Finance in Local Authorities (the Code)*'.
3. The Code is guidance which underpins the process of financing capital expenditure. The Code states that whilst it is only guidance Local Authorities are required by regulation to have regard to it at all times.
4. In 2020/21 CIPFA launched a consultation on the proposed changes to the Code, the changes focused on the following areas;
  - a local authority's capital expenditure and investment plans are affordable and proportionate
  - all external borrowing and other long-term liabilities are within prudent and sustainable levels
  - the risks associated with investments for commercial purposes are proportionate to their financial capacity, and
  - treasury management decisions are taken in accordance with good professional practice.
5. The Code states that an authority must not borrow to invest for the primary purpose of financial return and must pay regard to the statutory guidance on minimum revenue provision. This provision is a direct revenue charge at a percentage of the amount of capital financing outstanding, to minimise financial risk and ensure adequate funds are held to offset debt.
6. The two factors above have meant that the Council has reviewed its Commercial Strategy, and although the Code states that any new requirements do not have to be adopted until 2023/24, the Council has elected to apply them from 2022/23. The main reason for doing this is that by delaying the implementation for a year the asset life has reduced and therefore the MRP will be applied over a shorter time period resulting in an increased annual revenue charge.
7. Further details on the changes to the Commercial Strategy can be found in Appendix B. The main aims of the Commercial Strategy are;
  - a. There will be no new commercial investments
  - b. Subject to (d) and (e) below, The portfolio, as set out in this document is therefore complete. Of the £300 million allocated in 2020 to building the fund, £275,565,000 (£275 million) has been used
  - c. MRP will be applied on an annuity basis over the life of each asset
  - d. As the Council already owns, through Aspire (CRP) Ltd, the land at Chesterford Research Park it will continue to develop the asset to maximise its value
  - e. As the Council already owns 46% of Stane Retail Park, which includes all of the public car parking, link roads and other shared elements for the entire site, it will evaluate the option of acquiring the rest of the asset to maximise the value of the

already owned part. This would be done on the basis that the sum of the whole is worth more than the sum of the constituent parts

- f. The portfolio will be reviewed on a regular basis to determine the requirements of the Council and the appropriateness of retaining or selling each asset
- g. The Council will look to maintain the commercial asset portfolio at an investment level of no more than £275 million. However, it should be noted that investments may need to take place ahead of sales which could temporarily increase that number.

### **Financial Settlement – 2022/23**

8. The Medium Term Financial Strategy was prepared based on the provisional settlement announced on the 16 December 2021. The final settlement is due to be confirmed in early February, it is not expected that there will be any changes to the levels of funding announced in the provisional settlement. Any amendments will be reflected in the MTFFS prior to presentation for approval at Council.
9. The Government were due to announce a three year settlement to provide Local Authorities with the ability to plan ahead. But due to other pressures on the Government a further one year settlement was announced.
10. The one year settlement meant that any funding reviews and business rates reforms were delayed for a further year. Although this did mean that the current funding streams continued; New Homes Bonus (NHB), Rural Services Delivery Grant (RSDG) and a second year award of the new Lower Tier Services Grant (LTSG).
11. The impact of the one year settlement and the subsequent deferral of the funding reviews and reforms for Business Rates meant that the expected negative financial implications for the Council have also been delayed by one year.
12. The key items of the Financial Settlement announced were:
  - Local Government as a whole, have received a 6.9% increase in Core Spending Power, although this is reliant on maximising Council Tax increases
  - Council Tax threshold allowable increases of up to 1.99% or £5, anything over this amount would be subject to a local referendum
  - The Lower Tier Services Grant will continue for a second year, this is to provide 'stability' to Local Authorities and to ensure that no council would receive less funding than in the prior year
  - New Homes Bonus has been extended by a further year (in line with the delay in funding reviews and business rates reforms), similar to last year this will attract no legacy payments. The legacy payments in line with the original scheme will remain, with 2022/23 being the final payment and the baseline was maintained at 0.4%.
  - Rural Services Delivery Grant has remained at the same level
  - Business Rates multipliers were frozen for a second year, the Council will receive compensating funding for the loss of the additional income

## Fair Funding (FFR) and Business Rates Reform (BRR)

13. The Fair Funding Review (FFR) will affect how funding is allocated and redistributed between local authorities and has been delayed for a number of years. It is now expected to be implemented as part of the next Spending Review in autumn 2022. Whether this will be the full review as set out in the initial consultations or just certain elements, is an unknown at this time.
14. The basis of the FFR is to provide a simpler and more transparent formula with a fairer allocation of funds based on spending need. It is viewed that a flatter formula will benefit rural district councils, although there is also a lot of focus in the review to address the issues faced by the upper tier authorities and unitaries.
15. In addition, there has been a long running plan to reform business rates, and this is expected to include a full baseline reset, again this has been delayed for a number of years. This will mean that all the growth prior to the preceding year of the reset that has been generated since the introduction of the BRR scheme in 2013 will be incorporated into our baseline funding level calculation. The Council currently retains 50% of growth above our baseline funding level, so the loss of the growth will have a direct cost impact on the Council.
16. It is not expected that the NHB scheme will continue once the reforms are introduced but any remaining legacy payments due will be received. In the 2021/22 settlement the Secretary of State announced the Government's intention to consult on the future of a housing incentive scheme to replace the NHB grant. This will include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes needed in their area. The scheme rewards are also likely to be aligned with other measures around planning performance, such as having an adopted Local Plan. It should be noted that there were no updates on the future of NHB or the alternative scheme in the 2021 spending review.
17. Pixel Financial Management are the Council's external financial consultants, and they have close links with CIPFA and central government departments. This enables them to have early indications of changes to funding and are participating members on a number of Government consultation groups. They provide the Council with an in depth analyse of the settlement, any proposed changes plus updates and guidance relating to consultations that impact on our future funding.
18. Pixel provided a briefing paper on the settlement and their views on future funding and an extract of this is copied below.

*'The Government announcement is for a one-year settlement in 2022-23. There are no projected or indicative numbers for the remainder of the spending review period (2023-24 and 2024-25). More fundamental changes in local government funding have been clearly signalled for 2023-24.*

*The settlement itself is relatively good for local government – certainly compared to the settlements the sector received before 2020-21. Core Spending Power is increasing by £3.5bn (6.9%, cash), well above inflation, for now at least. An increase of £2.1bn in grant funding within Core Spending Power in 2022-23 means that there is less reliance on council tax increases (£1.4bn) than in previous settlements.*

*Local government received £1.5bn in additional funding in Spending Review 2021. Only around 40% of this funding increase has been allocated to social care, a smaller share than we had expected.*

*The remainder of the £1.5bn has largely been allocated through the new 2022-23 Services Grant (£822m). This is a Settlement Funding Assessment increase by another name, which is received by every authority, including those with "negative RSG".*

*The changes in grants introduced in the 2021-22 settlement have largely persisted into this settlement. Lower Tier Services Grant continues at £111m (with a slightly smaller cash floor payment to support*

*those with reductions in Core Spending Power). Rural Services Delivery Grant remains at £85m. And New Homes Bonus lives to fight another day. There will be a further one-off payment, in addition to the final legacy payment. Surely 2022-23 will be its final year.*

*More fundamental changes in the distribution of funding could be implemented as early as 2023-24. Work will start “in the coming months” to work out “with the sector” how to update funding distribution and “challenges and opportunities facing the sector”. These changes in funding could be significant and will make forecasting for 2023-24 and beyond very difficult. Some or all of the Fair Funding Review could be resurrected, and a business rates baseline reset seems likely. Damping or transitional support should help to soften losses in funding.’*

## **Covid-19 Pandemic**

19. The Covid-19 pandemic has impacted on a number of the Council’s functions, including service delivery and the way our residents interact with us.
20. The national lockdowns and tier restrictions during 2020 and 2021 have impacted mainly on the high street and the hardest hit have been the retail, leisure and hospitality sectors. The effects of these restrictions and the further recent issues of the new variant, Omicron, means that many businesses are still struggling financially.
21. Government put into place a significant level of financial support for businesses, including extending the retail relief and providing direct grants. Further Grant funding has been made available in January 2022.
22. The Council expected a high level of lost income due to the pandemic, but the recovery in some areas has been positive, planning applications increased and the income streams for this meant original budget expectations were exceeded. The two areas that have suffered significant unrecoverable losses are Car Parking and Trade Waste.
23. It is hoped that when the new financial year begins in April 2022 there will be a period of relative stability around Covid-19 following the enhanced vaccination programme, enabling businesses and the local economy to recover further.
24. It is expected that businesses will need to look at alternative business plans as they prepare for a ‘new normal’ where people’s shopping and working patterns are significantly different from the pre-pandemic position.

## **The Corporate Plan**

25. The Corporate Plan sets out the Council’s priorities and is a key document in establishing the annual budget and medium-term financial strategy.
26. The Corporate Plan has four key themes which are set out below, the key activities identified to deliver the four themes are detailed in the Corporate Plan Delivery Plan (CPDP). The 2022 – 2027 Corporate Plan is included in tonight’s agenda, once adopted the 2022/23 CPDP will be formulated for approval at Cabinet in March 2022. The existing Corporate Plan and CPDP can be viewed using the following link.

<https://www.uttlesford.gov.uk/corporate-plan>

## The Corporate Plan 2022 - 2027

<p><b><u>Putting residents first</u></b>  <i>We will: be a council that listens and acts for residents; delivers outstanding levels of transparency and accountability; be responsible with residents' money and mitigate the impact of government cuts</i></p>	<p><b><u>Active place-maker for our towns and villages</u></b>  <i>We will: masterplan new communities for and with residents; support neighbourhood planning; work with the airport on issues of concern to communities; support employment and retail areas; deliver more affordable homes; promote healthy lifestyles</i></p>
<p><b><u>Progressive custodian of our rural environment</u></b>  <i>We will: take action on climate change; conserve our natural resources; protect and enhance our rural character and heritage; take strong action on dealing with pollution</i></p>	<p><b><u>Champion for our district</u></b>  <i>We will: improve Uttlesford's connectivity; support our students, schools and libraries; work with partners to keep the district safe; work to create a better local health service for residents</i></p>

## The Local Plan

27. A Local Plan is a document which sets out planning policies and proposals for new development. The Government requires local authorities to review their Local Plans every five years and have an up to date Plan. Once the Local Plan is adopted it will be used to determine planning applications. The plan will allocate sites in the most sustainable locations within the District, which will alleviate speculative development by developers in unsustainable locations and help the Council in planning long-term for major infrastructure and cohesion with existing settlements.
28. The Local Plan will also include new policies that will shape development to maximise environmental benefits and ensure the provision of necessary transport links, this cannot currently be achieved with speculative development. Policies will also determine the size and tenure of homes in order to meet local needs, to address the cause and impact of climate change, improvement of biodiversity and to protect the majority of our countryside. It will create policies that support new and growth of businesses so that people can work locally with a reduced emphasis on commuting and the need for car usage. This will also inform utilities and infrastructure providers to make sure the timing of delivery is in line with development growth in the right locations.
29. The Government requires all local authorities to produce a long-term plan in order to meet the needs for the future. If we do not have a Local Plan development will still take place. However, we will not have policies to decide where growth goes or policies to protect our environment also, we will not be able to provide other providers such as Essex County Council where things such as schools and highway improvements need to go in sufficient time to be included in their five year plan. If we do not have a Local Plan in place the Council are at risk of 'special measures' by the Government which would take the ability away from elected Members of making local decisions for local people.

## The 5 Year Budget Model

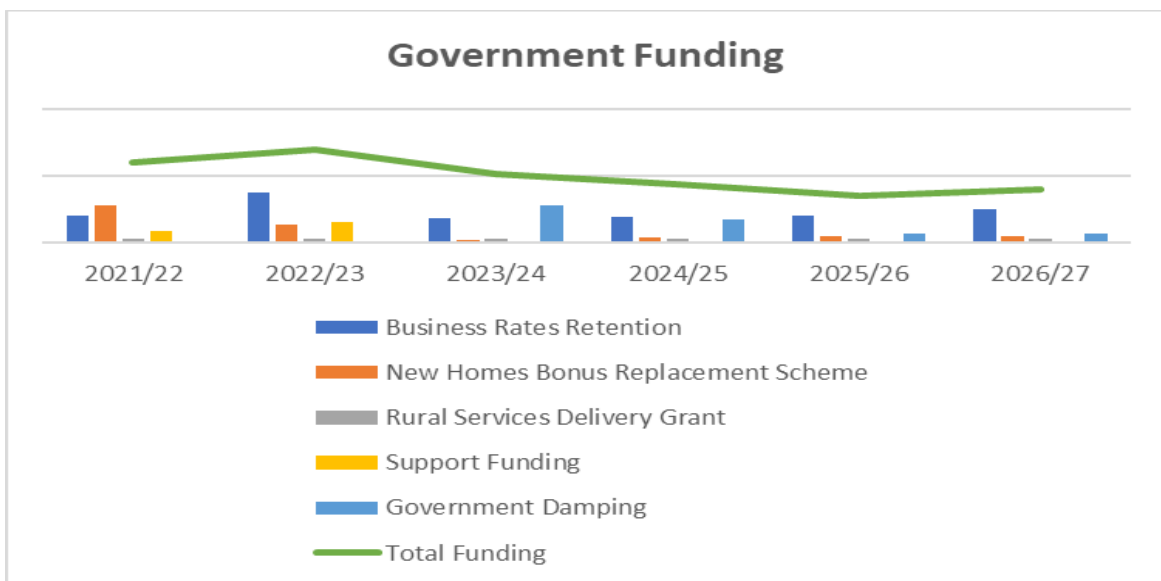
30. The Council is reliant on the following sources of funding for 2022/23:
- Council Tax
  - Business Rates Retention Income

- New Homes Bonus – one year only + final year of legacy payment
- Lower Tier Services Grant
- Rural Services Delivery Grant
- Investment income
- Fees and charges

31. The funding lines in the MTFs in 2022/23 are actual figures based on the financial settlement, from 2023/24 the following assumptions have been applied:

- Business Rates baseline being reset and the overall Government funding package updated using a reformed methodology for distribution.
- An estimate of what the New Homes Bonus replacement scheme will generate based on our current housing growth and level of planning performance
- An annual increase in Council Tax of 1.99% to the Band D equivalent and a taxbase growth of 0.86% annually.

32. The graph below demonstrates how our funding is changing over the life of the strategy, and a more detailed explanation is included under the Budget Model section later in the report.



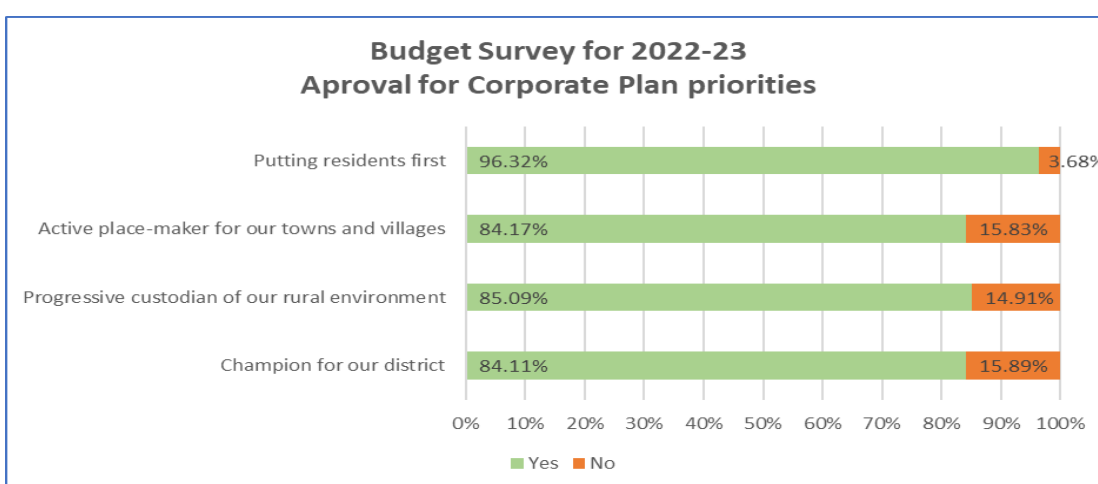
- Business Rates Retention – these figures exclude any surplus or deficit from prior years, so only shows the actual funding received in year. The increase in funding in 2025/26 and 2026/27 relates to new growth which comes with additional reward. It is however likely that a future reset in 2027/28 would see that additional funding removed.
- New Homes Bonus Replacement Scheme – 2022/23 represents the one year payment plus the final year legacy payment from the original scheme. Future years forecasts are an estimate of what a new scheme may look like
- Support funding – this is the Lower Tier Services Grant which is ‘top up’ funding for Local Authorities as part of the one year settlement, so will not continue after 2022/23.
- Rural Services Delivery Grant – this grant is specifically targeted at Local Authorities who deliver services in rural areas where there are additional costs due to the large geographical area.
- Government Damping – this is to provide transitional support whilst the funding reforms are implemented, these figures are extremely high risk as there are no indications on

the methodology or level of transitional support the Council will receive. These have been calculated in direct consultation with Pixel.

### Budget Consultation 2022/23

33. A budget consultation was carried out for the period 30 September – 17 October 2021, asking Residents and Business for their views on the Council’s priorities for service delivery over the next financial year. The consultation was specifically aimed at the financial year 2022/23.
34. The MTFS will reflect the responses received across the 5 year plan as these are consistent with previous consultations that have been carried out, and it would be expected that these will remain as high priorities within the district.
35. The full report is attached to the General Fund Budget 2022/23 report at Annexe H6, a summary of the consultation responses has been set out below

Q1. Are the four priorities for the new Corporate Plan “are the right ones” for 2022-2023.



Q2. Does the district council provide value for money?

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
28	55	38	26	17	3
16.80%	32.90%	22.80%	15.60%	10.20%	1.80%

Q3. Level of importance for both Statutory and Discretionary Services

Level of Importance	Statutory Services	Discretionary Services
Highest	Waste and Recycling	Maintaining local amenities (grass cutting/maintenance)
Second	Cleaner Neighbourhoods	Communicating with the Public
Third	Local Plan and planning applications	Community Safety
Lowest	Licensing	Ward Member Grants



## Budget Model

36. To inform the financial outlook for the Council, a detailed budget model has been prepared, full details of the General Fund budget for 2022/23 are set out in Appendix H.

37. Direct Services estimated income and expenditure for the next 5 years is set out in the table below.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Gross Service Expenditure	36,853	37,481	38,031	38,797	39,664	40,497
Gross Service Income	(21,117)	(20,700)	(21,485)	(22,043)	(22,506)	(22,978)
Demand Growth			200	400	600	800
<b>Sub Total Net Service Expenditure</b>	<b>15,736</b>	<b>16,781</b>	<b>16,745</b>	<b>17,153</b>	<b>17,759</b>	<b>18,319</b>

38. The model includes the funds to deliver the Corporate Plan priorities, there are a number of priorities across all the four themes, and these include the Local Plan, Climate Change and the recovery of the local economy.

- Local Plan – A total budget of £6.83m was allocated in September 2020 for the start of the new Local Plan in 2020/21 with expected adoption in 2024/25. The spending profile is shown for each year in the table.

2020/21 £ '000	2021/22 £ '000	2022/23 £ '000	2023/24 £ '000	2024/25 £ '000	Total Spend
1,368	1,595	1,866	1,217	783	<b>6,829,840</b>

- Climate Change – A budget of £1m was allocated to the climate change programme, the profile of spend is split over a three year period, with the first year allocation in 2020/21 of £340,000 and further allocations of £330,000 for both 2021/22 and 2022/23.
- Economic Recovery – To support the recovery of the local economy a budget of £1m was allocated to Economic Development to enable initiatives and additional support to be offered to local businesses and residents. This was allocated over a three year period, with the first year allocation in 2020/21 of £340,000 and further allocations of £330,000 for both 2021/22 and 2022/23.

The following key inflationary assumptions are used in the model.

- Gross service expenditure and income: Takes the 2021/22 base budget as a starting point with any one-off in year items being removed. Inflation has been included at 4% for 2022/23, then reducing to 3% in 2023/24 and 2% ongoing, except where special arrangements apply e.g., car park charges and taxi licences. Utilities are in line with the current market forecasts.

- b) Service demand growth – Due to growing population and housing numbers, it is prudent to assume greater demand for Council services such as refuse and recycling, revenues collection, etc.

39. The Council also incurs corporate expenditure and non-service related income that sits outside the direct service budgets, these are set out below.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Capital Financing Costs	3,626	1,771	1,645	1,384	1,341	3,926
IFRS 16 charge		80	80	80	80	80
Investment Asset - MRP		3,281	3,346	3,413	3,481	3,551
Investment Assets income	(6,928)	(11,774)	(12,036)	(12,710)	(12,782)	(13,315)
Treasury Investment Income	(23)	(7)	(7)	(8)	(8)	(9)
Treasury Investment Cost	1,814	2,835	4,930	4,823	4,698	4,572
PFI Interest cost	360	348	334	319	303	285
Pension Fund	85	85	335	335	335	335
Recharge to HRA/Corporate Core	(1,552)	(1,747)	(1,782)	(1,818)	(1,854)	(1,891)
<b>Corporate Costs</b>	<b>(2,618)</b>	<b>(5,130)</b>	<b>(3,156)</b>	<b>(4,182)</b>	<b>(4,407)</b>	<b>(2,467)</b>

- a) Capital Financing Costs are in line with the projected capital programme's financing requirements, set out in Appendix F. In previous years the capital programme has been financed using internal borrowing, which allows the cost to spread over a longer period. Internal borrowing increases our capital financing requirement (CFR), and this would then attract an additional MRP charge. In order to reduce any further impacts of MRP all capital expenditure will now be charged in the year of acquisition. The increase in costs in 2026/27 are due to the waste vehicle fleet coming to end of life and scheduled for replacement.
- b) IFRS 16 is a charge against leases held where no rent is paid (i.e., peppercorn rent leases) and is a new requirement.
- c) Investment Asset - MRP is the adoption of the requirement to charge an annual provision to reduce the outstanding borrowing against capital expenditure for the commercial investment assets. This has been applied on an annuity basis over the life of the asset.
- d) Investment Income is made up of the interest return on the loans made to Aspire (CRP) Ltd for the purchase and development of Chesterford Research Park and the rental income on the Council's direct commercial property investments. The investment income is net of any asset management fees, in line with accounting reporting standards.
- e) Investment costs are the cost of borrowing, primarily for the funding of the commercial assets. This is currently a mix of long term and short term borrowing with a large proportion of the borrowing being from other local authorities. The MTFs assumes the Council will move to an increased level of longer term borrowing during 2022/23 which, whilst more expensive, reduces interest rate risk over the term.
- f) PFI Interest – this the Council's element of the cost of financing for the Leisure Centres
- g) Pension Fund deficit payment – In 2020/21 a discounted triennial payment was made covering the years up to and including 2022/23. Thereafter the MTFs reverts to annual payments.

- h) Recharges to HRA – based on the apportionment of the actual costs of central services and corporate support used by the Housing Revenue Account.

40. The funding the Council expects to receive is detailed below and includes one off grants and previous year deficits for Business Rates and Council Tax. Estimates for future years have been calculated based on the current information available; the indications Government has provided and in consultation with Pixel.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Business Rates Retention	(2,064)	(3,775)	(1,868)	(1,934)	(2,032)	(2,560)
New Homes Bonus Replacement Scheme	(2,823)	(1,343)	(260)	(390)	(520)	(520)
Rural Services Delivery Grant	(293)	(293)	(293)	(293)	(293)	(293)
Support Funding	(890)	(1,552)				
Government Damping ( <b>high risk</b> )			(2,775)	(1,797)	(680)	(680)
	<b>(6,069)</b>	<b>(6,962)</b>	<b>(5,196)</b>	<b>(4,414)</b>	<b>(3,525)</b>	<b>(4,053)</b>

- a) The Council currently retains 40% of Business Rates income collected and this is subject to a tariff which is variable and set annually to align the actual income collected to the baseline funding level. The funding level is calculated by the Department of Levelling Up Housing and Communities, based on the needs and resources of the Council. The figures in the table above is the net income of the Business Rates income after adjustments, tariffs, levies and any prior year surplus or deficit. The Business Rates income assumes a full reset in 2023/24, meaning all growth will be included in the baseline funding level. A prudent forecast has been included for future years until more information is released on exactly how this will be calculated.
- b) New Homes Bonus: The model shows the announced figure for 2022/23 and includes the final legacy payment from the original scheme. For future years an estimate has been included on what the possible replacement scheme will look like. It is expected the new scheme funding for Districts will be based on ensuring the 'right housing in the right areas' and be linked to the potential planning reform and planning performance.
- c) Support Funding - The Government has provided additional grants shown as part of the one year settlement totalling £1.552m, Lower Tier Services Grant which ensures that the Council is no worse off than in the previous year settlement and is transitional support whilst the reforms of the current funding methodology are implemented.
- d) Government Damping - To support the Council during the funding reforms (FFR and BRR) it is expected that Government will provide Local Authorities with a level of transitional funding referred to as 'Damping'. It is extremely difficult to predict how much this damping will be, and the figure will be dependent on a number of variables, including if and what a new 'New Homes Bonus' scheme will look like. The funding included is high risk, again this has been estimated in consultation with Pixel.
41. The MTFs has been prepared on the assumption that Council Tax will be increased by £5 in 2022/23, with future years based on increases of 1.99%, which is in line with Government guidance.

42. The Tax base assumptions are in line with current housing growth forecasts, an estimate of Local Council Tax Support discounts and predicted future collection rates. The following table provides an estimate of the Council Tax income over the life of the MTFS.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Tax Base (net of adjustments)	38,108.31	38,435.70	38,766.20	39,099.60	39,435.90	39,775.00
Band D Equivalent	(161.61)	(166.61)	(169.91)	(173.29)	(176.74)	(180.26)
<b>Council Tax Income</b>	<b>(6,158,684)</b>	<b>(6,403,772)</b>	<b>(6,586,765)</b>	<b>(6,775,570)</b>	<b>(6,969,901)</b>	<b>(7,169,842)</b>
Council Tax increases	£5.00	£5.00	1.99%	1.99%	1.99%	1.99%

43. After taking into account all the above expenditure, income, funding and net reserves drawdowns the Council has achieved a balanced budget for 2022/23; in future years the strategy shows a deficit position and by the final year the deficit is £5.687m.
44. The deficit is the cumulative effect of the change in the commercial investment strategy (as set out in Appendix B) and the requirement to apply a charge for MRP (discussed in the above section on the Prudential Code). The table below sets out a summary of the 5 year position.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Service Expenditure	15,736	16,781	16,745	17,153	17,759	18,319
Corporate Costs	(2,618)	(5,130)	(3,156)	(4,182)	(4,407)	(2,467)
<b>Net Service Expenditure</b>	<b>13,117</b>	<b>11,651</b>	<b>13,589</b>	<b>12,972</b>	<b>13,351</b>	<b>15,852</b>
Funding	(1,230)	(7,550)	(4,780)	(4,381)	(3,492)	(4,020)
Total Net Reserves (drawn)/addition	(5,729)	2,302	(337)	944	(59)	1,025
<b>Council Tax Requirement</b>	<b>6,159</b>	<b>6,404</b>	<b>8,473</b>	<b>9,534</b>	<b>9,801</b>	<b>12,857</b>
Council Tax Income	(6,159)	(6,404)	(6,587)	(6,776)	(6,970)	(7,170)
<b>(Surplus) / Deficit</b>			<b>1,886</b>	<b>2,759</b>	<b>2,831</b>	<b>5,687</b>

### Managing the Deficit

45. The Council has worked hard on generating additional income and has a strong and robust portfolio of commercial assets. If it had not invested in these assets the financial situation would have been much more difficult to manage and would have generated a significant budget deficit position a number of years ago.
46. The following table sets out the council's investments and shows the income generated from each asset. These are the gross income figures and do not include any fees or borrowing costs.

£'000	Capital Investment (exc. Fees)	Annual Rental Income				
		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Completed Investments</b>						
	Chesterford Research Park	60,596	2,449	2,449	2,449	2,449
	Weston Homes	20,000	1,171	1,200	1,230	1,261
	Veterinary Hospital	5,925	333	333	333	333
	Stane Retail Park	30,424	1,784	1,830	1,878	1,927
	Waitrose Retail Distribution Centre	55,000	2,508	2,508	2,508	2,508
	Little Canfield Business Park	7,500	263	352	352	352
		<b>179,445</b>	<b>8,508</b>	<b>8,672</b>	<b>8,750</b>	<b>8,830</b>
<b>Future Committed Investments</b>						
	Chesterford Research Park	12,620		603	603	603
	Amazon Distribution Centre	43,000	2,280	2,280	2,280	2,585
	Moog Circuits Ltd	40,500	1,520	1,667	1,667	1,835
		<b>96,120</b>	<b>3,800</b>	<b>3,947</b>	<b>4,550</b>	<b>5,023</b>
	<b>Investment Total</b>	<b>275,565</b>	<b>12,308</b>	<b>12,619</b>	<b>13,300</b>	<b>13,380</b>

47. The overall impact of MRP on the net income generated by the commercial investments is shown in the table below.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Net Investment Asset Income	(6,928)	(11,774)	(12,036)	(12,710)	(12,782)	(13,315)
Treasury Investment Cost	1,814	2,835	4,930	4,823	4,698	4,572
<b>Total Net Income</b>	<b>(5,114)</b>	<b>(8,939)</b>	<b>(7,106)</b>	<b>(7,887)</b>	<b>(8,084)</b>	<b>(8,743)</b>
Investment Asset - MRP		3,281	3,346	3,413	3,481	3,551
<b>Net Income after MRP</b>	<b>(5,114)</b>	<b>(5,658)</b>	<b>(3,760)</b>	<b>(4,473)</b>	<b>(4,603)</b>	<b>(5,192)</b>

### Uttlesford 2027

48. A project team has been established with the aim of addressing the deficit position whilst minimising the impact on service delivery. This project is known as Uttlesford 2027 and replaces Uttlesford Moving Forward. A number of future options are currently being considered, including selling a commercial asset and using the profit generated to fund Capital Financing Costs over the life of the MTFs. A summary of the impact of this action is shown below.

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Service Expenditure	15,736	16,781	16,745	17,153	17,759	18,319
Corporate Costs	(2,618)	(5,130)	(4,095)	(4,838)	(4,979)	(5,583)
<b>Net Service Expenditure</b>	<b>13,117</b>	<b>11,651</b>	<b>12,650</b>	<b>12,316</b>	<b>12,779</b>	<b>12,736</b>
Funding	(1,230)	(7,550)	(4,780)	(4,381)	(3,492)	(4,020)
Total Net Reserves (drawn)/addition	(5,729)	2,301	(337)	944	(59)	1,025
<b>Council Tax Requirement</b>	<b>6,159</b>	<b>6,403</b>	<b>7,534</b>	<b>8,878</b>	<b>9,229</b>	<b>9,741</b>
Council Tax Income	(6,159)	(6,403)	(6,587)	(6,776)	(6,970)	(7,170)
<b>(Surplus) / Deficit</b>			<b>947</b>	<b>2,103</b>	<b>2,259</b>	<b>2,571</b>

49. Therefore, the likely shortfall by 2026/27 ranges from £2.571 million based on the sale of an asset to £5.687 million without. There are a number of future costs on the horizon that also need to be financed including;
- Post adoption of the Local Plan there will be cost around implementing and reviewing the Plan. The Planning Reserves will have been fully allocated by the end of 2026/27
  - In 2031 the Leisure PFI ends, and the leisure facilities will return to the Council. At that point they will be aged and potentially in need of refurbishment as well as the Council needing to invest annually to either directly deliver or outsource future service delivery. Funding for this will need to be put in place in advance of 2031.
50. The Uttlesford 2027 project is targeted with delivering ongoing savings as set out below.

Savings/Efficiencies/Additional Income amount £	Month and Year to be finalised	For Budget setting
1,000,000	September 2022	February 2023
1,000,000	September 2023	February 2024
800,000	September 2024	February 2025
800,000	September 2025	February 2026

51. During 2022/23 there will be various consultations and announcements giving further clarity on multi-year settlements, the replacement for New Homes Bonus, Business Rates Retention and the Fair Funding Review. This will enable by 2023/24 budget setting the wide range deficit position earlier identified to be further refined and the savings target adjusted as necessary.
52. Due to the degree of estimation involved and the longer term projections referred to in the preceding paragraphs, it will be absolutely essential to maintain strong financial discipline around all aspects of the Council's costs and income. The Council must continue to ensure it is in a strong position to anticipate and adapt to funding outcomes that differ from those currently assumed.

**General Fund – 5 year summary**

	2021/22 Budget £ '000	2022/23 Budget £ '000	2023/24 Forecast £ '000	2024/25 Forecast £ '000	2025/26 Forecast £ '000	2026/27 Forecast £ '000
Gross Service Expenditure	36,853	37,481	38,031	38,797	39,664	40,497
Gross Service Income	(21,117)	(20,700)	(21,485)	(22,043)	(22,506)	(22,978)
Demand Growth			200	400	600	800
<b>Sub Total Net Service Expenditure</b>	<b>15,736</b>	<b>16,781</b>	<b>16,745</b>	<b>17,153</b>	<b>17,759</b>	<b>18,319</b>
Capital Financing Costs	3,626	1,771	1,645	1,384	1,341	3,926
IFRS 16 charge		80	80	80	80	80
Investment Asset - MRP		3,281	3,346	3,413	3,481	3,551
Investment Assets income	(6,928)	(11,774)	(12,036)	(12,710)	(12,782)	(13,315)
Treasury Investment Income	(23)	(7)	(7)	(8)	(8)	(9)
Treasury Investment Cost	1,814	2,835	4,930	4,823	4,698	4,572
PFI Interest cost	360	348	334	319	303	285
Pension Fund - Deficit			250	250	250	250
Pension Fund - Added Years	85	85	85	85	85	85
Recharge to HRA/Corporate Core	(1,552)	(1,747)	(1,782)	(1,818)	(1,854)	(1,891)
<b>Corporate Costs</b>	<b>(2,618)</b>	<b>(5,130)</b>	<b>(3,156)</b>	<b>(4,182)</b>	<b>(4,407)</b>	<b>(2,467)</b>
<b>Total Net Expenditure</b>	<b>13,117</b>	<b>11,651</b>	<b>13,589</b>	<b>12,972</b>	<b>13,351</b>	<b>15,852</b>
Council Tax - prior year Balance	55	34	34	34	34	34
Council Tax - S31 Funding		(28)				
Business Rates prior year Balance	4,785	(593)	383			
Business Rates Retention	(2,064)	(3,775)	(1,868)	(1,934)	(2,032)	(2,560)
NHB Replacement Scheme	(2,823)	(1,343)	(260)	(390)	(520)	(520)
Rural Services Delivery Grant	(293)	(293)	(293)	(293)	(293)	(293)
Support Funding	(890)	(1,552)				
Government Damping <i>high risk</i>			(2,775)	(1,797)	(680)	(680)
<b>Funding</b>	<b>(1,230)</b>	<b>(7,550)</b>	<b>(4,780)</b>	<b>(4,381)</b>	<b>(3,492)</b>	<b>(4,020)</b>
<b>Total Net Operating Costs</b>	<b>11,888</b>	<b>4,102</b>	<b>8,810</b>	<b>8,591</b>	<b>9,860</b>	<b>11,832</b>
Business Rates Reserve	(6,123)	771	(383)			
Ringfenced Reserves (exc. BRR)	(24)	207				
Other Reserves	419	1,323	47	944	(59)	1,025
<b>Total Net Reserves (drawn)/addition</b>	<b>(5,729)</b>	<b>2,302</b>	<b>(337)</b>	<b>944</b>	<b>(59)</b>	<b>1,025</b>
<b>Council Tax Requirement</b>	<b>6,159</b>	<b>6,404</b>	<b>8,473</b>	<b>9,534</b>	<b>9,801</b>	<b>12,857</b>
Council Tax Income	(6,159)	(6,404)	(6,588)	(6,776)	(6,971)	(7,171)
<b>(Surplus) / Deficit</b>			<b>1,886</b>	<b>2,758</b>	<b>2,830</b>	<b>5,687</b>



## General Fund Reserves – 5 year summary

53. Total General Fund reserves during this five year model are estimated to increase by £4.875m from the predicted balance of £19.089m to £23.964m. The main reason for the increase is due to the additional funds being set aside for the commercial assets.

54. The Council previously held a large number of individual reserves, during the budget process these have been reviewed and a new reserves structure has been put in place which is shown in the reserves table below. This has not changed the level of reserves previously held it is only a change to how they are categorised and presented.

£000	2021/22 Q2 position				2022/23				2023/24			2024/25			2025/26			2026/27		
	Balance at 1 April 2021	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2022	Transfer from General Fund	Transfer To General Fund	Reserve Transfers	Estimated at 31 March 2023	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2024	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2025	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2026	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2027
<b>Ringfenced Reserves</b>																				
Business Rates	7,634	1,844	(4,837)	4,641	771			5,412		(383)	5,029			5,029			5,029			5,029
Capital Slippage	1,483	204	(723)	964			964			964			964			964			964	964
Licensing	35	13		48		(5)	43			43			43			43			43	43
Leisure/Private Finance Initiative	307			307			307		(30)	277		(82)	196		(84)	112			112	112
Working Balance	1,438		(53)	1,385	212		1,597			1,597			1,597			1,597			1,597	1,597
<b>Total Ringfenced Reserves</b>	<b>10,897</b>	<b>2,061</b>	<b>(5,614)</b>	<b>7,344</b>	<b>984</b>	<b>(5)</b>	<b>8,323</b>	<b>0</b>	<b>(413)</b>	<b>7,910</b>	<b>0</b>	<b>(82)</b>	<b>7,829</b>	<b>0</b>	<b>(84)</b>	<b>7,745</b>	<b>0</b>	<b>0</b>	<b>7,745</b>	<b>7,745</b>
<b>Core Reserves</b>																				
Commercial Assets	1,060			1,060	2,200		740	4,000	1,000	5,000	1,000	6,000	1,000	7,000	1,000	8,000	1,000	8,000	1,000	8,000
Medium Term Financial Strategy	4,421	1,667	(776)	5,312	371	(173)	(740)	4,770		(100)	4,670	25	4,695	25	4,720	25	4,745	25	4,745	4,745
Strategic Initiatives	1,863		(200)	1,663			1,663			1,663			1,663			1,663			1,663	1,663
	7,344	1,667	(976)	8,035	2,571	(173)	0	10,433	1,000	(100)	11,333	1,025	0	12,358	1,025	0	13,383	1,025	0	14,408
<b>Member Priorities</b>																				
Economic Development	463	1,000	(340)	1,123		(330)	793		(330)	463		463		463		463		463		463
Planning	891	2	(100)	793		(15)	0	778		(15)	763		763		763		763		763	763
Sustainable Communities	1,781		(913)	868		(720)	149		(149)	0		0		0		0		0		0
Major Sports Facilities	150	150	(150)	150	150	(150)	150			150		150		150		150		150		150
Climate change	380	300	(340)	340	320	(330)	330		(330)	0		0		0		0		0		0
	3,665	1,452	(1,843)	3,274	470	(1,545)	0	2,199	0	(824)	1,376	0	0	1,376	0	0	1,376	0	0	1,376
<b>Grants</b>																				
Homelessness	404		(93)	311			311			311		311		311		311		311		311
Health & Wellbeing	131		(7)	124			124			124		124		124		124		124		124
	535	0	(100)	435	0	0	0	435	0	0	435	0	0	435	0	0	435	0	0	435
<b>Total Usable Reserves</b>	<b>11,544</b>	<b>3,119</b>	<b>(2,919)</b>	<b>11,744</b>	<b>3,041</b>	<b>(1,718)</b>	<b>0</b>	<b>13,067</b>	<b>1,000</b>	<b>(924)</b>	<b>13,144</b>	<b>1,025</b>	<b>0</b>	<b>14,169</b>	<b>1,025</b>	<b>0</b>	<b>15,194</b>	<b>1,025</b>	<b>0</b>	<b>16,219</b>
<b>Total Reserves</b>	<b>22,441</b>	<b>13,480</b>	<b>(19,984)</b>	<b>19,089</b>	<b>4,024</b>	<b>(1,722)</b>	<b>0</b>	<b>21,391</b>	<b>1,000</b>	<b>(1,337)</b>	<b>21,054</b>	<b>1,025</b>	<b>(82)</b>	<b>21,998</b>	<b>1,025</b>	<b>(84)</b>	<b>22,939</b>	<b>1,025</b>	<b>0</b>	<b>23,964</b>

55. The reserves are now shown under four key groups each of which have a defined purpose, and these are set out below.

Reserves	Purpose
<b>Ringfenced Reserves</b>	
Business Rates	<p>This reserve has a number of functions;</p> <ul style="list-style-type: none"> <li>• To support future year deficits, and protect the Council from any significant reductions due to the business rates reforms over and above the budgeted reductions</li> <li>• To manage the multi-year receipts of Section 31 grants</li> <li>• To support any one off deficit due to reduced collection rates</li> </ul>
Capital Slippage	<p>This is a holding reserve directly linked to the capital programme, where there is direct revenue financing of an item on the capital programme that has ‘slipped’ into the next financial year, the financing is held in this reserve to be released in the year of incurred expenditure. This ensures that the financing and expenditure are matched in the correct financial year.</p>
Licensing	<p>This reserve is held to match income and expenditure on Taxi licences. The licences are on a 3 and 5 year rolling programme and surpluses are held to match expenditure in future years.</p>
Leisure/Private Finance Initiative	<p>The reserve currently supports the programme of payments on the PFI contract, to ensure that there are no shortfalls at the end of the contract.</p> <p>The contract ends in 2031 and the Council will need to look at alternative delivery, this reserve will be reviewed to support future delivery plans.</p>
Working Balance	<p>There is a statutory requirement to hold a contingency reserve, this is calculated on a percentage of net income and expenditure. Further details of this are set out in The S25 Report – Robustness of Estimates and Adequacy of Reserves (Appendix A)</p>
<b>Core Reserves</b>	
Commercial Assets	<p>This reserve will support the following;</p> <ul style="list-style-type: none"> <li>• any costs relating to the refurbishment and relet of the assets at end of lease.</li> </ul>

<b>Reserves</b>	<b>Purpose</b>
	<ul style="list-style-type: none"> <li>• Loss of income due to tenant arrears</li> </ul>
Medium Term Financial Strategy	<p>The MTFS reserve will support a number of corporate objectives.</p> <ul style="list-style-type: none"> <li>• To support any changes to the predicted financial position,</li> <li>• To enable the delivery of the Uttlesford 2027 transformation project</li> <li>• To provide funds to support 'Spend to Save' projects</li> </ul>
Strategic Initiatives	This Reserve is currently frozen
<b>Member Priorities</b>	
Economic Development	Following the Pandemic and the effects on the local economy and businesses, £1m has been allocated to spend over three years. An Economic Recovery Action Plan has been produced identifying initiatives to support businesses and the local High Street recover.
Planning	The reserve is held to support planning appeals and additional resource costs relating to the delivery of the Planning Service and the delivery of Neighbourhood plans.
Sustainable New Communities	<p>This reserve holds funds received from MHCLG (now DLUHC) to support the delivery of the local plan.</p> <p>The Local Plan budget is set for a period of 5 years and changes to the profiling of spend (annual under and overspends) are managed using this reserve.</p>
Major Sports Facilities	An annual allocation of £150k over a three year period (first year 2020/21) was put in place to offer financial support to the development of major sports facilities in the District.
Climate Change	The Council announced a Climate Change Emergency and have allocated £1m to be spend on specific climate change actions over a period of three years.

Reserves	Purpose
<b>Grants</b>	
Grants	This reserve is to ensure that grants with specific spending criteria are separately identified and not included with the general revenue funds.  There are currently two grants which are required to spend specifically on Homelessness and Health and Wellbeing.

### General Fund Reserves movements

Reserve Movements	Additions / (Drawdown) £'000				
	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Opening Balance</b>	<b>19,089</b>	<b>21,391</b>	<b>21,054</b>	<b>21,998</b>	<b>22,939</b>
<b>Ringfenced Reserves</b>					
Net of business rates balances and S31 grants to support reliefs fo businesses	771	(383)			
Working Balance (statutory contingency balance)	212				
Allocation of ringfenced PFI leisure funds		(30)	(82)	(84)	
<b>Core Reserves</b>					
Commercial Assets - to support loss of income and future refurbishments for relet	2,200	1,000	1,000	1,000	1,000
Local Highways panel and new burdens funding allocations to service delivery	(169)				
2022/23 Surplus	346				
<b>Member Priority</b>					
Year 2 and 3 of allocated funds to support economic recovery	(330)	(330)			
Year 3 of allocated funds to support Climate Change Programme		(330)			
Local Plan and Neighbourhood plans	(735)	(164)			
Elections - four year cycle of allocations	25	(100)	25	25	25
Other net minor movements	(18)				
<b>Net of movements</b>	<b>2,302</b>	<b>(337)</b>	<b>943</b>	<b>941</b>	<b>1,025</b>
<b>Closing Balance</b>	<b>21,391</b>	<b>21,054</b>	<b>21,998</b>	<b>22,939</b>	<b>23,964</b>

## Housing Revenue Account (HRA)

56. The HRA is the statutory “landlord” account for the authority. The Council is obliged by law to set rents and other charges at a level to avoid a deficit on the HRA balance.
57. Under the self-financing reform the Council was required to take out a loan to purchase the housing stock for £88.4m and the debt has been structured so that it is repaid in years 6 to 30 i.e. from 2017/18 to 2041/42, 2022/23 is the fifth year of the principal repayment. As expected, the repayment of the loan principal has impacted significantly on the business plan, HRA reserves and future year’s capital programme.
58. In October 2018 the Government announced that the HRA borrowing cap had been removed. The removal of the cap was welcomed as it took away one of the restrictions faced by local authorities looking to invest in their housing stock and build homes.
59. The Council utilises the entire existing retained one for one RTB receipts to invest in its development programme however there is a risk the HRA will not be able to build up enough receipts to fully finance 40% of the scheduled developments at the time of construction. If there is a short fall in retained receipts the HRA will have to borrow to fund 100% of the development until sufficient receipts have been received.
60. The decision to increase HRA borrowing is not just dependent on whether it is permitted; it also needs to be affordable. There is currently a balanced HRA business plan and therefore costs arising from additional borrowing would need to be funded either through additional income or a reduction in costs.
61. The Council has Homes England Investment Partner Status and will continue to work with Homes England to access grant for affordable housing schemes to deliver its development programme.
62. The Government policy of 1% rent reductions over 4 years, which ended in 2019/20, had a significant impact on income levels and limited the affordability of additional borrowing. Rental income increases for 2022/23 have been applied based on current government guidelines of CPI + 1%, which equates to a total increase of 4.9%. The Council’s Housing Revenue Account Business Plan fundamentally requires this level of increase to take place for it to remain viable.
63. Officers will continue to review the financing rules and options for additional borrowing to support the Council’s development of new homes and investment in its current stock. The Council is already committed to building homes for local people and since the introduction in 2012 of self-financing the Council has been able to build, redevelop and purchase 163 homes despite the previous borrowing cap.
64. A number of financial assumptions, including interest rates, rent setting, void rates, bad debt levels and repair costs have been used in the HRA Business Plan and revenue budget setting. These and other assumptions will be kept under review and monitored in 2022/23.
65. The continuing Covid Crisis may impact on HRA rent collection as tenants are faced with financial hardship and lockdown restrictions reduce the ability to collect monies owed. At this point it is impossible to quantify what impact the virus will have and a bad debt provision of £100,000 has been built into each of the next five years of the budget.
66. The following tables set out the predicted 5 year financial position for the HRA, the reserve balances and proposed use of these reserves.

## Housing Revenue Account – 5 year Summary

£'000	2021/22 Original Budget	2022/23 Original Budget	2023/24 Original Budget	2024/25 Original Budget	2025/26 Original Budget	2026/27 Original Budget
<b>Housing Revenue Income</b>						
Dwelling Rents	(14,875)	(15,553)	(15,818)	(16,086)	(16,360)	(16,638)
Garage Rents	(233)	(225)	(230)	(236)	(242)	(248)
Other Rents etc	(1)	(1)	(1)	(1)	(1)	(1)
Charges for Services & Facilities	(1,061)	(986)	(1,011)	(1,036)	(1,062)	(1,089)
Contributions towards Expenditure	0	(66)	(68)	(69)	(71)	(73)
<b>TOTAL INCOME</b>	<b>(16,170)</b>	<b>(16,832)</b>	<b>(17,128)</b>	<b>(17,430)</b>	<b>(17,737)</b>	<b>(18,049)</b>
<b>Housing Finance &amp; Business Management</b>						
Rents, Rates & Other Property Charges	80	78	80	82	84	86
	80	78	80	82	84	86
<b>Housing Maintenance &amp; Repairs Service</b>						
Common Service Flats	224	256	262	269	276	283
Estate Maintenance	2	2	2	2	2	2
Housing Repairs	0	0	0	0	0	0
Housing Sewerage	13	16	16	17	17	18
Newport Depot	0	5	5	5	5	5
Property Services	49	49	51	52	53	55
Uttlesford Norse Ltd	3,370	3,743	3,836	3,932	4,031	4,131
	3,659	4,070	4,172	4,277	4,383	4,493
<b>Housing Management &amp; Homelessness</b>						
Housing Services	536	516	529	542	556	569
Sheltered Housing Services	546	461	473	485	497	509
	1,082	977	1,002	1,027	1,053	1,079
<b>Total Service Expenditure</b>	<b>4,821</b>	<b>5,126</b>	<b>5,254</b>	<b>5,385</b>	<b>5,520</b>	<b>5,658</b>
<b>Other Costs</b>						
Bad Debt Provision	100	100	100	100	100	100
Depreciation - Dwellings (to MRR)	4,230	3,935	3,935	3,935	3,935	3,935
Depreciation - Non- Dwellings (to MRR)	51	22	22	22	22	22
Interest/Costs re HRA Loan	2,601	2,570	2,570	2,519	2,438	2,353
Investment Income	(2)	(10)	0	0	0	0
Pension Costs - Added Years	0	0	0	0	0	0
Pension Deficit - Triennial payment	0	0	126	126	126	126
Recharge from General Fund	1,167	1,387	1,387	1,387	1,387	1,387
HRA Share of Corporate Core	386	360	360	360	360	360
Right to Buy Admin Allowance	(10)	(10)	(10)	(10)	(10)	(10)
<b>Total Non-Service Expenditure</b>	<b>8,524</b>	<b>8,354</b>	<b>8,490</b>	<b>8,439</b>	<b>8,358</b>	<b>8,273</b>
<b>TOTAL EXPENDITURE</b>	<b>13,344</b>	<b>13,480</b>	<b>13,744</b>	<b>13,824</b>	<b>13,878</b>	<b>13,931</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(2,826)</b>	<b>(3,352)</b>	<b>(3,384)</b>	<b>(3,606)</b>	<b>(3,859)</b>	<b>(4,118)</b>
Funding from Capital Receipt Reserve for HRA Loan	0	0	0	0	0	0
Minimum Revenue Provision - Repayment of HRA Loan	2,000	0	0	0	0	0
<b>Funding of Capital Programme from HRA</b>						
Capital Schemes Funded from Revenue	650	3,590	3,890	1,250	1,250	1,250
	650	3,590	3,890	1,250	1,250	1,250
<b>Transfers to/(from) Reserves</b>						
Capital Projects	216	(270)	(520)	2,400	2,600	2,859
Change Management Reserve	0	0	0	0	0	0
Potential Developments	0	0	0	0	0	0
HRA Slippage Reserve	0	0	0	0	0	0
HRA Slippage Reserve	0	0	0	0	0	0
Sheltered Housing Reserve	0	0	0	0	0	0
Transformation Reserve	0	0	0	0	0	0
Working Balance	(40)	32	14	(44)	9	9
	176	(238)	(506)	2,356	2,609	2,868
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Housing Revenue Reserves – 5 year Summary

Reserve £'000	2021/22 Q2 Forecast				2022/23			2023/24			2024/25			2025/26			2026/27		
	Actual Balance 1st April 2021	Transfer from HRA	Transfer to HRA	Estimate d Balance 31st March 2022	Transfer from HRA	Transfer to HRA	Balance 31st March 2023	Transfer from HRA	Transfer to HRA	Balance 31st March 2024	Transfer from HRA	Transfer to HRA	Balance 31st March 2025	Transfer from HRA	Transfer to HRA	Balance 31st March 2026	Transfer from HRA	Transfer to HRA	Balance 31st March 2027
<b><u>RINGFENCED RESERVES</u></b>																			
Working Balance	471	43		514	32		546	14		560		(44)	516	9		525	9		534
<b>TOTAL RINGFENCED RESERVES</b>	<b>471</b>	<b>43</b>	<b>0</b>	<b>514</b>	<b>32</b>	<b>0</b>	<b>546</b>	<b>14</b>	<b>0</b>	<b>560</b>	<b>0</b>	<b>(44)</b>	<b>516</b>	<b>9</b>	<b>0</b>	<b>525</b>	<b>9</b>	<b>0</b>	<b>534</b>
<b><u>USABLE RESERVES</u></b>																			
Revenue Reserves	180		0	180			180			180			180			180			180
Revenue Projects	60		0	60			60			60			60			60			60
Transformation Reserve				0			0			0			0			0			0
	240	0	0	240	0	0	240	0	0	240	0	0	240	0	0	240	0	0	240
<b><u>Capital Reserves</u></b>																			
Capital Projects	910	216	(249)	877		(270)	607	(0)		607	(0)		607	(0)	2,600	3,207	(0)	2,859	6,065
Potential Projects Reserve	110			110			110			110			110			110			110
Sheltered Housing Projects Reserve				0			0			0			0			0			0
HRA Slippage Reserve	2,650	370	(2,585)	435		(435)	0			0			0			0			0
	3,670	586	(2,834)	1,422	0	(705)	717	(0)	0	717	(0)	0	717	(0)	2,600	3,317	(0)	2,859	6,175
<b>TOTAL USABLE RESERVES</b>	<b>3,910</b>	<b>586</b>	<b>(2,834)</b>	<b>1,662</b>	<b>0</b>	<b>(705)</b>	<b>957</b>	<b>(0)</b>	<b>0</b>	<b>957</b>	<b>(0)</b>	<b>0</b>	<b>957</b>	<b>(0)</b>	<b>2,600</b>	<b>3,557</b>	<b>(0)</b>	<b>2,859</b>	<b>6,415</b>
<b>TOTAL RESERVES</b>	<b>4,381</b>	<b>629</b>	<b>(2,834)</b>	<b>2,176</b>	<b>32</b>	<b>(705)</b>	<b>1,503</b>	<b>14</b>	<b>0</b>	<b>1,517</b>	<b>(0)</b>	<b>(44)</b>	<b>1,473</b>	<b>9</b>	<b>2,600</b>	<b>4,082</b>	<b>9</b>	<b>2,859</b>	<b>6,949</b>
<b><u>OTHER RESERVES</u></b>																			
Capital Receipt Reserve	2,186	1,600	(1,674)	2,112	1,600	(1,227)	2,485	1,600	(1,227)	2,858	1,600	(1,227)	3,231	1,600	(1,227)	3,604	1,600	(1,227)	3,977
Major Repairs Reserve	215	4,281	(3,929)	567	3,957	(3,545)	979	3,957	3,957	8,893	3,957	3,957	16,807	3,957	3,957	24,721	3,957	3,957	32,635
<b>TOTAL OTHER</b>	<b>2,401</b>	<b>5,881</b>	<b>(5,603)</b>	<b>2,679</b>	<b>5,557</b>	<b>(4,772)</b>	<b>3,464</b>	<b>5,557</b>	<b>2,730</b>	<b>11,751</b>	<b>5,557</b>	<b>2,730</b>	<b>20,038</b>	<b>5,557</b>	<b>2,730</b>	<b>28,325</b>	<b>5,557</b>	<b>2,730</b>	<b>36,612</b>

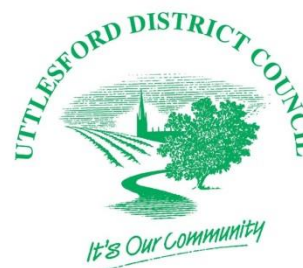


# Uttlesford District Council

## Treasury Management Strategy

### 2022/23

Prepared by:  
Finance  
Uttlesford District Council  
February 2022





## **Introduction**

1. Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
2. Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
3. Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

## **External Context**

### **Economic background:**

4. The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.
5. The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.
6. Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.
7. UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.
8. In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

9. Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.
10. GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.
11. The US economy expanded at an annualised rate of 2.1% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

#### **Credit outlook:**

12. Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.
13. The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.
14. Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

#### **Interest rate forecast:**

15. The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.

16. Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.
17. Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.
18. A more detailed economic and interest rate forecast provided by Arlingclose is attached at Annexe D1.

### **Local Context**

19. On 31<sup>st</sup> December 2021, the Authority held £265.9m of borrowing and £13.2m of treasury investments. This is set out in further detail at Annexe D2. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

*Table 1: Balance sheet summary and forecast*

	31.03.21	31.03.22	31.03.23	31.03.24	31.03.25
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
General Fund CFR	13	16	15	14	14
HRA CFR	83	83	83	83	83
Investments CFR	164	239	263	263	262
<b>Total CFR</b>	<b>260</b>	<b>338</b>	<b>361</b>	<b>360</b>	<b>359</b>
Less: Other debt liabilities *	(4)	(4)	(4)	(4)	(4)
<b>Loans CFR</b>	<b>256</b>	<b>334</b>	<b>357</b>	<b>356</b>	<b>355</b>
Less: External borrowing **	(230)	(264)	(118)	(109)	(105)
<b>Internal/over borrowing</b>	<b>26</b>	<b>70</b>	<b>239</b>	<b>247</b>	<b>250</b>
Less: Usable reserves	(31)	(26)	(28)	(31)	(36)
Less: Working capital	(7)	(7)	(7)	(7)	(7)
<b>Investments/(new borrowing)</b>	<b>12</b>	<b>(37)</b>	<b>(204)</b>	<b>(209)</b>	<b>(207)</b>

\* PFI liabilities that form part of the Authority's total debt

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

20. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

21. CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2022/23.

#### Liability benchmark:

22. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the minimum debt required at the end of each year. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.03.21	31.03.22	31.03.23	31.03.24	31.03.25
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Loans CFR	256	334	357	356	355
Less: Usable reserves	(31)	(26)	(28)	(31)	(36)
Less: Working capital	(7)	(7)	(7)	(7)	(7)
Plus: Minimum investments	10	10	10	10	10
<b>Liability Benchmark</b>	<b>228</b>	<b>311</b>	<b>332</b>	<b>328</b>	<b>322</b>

#### Borrowing Strategy

23. The Authority currently holds £265.9 million of loans, an increase of £60 million on the previous year, as part of its strategy for funding previous years' capital programmes. The liability benchmark in table 2 shows that the Authority expects to borrow £332m in 2022/23. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £420 million.

#### Objectives:

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

#### Strategy:

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

26. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal/short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise

modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

27. The Authority has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in the future in order to retain its access to PWLB loans.
28. Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
29. In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.
30. Sources of borrowing: The approved sources of long-term and short-term borrowing are:
  - HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
  - any institution approved for investments (see below)
  - any other bank or building society authorised to operate in the UK
  - any other UK public sector body
  - UK public and private sector pension funds (except Essex Pension Fund)
  - capital market bond investors
  - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
31. Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
  - leasing
  - hire purchase
  - Private Finance Initiative
  - sale and leaseback

#### **Municipal Bonds Agency:**

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

### **Short-term and variable rate loans:**

33. These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

### **Debt rescheduling:**

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

### **Treasury Investment Strategy**

35. The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £10.4 and £28.85 million, and similar levels are expected to be maintained in the forthcoming year.

### **Objectives:**

36. The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
37. Negative interest rates: The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
38. Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aims to diversify into more secure and/or higher yielding asset classes during 2022/23. This is especially the case for the estimated £10m that is available for longer-term investment.
39. All of the Authority's surplus cash remains invested in short-term unsecured bank deposits and money market funds. With the uncertainty over changes to the Code and MRP resolved, the Council can now arrange long term funding. It is likely that this will be done in three tranches during 2022/23 to coincide with the end dates for short term financing.
40. Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to

achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

**Approved counterparties:**

41. The Authority may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

*Table 3: Treasury investment counterparties and limits*

<b>General Counterparty List</b>	<b>Time Limit</b>	<b>Counterparty Limit</b>	<b>Sector Limit</b>
UK Central Government	50 years	Unlimited	n/a
UK Local Authorities including Police and Fire (irrespective of credit rating) per authority	25 years	£3m	Unlimited
Secured investments*	20 years	£3m	Unlimited
Banks (unsecured)*	12 months	£2m	Unlimited
UK Building societies (unsecured)*	12 months	£2m	£4m
Registered providers (unsecured)*	5 years	£2m	£5m
Money Market Funds*	n/a	£2m	Unlimited
Strategic Pooled Funds	n/a	£2m	£10m
Real estate investment trusts	n/a	£2m	£5m
Saffron Building Society	n/a	£0.5m	100 days
Other Investments	5 years	£2m	£2m

**\* Minimum credit rating:**

42. Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

43. For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £500,000 per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

44. Government: Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be

zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

45. Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
46. Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
47. Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
48. Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
49. Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
50. Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
51. Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.
52. Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These



are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

53. Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
54. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
55. Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
56. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.
57. Investment limits: The Authority's revenue reserves available to cover investment losses are forecast to be £19 million on 31<sup>st</sup> March 2022. In order that no more than 11% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £2 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.
58. Credit risk exposures arising from non-treasury investments, financial derivatives and balances in operational bank accounts count against the relevant investment limits.

59. Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

*Table 4: Additional investment limits*

	Cash limit
Any group of pooled funds under the same management	£5m per manager

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

61. The Authority will spread its liquid cash over at least three providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

### **Treasury Management Indicators**

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

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

Credit Risk Indicator	Target
Portfolio average credit rating	A

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

Liquidity Risk Indicator	Target
Total cash available within 3 months	£2m

65. Interest rate exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

<b>Interest rate risk indicator</b>	<b>Limit</b>
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2m
Upper limit on one-year revenue impact of a 1% fall in interest rates	£2m

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

66. Maturity structure of borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper limit on the maturity structure of borrowing will be:

<b>Refinancing rate risk indicator</b>	<b>Upper Limit</b>
Under 12 months	70%
12 months and within 24 months	50%
24 months and within 5 years	50%
5 years and within 10 years	80%
10 years and within 20 years	80%
20 years and above	100%

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

67. Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

<b>Price risk indicator</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Limit on principal invested beyond year end	£10m	£10m	£10m

## **Related Matters**

68. The CIPFA Code requires the Authority to include the following in its treasury management strategy.

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

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

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

71. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.
72. In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

#### **Housing Revenue Account:**

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

#### **Markets in Financial Instruments Directive:**

74. The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Director of Finance and Corporate Services believes this to be the most appropriate status.

#### **Financial Implications**

##### **General Fund**

75. The budget for the General Fund short term investment income in 2022/23 is £8,500 based on its share of the average investment portfolio of £10 million at an average interest rate of 0.18%.
76. The budget for general fund loan income is £2.4 million from the loans totalling £60.6 million to Aspire at interest rates of 4 and 4.5%.
77. The budget for general fund short term local authority debt interest paid in 2022/23 is £420,000 at an average rate of 0.20%, based on an average debt portfolio £200 million.
78. The budget for long-term debt interest paid is £2.42million at a rate of 2.27%, based on an average total debt portfolio of £107 million.

79. Although interest rates have increased, the average interest rate remains low due to already arranged borrowing reaching maturity during the year.

### **Housing Revenue Account**

80. The budget for HRA investment income in 2022/23 is £9,500, based on its share of an average investment portfolio of £10million at an average interest rate of 0.18%. The budget for long term debt interest paid in 2022/23 is £2.6 million based on an average debt portfolio of £78.4 million at an average rate of 3.2%.

81. If actual levels of investments and borrowing, or actual interest rates, differ from those forecasts, performance against budget will be correspondingly different.

### **Other Options Considered**

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

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

## Arlingclose Economic & Interest Rate Forecast – December 2021

### Underlying assumptions:

- The global recovery from the pandemic has entered a more challenging phase. The resurgence in demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. The advent of the Omicron variant of coronavirus is affecting activity and is also a reminder of the potential downside risks.
- Despite relatively buoyant activity survey data, official GDP data indicates that growth was weakening into Q4 2021. Other data, however, suggested continued momentum, particularly for November. Retail sales volumes rose 1.4%, PMIs increased, and the labour market continued to strengthen. The end of furlough did not appear to have had a significant impact on unemployment. Wage growth is elevated.
- The CPI inflation rate rose to 5.1% for November and will rise higher in the near term. While the transitory factors affecting inflation are expected to unwind over time, policymakers' concern is persistent medium term price pressure.
- These factors prompted the MPC to raise Bank Rate to 0.25% at the December meeting. Short term interest rate expectations remain elevated.
- The outlook, however, appears weaker. Household spending faces pressures from a combination of higher prices and tax rises. In the immediate term, the Omicron variant has already affected growth – Q4 and Q1 activity could be weak at best.
- Longer-term government bond yields remain relatively low despite the more hawkish signals from the BoE and the Federal Reserve. Investors are concerned that significant policy tightening in the near term will slow growth and prompt the need for looser policy later. Geo-political and coronavirus risks are also driving safe haven buying. The result is a much flatter yield curve, as short-term yields rise even as long-term yields fall.
- The rise in Bank Rate despite the Omicron variant signals that the MPC will act to bring inflation down whatever the environment. It has also made clear its intentions to tighten policy further. While the economic outlook will be challenging, the signals from policymakers suggest their preference is to tighten policy unless data indicates a more severe slowdown.

### Forecast:

- The MPC will want to build on the strong message it delivered this month by tightening policy despite Omicron uncertainty.
- Arlingclose therefore expects Bank Rate to rise to 0.50% in Q1 2022, but then remain there. Risks to the forecast are initially weighted to the upside, but becoming more balanced over time. The Arlingclose central forecast remains below the market forward curve.
- Gilt yields will remain broadly flat from current levels. Yields have fallen sharply at the longer end of the yield curve, but expectations of a rise in Bank Rate have maintained short term gilt yields at higher levels.
- Easing expectations for Bank Rate over time could prompt the yield curve to steepen, as investors build in higher inflation expectations.
- The risks around the gilt yield forecasts vary. The risk for short and medium term yields is initially on the upside but shifts lower later. The risk for long-term yields is weighted to the upside.

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>3-month money market rate</b>													
Upside risk	0.05	0.05	0.25	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.55	0.55	0.60	0.60	0.60	0.60	0.65	0.65	0.65	0.65	0.65	0.65
Downside risk	0.00	-0.25	-0.25	-0.30	-0.30	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35
<b>5yr gilt yield</b>													
Upside risk	0.00	0.35	0.45	0.55	0.55	0.55	0.55	0.55	0.55	0.50	0.50	0.45	0.45
Arlingclose Central Case	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.65	0.70	0.75	0.75
Downside risk	-0.10	-0.20	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40
<b>10yr gilt yield</b>													
Upside risk	0.10	0.25	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55
Arlingclose Central Case	0.80	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.90	0.90	0.95	0.95
Downside risk	-0.10	-0.25	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.40	-0.40	-0.40	-0.40
<b>20yr gilt yield</b>													
Upside risk	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	1.00	1.05	1.10	1.10	1.10	1.10	1.15	1.15	1.15	1.20	1.20	1.20	1.20
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45
<b>50yr gilt yield</b>													
Upside risk	0.25	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.05	1.10	1.10	1.15	1.15
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%  
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%  
PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

**Existing Investment & Debt Portfolio Position**

	31/12/2021 Actual Portfolio £m	31/12/2021 Average Rate %
<b>External Borrowing:</b>		
Public Works Loans Board	80.4	3.20
Local Authorities	148.5	0.28
Phoenix Life Ltd	37	2.86
<b>Total External Borrowing</b>	<b>265.9</b>	<b>2.11</b>
<b>Other Long term Liabilities:</b>		
Private Finance Initiative	4.2	8.29
<b>Total gross external debt</b>	<b>270.1</b>	<b>8.29</b>
<b>Treasury Investments:</b>		
Banks and Building Societies (unsecured)	0.7	0
Government (incl.local authorities)	8	0.08
Money Market Funds	4.5	0.05
<b>Total Treasury Investments</b>	<b>13.2</b>	<b>0.04</b>
<b>Net Debt</b>	<b>256.9</b>	<b>0.06</b>





Appendix E

# Uttlesford District Council Capital Strategy 2022/23



Prepared by:  
Finance  
Uttlesford District Council  
February 2022



## Introduction

1. This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.
2. Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

## Capital Expenditure and Financing

3. Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Authority has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year. For details of the Authority's policy on capitalisation, see the draft Statement of Accounts 2020/21.
4. In 2022/23, the Authority is planning capital expenditure of £37m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund services	10	7	1	1	1
Council housing (HRA)	5	10	10	10	6
Capital investments	107	76	27	0	0
<b>TOTAL</b>	122	93	37	11	6

5. The main capital projects include vehicle replacement programme and housing developments in the Housing Revenue Account. The Authority also plans to incur £27m of capital expenditure on investments.
6. The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately and includes the building of approximately 100 new homes over the forecast period.

7. Capital investments include loans and shares made for service purposes and property held primarily for financial return in line with the definition in the CIPFA Treasury Management Code.

## Governance

8. Service managers bid annually in September to include projects in the Authority's capital programme. Bids are collated by Financial Services who calculate the financing cost (which can be nil if the project is fully externally financed). Capital Officers appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to Corporate Management Team. The final capital programme is then presented annually to Scrutiny and Cabinet for final approval by Council in February.
9. For full details of the Authority's capital programme, including the project appraisals undertaken, see: Appendix F.
10. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

*Table 2: Capital financing in £ millions*

	2020/21 actual	2021/22 forecast	2022/23 budget *	2023/24 budget	2024/25 budget
External sources	1	1	1	2	0
Capital resources	3	11	6	6	6
Revenue resources	10	3	4	4	1
Debt	108	79	24	0	0
<b>TOTAL</b>	<b>122</b>	<b>94</b>	<b>34</b>	<b>12</b>	<b>7</b>

11. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows

*Table 3: Replacement of prior years' debt finance in £ millions*

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Own resources	1	1	5	5	5
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>5</b>

12. The Council's full Minimum Revenue Provision statement is attached as Annexe E1.

13. The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, and capital receipts used to replace debt. The CFR is expected to [increase by £21m during 2022/23. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions*

	<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget *</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
General Fund services	31	16	15	14	13
Council housing (HRA)	83	83	83	83	83
Capital investments	164	239	263	259	255
<b>TOTAL CFR</b>	<b>260</b>	<b>339</b>	<b>361</b>	<b>356</b>	<b>352</b>

14. Asset management: To ensure that capital assets continue to be of long-term use, the Authority has an asset management strategy in place.

15. Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2022/23. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £2m of capital receipts in the coming financial year as follows:

*Table 5: Capital receipts receivable in £ millions*

	<b>2020/21 actual</b>	<b>2021/22 forecast</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>	<b>2024/25 budget</b>
Asset sales	3	3	2	2	2
Loans etc repaid	2	2	2	2	3
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>

## Treasury Management

16. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current

account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

17. The Authority currently has £265.9m borrowing at an average interest rate of 2.11% and £13.2m treasury investments at an average rate of 0.04%.

18. Borrowing strategy: The Authority's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.10%) and long-term fixed rate loans where the future cost is known but higher (currently 1.5 to 2.5%).

19. Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
Debt (incl. PFI & leases)	234	305	326	322	316
Capital Financing Requirement	360	339	361	356	352

20. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Authority expects to comply with this in the medium term.

21. Liability benchmark: To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This benchmark is currently £228m and is forecast to rise to £322m over the next three years.

*Table 7: Borrowing and the Liability Benchmark in £ millions*

	<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
Outstanding borrowing	230	264	118	109	105
Liability benchmark	228	311	332	328	322

22. The table shows that the Authority expects to remain borrowed above its liability benchmark. This is because a deliberate decision has been made to borrow additional sums for further investments.

23. Affordable borrowing limit: The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

*Table 8: Prudential Indicators: Authorised limit and operational boundary for external debt in £m*

	2021/22 limit	2022/23 limit	2023/24 limit	2024/25 limit
Authorised limit – borrowing	415	415	415	415
Authorised limit – PFI and leases	5	5	5	5
Authorised limit – total external debt	420	420	420	420
Operational boundary - borrowing	395	395	395	395
Operational boundary – PFI and leases	5	5	5	5
Operational boundary – total external debt	400	400	400	400

24. Further details on borrowing are in the Treasury Management Strategy.

### **Treasury investment strategy**

25. Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

26. The Authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy, and the Authority may request its money back at short notice.

Table 9: Treasury management investments in £millions

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
Near-term investments	10	10	10	10	10
Longer-term investments	0	0	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

27. Further details can be found the Treasury Management Strategy.

28. Risk management: The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

29. Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by council. Quarterly reports on treasury management activity are presented to Cabinet.

### Investments for Service Purposes

30. The Council makes investments to assist local public services, including making loans to the Council's subsidiaries. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to generate a profit after all costs.

31. The current investments for service purposes is valued at £179m giving the Council an annual net return of £8.5m in the financial year 2021/22.

32. Governance: Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and Corporate Services and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

33. Further details on service investments are in the Commercial Strategy

### Commercial Activities

34. With central government financial support for local public services declining, the Council invests in commercial property purely or mainly for financial gain and lends to its subsidiary trading under the Aspire name for the same reason. The Council plans

on making commercial investments totalling £275m over a 5-year strategy of which in year one the council forecasts a return of approximately 4.8%.

35. With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include tenants defaulting on their tenancy agreements resulting in income to be below the interest repayment. These risks are managed by continuously attractive different types of business and regularly monitoring of forecasted income.
36. Governance: Decisions on commercial investments are made by the Director of Finance and Corporate Services in line with the criteria and limits approved by Full Council in the investment strategy. Property and most other commercial investments are also capital expenditure

### **Liabilities**

37. In addition to debt of £326m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £36.6m).
38. Governance: Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Director of Finance and Corporate Services. The risk of liabilities crystallising and requiring payment is monitored by Financial Services and reported quarterly to Cabinet.

### **Revenue Budget Implications**

39. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.
40. Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Director of Finance and Corporate Services is satisfied that the proposed capital programme is prudent, affordable and sustainable.

### **Knowledge and Skills**

41. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Director of Finance and Corporate Services is a qualified accountant. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, AAT and ILM.
42. Where Council staff does not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, other



specialists will differ depending on the expertise required. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

### **Minimum Revenue Provision Statement 2022/23**

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following are options recommended in the Guidance and locally determined prudent methods of which the Council will apply to unsupported capital expenditure, due to the changing environment Local authorities are currently working within the policy will be reviewed and updated according to any new proposals at the mid-year stage:

#### **Capital Projects**

**Annuity method** – For new unsupported capital expenditure for assets with short lives i.e. vehicles and IT MRP will be determined using the annuity method. An annuity basis considers the time value of money. Like the straight-line method, an annuity method also has the advantage of having a fixed end-point at which point debt will have been fully provided for

**Lease life method** – For assets acquired using finance lease arrangements MRP will match the portion of annual lease payment used to write-down the lease liability

#### **Housing Revenue Account – Self-financing payment**

MRP in respect of the £88.407m payment made in 2012 to exit the Housing Revenue Account subsidy system will be determined as being equal to the principal amount repaid on the loans borrowed to finance that payment.

If an asset is classified as work in progress at the end of the financial year where MRP will be charged the first instalment will take place in year 1 after the asset is operational.

#### **Investment Projects**

##### **Acquisition of investment property**

For long-term projects where an investment property is acquired; MRP will be charged over the life of the asset using the annuity method as detailed above.

##### **Loans to subsidiaries**

For long-term capital loans to other bodies MRP will be charged based fair value of the investment by the subsidiary, for infrastructure investments MRP will be charged over a maximum of 50 years if the projected residual value is below the original expenditure. Where the residual value is projected to be below the expenditure value MRP will be calculated on the balance spread over the remaining of the 50 years since acquisition.

For long-term loans to other bodies where the loan supports expenditure on fixtures and fittings MRP will be charged in equal instalments over the life of the loan.

The following table illustrates the Capital Financing Requirement (CFR) for 2022/23 which underpins the Minimum Revenue Provisions.

	Estimated CFR 31/03/2022 £'000	Estimated CFR 31/03/2023 £'000	Estimated CFR 31/03/2024 £'000	Estimated MRP 2022/23 £'000
Capital Expenditure before 01/04/2008	0	0	0	0
Unsupported Capital Expenditure after 31/03/2008	12,283	11,180	10,091	1,103
Finance Leases and Private Finance Initiative	4,191	4,024	4,024	167
<b>Total General Fund</b>	<b>16,474</b>	<b>15,204</b>	<b>14,115</b>	<b>1,270</b>
Unsupported Capital Expenditure	239,349	262,563	259,037	3,281
<b>Total Investments</b>	<b>239,349</b>	<b>262,563</b>	<b>259,037</b>	<b>3,281</b>
HRA Subsidy Revenue Account	82,753	83,273	83,293	0
<b>Total Housing Revenue Account</b>	<b>82,753</b>	<b>83,273</b>	<b>83,293</b>	<b>0</b>
<b>Total</b>	<b>338,576</b>	<b>361,041</b>	<b>356,444</b>	<b>4,550</b>

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**Capital Programme – 2022/23 – 2026/27**

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**Summary**

1. The Capital programme is for the 5 year period, 1 April 2022 to 31 March 2027 and the predicted spend for the General Fund (GF) is £6.760m, Housing Revenue Account (HRA) £35.675m and £26.792m for commercial investments.
2. Capital expenditure relates to spending on schemes and assets that have a long term value and exceeds a cost of £10,000.
3. The programme details planned capital expenditure on the Council's buildings, investments, vehicles and ICT assets.
4. The programme includes capital grants to other organisations and individuals.

**Financial Implications**

5. The revenue costs of financing the Capital Programme have been built into the Housing Revenue Account and the General Fund budgets set out in the Medium Term Financial, Appendix C on tonight's agenda.

**Capital Programme 2022/23 – 2026/27**

6. Annexe F1 shows a summary table of the capital programme and sets out the cost for each of the five years.
7. Annexe F2 details all the capital projects within each portfolio providing more details of the scheduled profile of works for each year.
8. Annexe F3 provides a detailed breakdown of how the capital programme is being financed.
9. The capital programme is an evolving and rolling schedule of expenditure year on year.
10. The capital programme for the General Fund and Housing Revenue Accounts has no requirement for internal or external borrowing. All spend is financed in the year the expenditure is incurred and financed by one or a combination of the following three financing streams.
  - Grants and Contributions
  - Revenue contributions and use of reserves
  - Capital receipts
11. The Investment Assets are the only capital expenditure items which will be financed by external borrowing.
12. The HRA capital financing includes a contribution from the Major Repairs Reserve which is the equivalent to the annual depreciation charge on council dwellings and other HRA assets. This funding is used to support the annual maintenance of the housing stock.

13. A regular update on the capital programme and associated financing is included in the Budget Monitoring reports presented to Cabinet on a quarterly basis.
14. The robustness of the capital programme and a review of each scheme are undertaken by the officers of the Capital Programme Working Group.
15. The total predicted spend for the 5 year capital programme from 1 April 2022 to 31 March 2027 is £69.227m and £36.782m and the breakdown of the is set out in the following table.

	<b>2022/23</b>	<b>2022 - 2027</b>
	<b>£'m</b>	<b>£'m</b>
General Fund	1.015	6.76
Investment Assets	26.792	26.792
Housing Revenue Account	8.975	35.675
	<b>36.782</b>	<b>69.227</b>

16. Investments totalling £26.792m relate to the asset purchases as detailed in the Medium Term Financial Strategy, Commercial Strategy, and the Capital Strategy, all included in tonight's agenda.
17. The General Fund expenditure is mainly low value service delivery capital items, with the exception of the rolling vehicle replacement scheme. The spend in 2022/23 and 2023/24 is a total of £0.405m and then no spend until 2026/27 when the waste fleet will come to end of life and need to be replaced. The estimated cost to replace the whole of the waste fleet is £2.570m.
18. The key items of expenditure in the HRA relate to the refurbishment of the sheltered accommodation at Alexia House and Parkside. A rolling budget £2.000m has been allocated in line with the use of the right to buy receipts, to be allocated to future projects as they are identified.

## Impact

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

## Risk Analysis

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating actions</b>
Failure to identify capital budget pressures and/or funding not realised	2- funding and borrowing for all schemes has been identified	2 – would require a drawdown on reserves or additional revenue contributions	Ongoing review of the spend via budget monitoring and capital officers working group

1 = Little or no risk or impact

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

3 = Significant risk or impact – action required

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

## 5 Year Capital Programme Summary

<b>CAPITAL PROGRAMME SUMMARY 2021/22 to 2026/27</b>	<b>2021/22 Current Budget</b>	<b>2021/22 Forecast Spend P6</b>	<b>2021/22 Proposed Slippage to 2022/23</b>	<b>2022/23 Original</b>	<b>2023/24 Forecast</b>	<b>2024/25 Forecast</b>	<b>2025/26 Forecast</b>	<b>2026/27 Forecast</b>	<b>2022 - 2027 Total</b>
<b>£000</b>									
<b>General Fund Capital Schemes</b>									
Communities and Partnerships	170	170	0	110	110	110	110	110	550
Environmental Services	1,824	2,007	0	365	290	125	125	2,705	3,610
Finance & Administration	2,518	4,574	0	260	235	235	235	235	1,200
Housing and Economic Development	981	443	573	280	280	280	280	280	1,400
<b>Sub Total</b>	<b>5,493</b>	<b>7,194</b>	<b>573</b>	<b>1,015</b>	<b>915</b>	<b>750</b>	<b>750</b>	<b>3,330</b>	<b>6,760</b>
Investments	500	76,677	0	26,792	0	0	0	0	26,792
<b>Sub Total</b>	<b>500</b>	<b>76,677</b>	<b>0</b>	<b>26,792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,792</b>
<b>Housing Revenue Account Capital Schemes</b>									
HRA Capital	9,953	9,835	0	8,975	9,915	5,595	5,595	5,595	35,675
<b>Sub Total</b>	<b>9,953</b>	<b>9,835</b>	<b>0</b>	<b>8,975</b>	<b>9,915</b>	<b>5,595</b>	<b>5,595</b>	<b>5,595</b>	<b>35,675</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>15,946</b>	<b>93,706</b>	<b>573</b>	<b>36,782</b>	<b>10,830</b>	<b>6,345</b>	<b>6,345</b>	<b>8,925</b>	<b>69,227</b>

## 5 Year Capital Financing Summary

CAPITAL PROGRAMME 2021/22 to 2026/27 £000	2021/22 Current Budget	2021/22 Forecast Spend P6	2021/22 Proposed Slippage to 2020/21	2022/23 Original	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2022/2027 Total
<b>General Fund</b>									
Grants and External Contributions	231	266	0	200	200	200	200	200	1,000
Direct Revenue Contributions	2,076	1,513	573	499	375	210	210	2,790	4,084
General Fund Capital Receipts	770	1,770	0	316	340	340	340	340	1,676
Borrowing	2,916	80,322	0	26,792	0	0	0	0	26,792
<b>Sub Total - General Fund</b>	<b>5,993</b>	<b>83,871</b>	<b>573</b>	<b>27,807</b>	<b>915</b>	<b>750</b>	<b>750</b>	<b>3,330</b>	<b>33,552</b>
<b>Housing Revenue Account</b>									
Grants and External Contributions	342	342	0	1,040	1,560	0	0	0	2,600
Direct Revenue Contribution	50	917	0	3,086	3,740	1,250	1,250	1,250	10,576
Capital Receipts	1,679	1,787	0	800	600	0	0	0	1,400
Funded from reserves	3,185	2,585	0	504	200	800	800	800	3,104
Major Repairs Contribution	4,697	4,204	0	3,545	3,815	3,545	3,545	3,545	17,995
Borrowing	0	0	0	0	0	0	0	0	0
<b>Sub Total - Housing Revenue Account</b>	<b>9,953</b>	<b>9,835</b>	<b>0</b>	<b>8,975</b>	<b>9,915</b>	<b>5,595</b>	<b>5,595</b>	<b>5,595</b>	<b>35,675</b>
<b>TOTAL SOURCES OF FINANCING</b>	<b>15,946</b>	<b>93,706</b>	<b>573</b>	<b>36,782</b>	<b>10,830</b>	<b>6,345</b>	<b>6,345</b>	<b>8,925</b>	<b>69,227</b>



## General Fund - 5 Year Capital Programme

COMMUNITIES & PARTNERSHIPS 2021/22 to 2026/27	2021/22 Current Budget	2021/22 Forecast Spend P6	2021/22 Proposed Slippage to 2022/23	2022/23 Original	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2022 - 2027 Total
<b>£000</b>									
Community Project Grants	163	163	0	110	110	110	110	110	550
Tree Planting	7	7	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>170</b>	<b>170</b>	<b>0</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>550</b>
<b>PORTFOLIO TOTAL</b>	<b>170</b>	<b>170</b>	<b>0</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>550</b>
<b>ENVIRONMENTAL SERVICES 2021/22 to 2026/27</b>									
<b>£000</b>									
Vehicle Replacement Programme	1,562	1,745	0	240	165	0	0	2,580	2,985
Household Bins	70	70	0	70	70	70	70	70	350
Kitchen Caddies	10	10	0	10	10	10	10	10	50
Garden Waste Bins	20	20	0	20	20	20	20	20	100
Trade Waste Bins	30	30	0	10	10	10	10	10	50
Car Parking Machine Replacement	92	92	0	0	0	0	0	0	0
Electric Car Charges	15	15	0	15	15	15	15	15	75
White Street Car Park	25	25	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>1,824</b>	<b>2,007</b>	<b>0</b>	<b>365</b>	<b>290</b>	<b>125</b>	<b>125</b>	<b>2,705</b>	<b>3,610</b>
<b>PORTFOLIO TOTAL</b>	<b>1,824</b>	<b>2,007</b>	<b>0</b>	<b>365</b>	<b>290</b>	<b>125</b>	<b>125</b>	<b>2,705</b>	<b>3,610</b>

## Annexe F2 continued...

<b>FINANCE &amp; ADMINISTRATION 2021/22 to 2026/27</b>	<b>2021/22 Current Budget</b>	<b>2021/22 Forecast Spend P6</b>	<b>2021/22 Proposed Slippage to 2022/23</b>	<b>2022/23 Original</b>	<b>2023/24 Forecast</b>	<b>2024/25 Forecast</b>	<b>2025/26 Forecast</b>	<b>2026/27 Forecast</b>	<b>2022 - 2027 Total</b>
<b>£000</b>									
ICT									
Minor Items IT	40	40	0	20	20	20	20	20	100
PCI Compliance	54	54	0	20	20	20	20	20	100
PSN CoCo	88	88	0	30	30	30	30	30	150
Revenue and Benefits	20	20	0	0	0	0	0	0	0
Asset Management System	30	30	0	0	0	0	0	0	0
Cyber Security	72	72	0	20	20	20	20	20	100
Grounds Maintenance & Vehicle Systems	43	43	0	0	0	0	0	0	0
Idox Additional Modules	5	5	0	0	0	0	0	0	0
Licensing - Lalpac to Idox Uniform	16	16	0	0	0	0	0	0	0
ArcGIS Upgrade	12	24	0	0	0	0	0	0	0
Scanner Replacement	30	30	0	0	0	0	0	0	0
Sharepoint	30	30	0	0	0	0	0	0	0
WiFi	50	50	0	0	0	0	0	0	0
Northgate Housing Assets	20	20	0	0	0	0	0	0	0
Corporate Mobile Refresh	40	40	0	0	0	0	0	0	0
ICT - New Sites	400	400	0	0	0	0	0	0	0
Cloud Telephone System	0	0	0	49	0	0	0	0	49
Appointment System	0	10	0	0	0	0	0	0	0
Web-to-Print Solutions	18	18	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>968</b>	<b>990</b>	<b>0</b>	<b>139</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>499</b>
<b>Council Asset Works</b>									
Council Offices Improvements (General)	199	199	0	96	120	120	120	120	576
New Depot Site	1,000	3,034	0	0	0	0	0	0	0
Day Centre Cyclical Improvements	0	0	0	25	25	25	25	25	125
Swan Meadow Car Park Resurface	240	240	0	0	0	0	0	0	0
Museum Boiler	34	34	0	0	0	0	0	0	0
London Road - Fire Alarm Upgrade	50	50	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>1,523</b>	<b>3,557</b>	<b>0</b>	<b>121</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>701</b>
<b>Other</b>									
Postal Software	27	27	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PORTFOLIO TOTAL</b>	<b>2,518</b>	<b>4,574</b>	<b>0</b>	<b>260</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>1,200</b>

## Annexe F2 continued...

INVESTMENTS 2021/22 to 2026/27  £000	2021/22 Current Budget	2021/22 Forecast Spend P6	2021/22 Proposed Slippage to 2022/23	2022/23 Original	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2022 - 2027 Total
Investments	500	76,677	0	26,792	0	0	0	0	26,792
<b>Sub Total</b>	<b>500</b>	<b>76,677</b>	<b>0</b>	<b>26,792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,792</b>
<b>PORTFOLIO TOTAL</b>	<b>500</b>	<b>76,677</b>	<b>0</b>	<b>26,792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,792</b>

## Housing Revenue Account – 5 Year Capital Programme

HOUSING REVENUE ACCOUNT 2021/22 to 2026/27	2021/22 Current Budget	2021/22 Forecast Spend P6	2021/22 Proposed Slippage to 2022/23	2022/23 Original	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2022 - 2027 Total
<b>£000</b>									
<b>Annual Programme of Works</b>									
Annual maintaining of the housing stock	3,997	3,520	0	3,445	3,445	3,445	3,445	3,445	17,225
<b>Sub Total</b>	<b>3,997</b>	<b>3,520</b>	<b>0</b>	<b>3,445</b>	<b>3,445</b>	<b>3,445</b>	<b>3,445</b>	<b>3,445</b>	<b>17,225</b>
<b>Other</b>									
UPVC Fascia's and Guttering	100	84	0	100	100	100	100	100	500
Cash Incentive Scheme Grant	50	50	0	50	50	50	50	50	250
<b>Sub Total</b>	<b>150</b>	<b>134</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>750</b>
<b>HRA Business Plan</b>									
<b>New Builds</b>									
Unidentified Required Builds	0	41	0	2,000	1,500	2,000	2,000	2,000	9,500
The Moors	877	877	0	0	0	0	0	0	0
Thaxted Road	3,460	3,460	0	0	0	0	0	0	0
Great Chesterford	1,469	1,469	0	0	0	0	0	0	0
Takeley	0	0	0	500	500	0	0	0	1,000
Gold Close	0	230	0	0	0	0	0	0	0
<b>Sheltered Redevelopments</b>									
Unidentified Required Builds	0	104	0	0	0	0	0	0	0
Alexia House	0	0	0	1,400	2,100	0	0	0	3,500
Parkside	0	0	0	1,480	2,220	0	0	0	3,700
<b>Sub Total</b>	<b>5,806</b>	<b>6,181</b>	<b>0</b>	<b>5,380</b>	<b>6,320</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>17,700</b>
<b>PORTFOLIO TOTAL</b>	<b>9,953</b>	<b>9,835</b>	<b>0</b>	<b>8,975</b>	<b>9,915</b>	<b>5,595</b>	<b>5,595</b>	<b>5,595</b>	<b>35,675</b>

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**Housing Revenue Account – Budget 2022/23**

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**Summary**

1. This report sets out the Housing Revenue Account (HRA) budget and the reserves position for 2022/23.
2. Housing and supported accommodation rents are recommended to be increased by 4.9% (CPI+1%) as per central government policy and when a property is re-let the rent will be revised to the formula rent level.
3. Other income and service charges for 2022/23 are recommended to be set on the following basis:
  - Garage rents are increased by RPI of 4.9%
  - Lifeline Service is increased by RPI of 4.9%
  - Housing Related Support charges are increased in line with actual costs
  - Intensive Housing Management charges are increased in line with actual costs
  - Heating, Service and Sewerage charges are increased in line with actual costs
4. The Housing Board reviewed the Housing Revenue Budget for 2022/23 and the five year financial strategy on the 2 November 2021 and the Tenants Forum also reviewed the housing rent and service charge proposals on the 28 October 2021.

**Background**

5. The HRA budget for 2022/23 reflects the service arrangements and investments in relation to the Council's housing services for the eleventh year under 'Self Financing'.
6. The new financial arrangements enable the service to stand alone financially and take 'local' decisions for housing services.
7. Decisions about the level of expenditure in the HRA continue to be made in the context of a 30 year Business Plan. The current version was updated and approved at Cabinet in January 2016 and is reviewed annually.
8. The Business Plan sets the financial strategy for Housing and the budget proposals are reflected in this report.
9. The Business Plan has been framed in the light of:
  - Estimated rental income is in line with the Government's guidance
  - Appropriate capital investment in maintaining the quality of the housing stock through planned maintenance and replacement works
  - The new build programme and service improvements
  - One for one replacement of Right to Buy sales
  - Servicing and repaying debt so that new borrowing is available for future maintenance works and/or investment in further new build schemes
  - Remodelling and modernising sheltered housing schemes
10. Income and expenditure is budgeted on an incremental and inflationary basis to reflect the financial and operational needs of the housing service.

## **Debt Cap Removal**

11. In August 2018 Uttlesford were one of the ambitious councils who submitted a bid for funds to build more homes. It was the popularity of that bidding process amongst local authorities that led to the Government's unexpected announcement in October 2018 that the HRA borrowing cap had been removed.
12. The removal of the cap is welcomed as it takes away one of the restrictions faced by local authorities looking to invest in their housing stock and build homes. However, the decision to increase HRA borrowing is not just dependent on whether it is permitted; it also needs to be affordable.
13. There is currently a balanced HRA business plan and therefore costs arising from additional borrowing would need to be funded either through additional income or a reduction in costs.
14. The Council is already committed to building homes for local people and since the introduction of self-financing the Council has been able to build, redevelop or directly purchase 163 homes despite the previous borrowing cap.

## **National Social Rent Policy**

15. Since 2001, rents for properties let at 'social rent' have been set based on a formula set by government. This creates a 'formula rent' for each property, which is calculated based on the relative value of the property, relative local income levels, and the size of the property. An aim of this formula-based approach is to ensure that similar rents are charged for similar social rent properties.
16. In 2011, the government introduced 'affordable rent' which permits rents to be set at up to 80% of market rent. The policy allows the Council to let new build properties at affordable rent where certain conditions apply.
17. The majority of the Council's new build properties are let at affordable rent and the additional income makes it possible to build more homes.
18. In October 2017, government announced its intention to set a long-term rent deal for social housing landlords in England. This new policy permits annual rent increases on both social rent and affordable rent properties of up to consumer price index (CPI) plus one percentage point from 2020, for a period of at least five years.
19. Rents are set in line with Government policy and to that end the Council's social and affordable rents have been modelled at CPI+1% from 2021/22. The Council's HRA Business Plan fundamentally requires this level of increase to take place to remain viable.
20. Where rent is still not at the formula rent level the rent will be revised to the formula rent level when the property is re-let as per our current policy.

## **Housing Revenue Account Budget 2022/23**

21. The following table summarises the HRA budget for 2022/23, a more detailed breakdown is set out in Annex G1. The budget identifies a balanced budget made up of total income of £16.832m and total service expenditure of £13.480m, allowing a revenue contribution to fund the capital programme of £3.590m. To support the total proposed capital spend a drawdown on reserves of £0.238m is required.

	2021/22 Original Budget £'000	2021/22 Restated Budget £'000	2022/23 Original Budget £'000	Increase / (Decrease) £'000
Dwelling Rents	(14,875)	(14,875)	(15,553)	(678)
Rents and Charges (other)	(1,295)	(1,295)	(1,278)	17
<b>Service Income</b>	<b>(16,170)</b>	<b>(16,170)</b>	<b>(16,832)</b>	<b>(661)</b>
Housing Finance & Business Management	80	80	78	(2)
Housing Maintenance and Repairs Service	3,659	3,659	4,070	412
Housing Management and Homlessness	1,082	1,082	977	(105)
<b>Service Expenditure</b>	<b>4,821</b>	<b>4,821</b>	<b>5,126</b>	<b>305</b>
Recharge from General Fund	1,553	1,553	1,747	194
Depreciation and Impairment	4,281	4,281	3,957	(325)
Interest/Costs re HRA Loan	2,601	2,601	2,570	(31)
Other (net)	88	88	80	(8)
<b>Non-Service Expenditure</b>	<b>8,524</b>	<b>8,524</b>	<b>8,354</b>	<b>(170)</b>
<b>Total Expenditure</b>	<b>13,344</b>	<b>13,344</b>	<b>13,480</b>	<b>135</b>
<b>Operating Surplus</b>	<b>(2,826)</b>	<b>(2,826)</b>	<b>(3,352)</b>	<b>(526)</b>
MRP - HRA Loan	2,000	2,000	0	(2,000)
Funding of Capital Programme from HRA	650	3,235	3,590	355
Transfer to/from (-) Reserves	176	(2,409)	(238)	2,171
<b>HRA (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

22. The following table sets out the key budget movements from 2021/22 to 2022/23 and paragraphs 24 to 36 provides a breakdown of all the HRA income;

Budget Movements	£'000	£'000
<b>2021/22 Net Operating Surplus</b>		<b>(2,826)</b>
Dwelling Rents Inflationary Increase	(678)	
Rents and Charges	17	
Housing Repairs and Maintenance	373	
General Needs and Sheltered Housing Services	(104)	
Depreciation Charge	(325)	
Loan Interest	(31)	
General Fund/Corporate Core Recharge	194	
Other immaterial variances	28	
		(526)
<b>2022/23 Net Operating Surplus</b>		<b>(3,352)</b>

23. The budget is based on estimates and there are a number of risks and assumptions which could affect the budget, these are set out in Annexe G2.

## Housing Rents

24. It is recommended that there is a 4.9% increase in current rents. The average rent in 2021/22 was budgeted as £102.73 and the actual average rent as at September 2021 was £102.59. In 2022/23 the average rent will increase to £106.91.

25. The rent increases will generate an additional rental income of £678,000.

## Garage rents

26. The Council manages a total of 450 garages, of these 305 are rented by private residents. It is recommended to increase the garage rents by RPI of 4.9% (as at September 2021). The current weekly rent is £10.99 and this will increase to £11.53 (excluding VAT) per week for 2022/23.

## Housing Related Support (HRS) charges and Intensive Housing Management (IHM) charges

25. In 2017 the Council reviewed all support and housing management charges in preparation for further cuts to HRS funding made by Essex County Council (ECC).
26. The review resulted in the introduction of an IHM charge to recover a proportion of the reduction in funding from ECC. The IHM charge is covered by Housing Benefit and its introduction therefore lessened the impact of the cuts to HRS for those tenants on benefits who previously had not contributed to support costs.
27. All HRS funding from ECC ceased from April 2017 and the cost of support and IHM is now recovered in full from all sheltered tenants. The rationale that ECC made for these cuts is that people who require this type of support can claim appropriate benefits to pay for it themselves.
28. It is recommended to continue to calculate the charges for the council's sheltered housing scheme management service, made up from IHM and HRS in line with actual costs. The charges to be set at:

Intensive Housing Management (IHM)	£16.86 per week
Housing Related Support (HRS)	£ 6.26 per week
<b>Total Charge</b>	<b>£23.12 per week</b>

## Lifeline Service

29. The Lifeline Service will no longer be delivered by the Council from the 1 April 2022 and this service will be delivered by NHS Provide. As the service does not transfer until the new financial year the Council is required to set the Lifeline charges for 2022/23.
30. It is recommended charges for the Council's Lifeline service are raised by RPI of 4.9%. The current weekly charge is £4.50, and this will increase to £4.72 (excluding VAT) per week for 2022/23. There is an additional cost of £1 for extra sensors.

## Heating, service and sewerage charges

31. The Council manages leasehold and freehold properties where service and sewerage charges are payable, and these will continue to be calculated and charged in line with actual costs.
32. General needs and sheltered housing service and sewerage charges are calculated on the same basis as Leasehold/freehold properties.
33. Heating charges will be calculated and charged in line with actual costs.

## Garden Welfare

34. The Council provides a gardening scheme for tenants who are unable to maintain their gardens because they have a physical or mental health disability or a long term illness.
35. For some tenants this may be a one-off clearance that then enables them to keep their garden tidy in the future, whilst others may need regular maintenance visits as well. Recommended fees for this service are set out below:



Garden Services	Cost (exc. VAT)	
	2021/22	2022/23
One-off clearance	£45.00	£50.00
One-off clearance (Substantial clearance where the majority of the garden is ➤ higher than 1 metre, this ➤ includes bramble, grass and weeds)	£75.00	£80.00
Grass cutting: Throughout the growing season and includes up to two hedge cuts a year <i>This charge will not be covered by housing benefit and is payable throughout the year</i>	£3.50 per week	£3.75 per week

## Reserves

36. The reserves position for 2022/23 is shown in the table below and this is based on the estimated position at the end of quarter 2 of 2021/22.

Reserve £'000	2021/22 Q2 Forecast				2022/23		
	Actual Balance 1st April 2021	Transfer from HRA	Transfer to HRA	Estimated Balance 31st March 2022	Transfer from HRA	Transfer to HRA	Balance 31st March 2023
<b><u>RINGFENCED RESERVES</u></b>							
Working Balance	471	43		514	32		546
<b>TOTAL RINGFENCED RESERVES</b>	<b>471</b>	<b>43</b>	<b>0</b>	<b>514</b>	<b>32</b>	<b>0</b>	<b>546</b>
<b><u>USABLE RESERVES</u></b>							
Revenue Reserves	180		0	180			180
Revenue Projects	60		0	60			60
	240	0	0	240	0	0	240
<b><u>Capital Reserves</u></b>							
Capital Projects	910	216	(249)	877		(270)	607
Potential Projects Reserve	110			110			110
HRA Slippage Reserve	2,650	370	(2,585)	435		(435)	0
	3,670	586	(2,834)	1,422	0	(705)	717
<b>TOTAL USABLE RESERVES</b>	<b>3,910</b>	<b>586</b>	<b>(2,834)</b>	<b>1,662</b>	<b>0</b>	<b>(705)</b>	<b>957</b>
<b>TOTAL RESERVES</b>	<b>4,381</b>	<b>629</b>	<b>(2,834)</b>	<b>2,176</b>	<b>32</b>	<b>(705)</b>	<b>1,503</b>
<b><u>OTHER RESERVES</u></b>							
Capital Receipt Reserve	2,186	1,600	(1,674)	2,112	1,600	(1,227)	2,485
Major Repairs Reserve	215	4,281	(3,929)	567	3,957	(3,545)	979
<b>TOTAL OTHER</b>	<b>2,401</b>	<b>5,881</b>	<b>(5,603)</b>	<b>2,679</b>	<b>5,557</b>	<b>(4,772)</b>	<b>3,464</b>

## 5 Year Budget forecast

37. The 5 year financial forecast for the HRA revenue and reserves position are detailed in the Medium Term Financial Strategy, Appendix C, and the capital programme and associated financing are detailed in the Capital Programme, Appendix F.

## Impact

38.

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

## Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Property lettings suspended again due to the pandemic	2 – Further lockdowns may require more stringent measures	3 Increase in numbers of people in housing need  loss of rental income	Source temporary accommodation in hotels until property lettings resume
Changes in legislation may alter the assumptions contained in the proposed 2022/23 Budget and HRA Business Plan	2 - we are currently unaware of any changes	2 – reduced income and or increased costs	Prudent budget mgt. and assumptions built into the budget, supported by minimum operational balance and earmarked reserves to provide a short term contingency

Rent arrears increase	2 – Long term effects of the pandemic	2 – increased arrears and resources needed to support tenants to manage their payments	Housing officers and Benefit Welfare Officer provide Tenant support for those in financial difficulty.
Failure to deliver major housing and development projects	2 – the Council has an ambitious development programme	3 – schemes do not progress	Robust project planning and resources aligned to deliver projects.
Increase in interest rates	2 – not anticipated that rates will significantly increase in the next year	3 – increase in loan repayment	Prudent budget management. Monitor the situation with our Financial Consultants, Arlingclose and consider fixed rate alternatives
RTB replacements – The HRA will not be able to build up enough receipts to fully finance 40% of the scheduled developments at the time of construction	2 HRA unable to sustain additional borrowing	2 RTB receipts will have to be paid back	Continuous review of the Business Plan and borrowing options  Lobby Government to change rules on using RTB receipts

**Housing Revenue Account – 2022/23 Budget**

£'000	2021/22 Original Budget	2021/22 Current Budget	2022/23 Original Budget	Increase / (Decrease)
<b>Housing Revenue Income</b>				
Dwelling Rents	(14,875)	(14,875)	(15,553)	(678)
Garage Rents	(233)	(233)	(225)	8
Other Rents etc	(1)	(1)	(1)	0
Charges for Services & Facilities	(1,061)	(1,061)	(986)	74
Contributions towards Expenditure	0	0	(66)	(66)
<b>TOTAL INCOME</b>	<b>(16,170)</b>	<b>(16,170)</b>	<b>(16,832)</b>	<b>(661)</b>
<b>Housing Finance &amp; Business Management</b>				
Rents, Rates & Other Property Charges	80	80	78	(2)
	80	80	78	(2)
<b>Housing Maintenance &amp; Repairs Service</b>				
Common Service Flats	224	224	256	32
Estate Maintenance	2	2	2	(1)
Housing Sewerage	13	13	16	3
Newport Depot	0	0	5	5
Property Services	49	49	49	0
Housing Repairs (Norse Services)	3,370	3,370	3,743	373
	3,659	3,659	4,070	412
<b>Housing Management &amp; Homelessness</b>				
Housing Services	536	536	516	(20)
Sheltered Housing Services	546	546	461	(84)
	1,082	1,082	977	(105)
<b>Total Service Expenditure</b>	<b>4,821</b>	<b>4,821</b>	<b>5,126</b>	<b>305</b>
<b>Other Costs</b>				
Bad Debt Provision	100	100	100	0
Depreciation - Dwellings (to MRR)	4,230	4,230	3,935	(296)
Depreciation - Non- Dwellings (to MRR)	51	51	22	(29)
Interest/Costs re HRA Loan	2,601	2,601	2,570	(31)
Investment Income	(2)	(2)	(10)	(8)
Pension Costs - Added Years	0	0	0	0
Pension Deficit - Triennial payment	0	0	0	0
Recharge from General Fund	1,167	1,167	1,387	220
HRA Share of Corporate Core	386	386	360	(25)
Right to Buy Admin Allowance	(10)	(10)	(10)	0
<b>Total Non-Service Expenditure</b>	<b>8,524</b>	<b>8,524</b>	<b>8,354</b>	<b>(170)</b>
<b>TOTAL EXPENDITURE</b>	<b>13,344</b>	<b>13,344</b>	<b>13,480</b>	<b>135</b>
<b>OPERATING (SURPLUS)/DEFICIT</b>	<b>(2,826)</b>	<b>(2,826)</b>	<b>(3,352)</b>	<b>(526)</b>
MRP - Repayment of HRA Loan	2,000	2,000	0	(2,000)
<b>Funding of Capital Programme from HRA</b>				
Capital Schemes Funded from Revenue	650	3,235	3,590	2,940
	650	3,235	3,590	2,940
<b>Transfers to/(from) Reserves</b>				
Capital Projects	216	216	(270)	(486)
Change Management Reserve	0	0	0	0
Potential Developments	0	0	0	0
HRA Slippage Reserve	0	(2,585)	0	0
HRA Slippage Reserve	0	0	0	0
Sheltered Housing Reserve	0	0	0	0
Transformation Reserve	0	0	0	0
Working Balance	(40)	(40)	32	72
<b>Movement in Reserves</b>	<b>176</b>	<b>(2,409)</b>	<b>(238)</b>	<b>(414)</b>
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Risks and Assumptions

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
HRA	Voids	Budget is produced based on current year voids. Any changes will effect the rent income levels	L	L	L
HRA	Right To Buy Schemes	Lack of suitable schemes to satisfy the RTB 1-4-1 replacement requirement would result in the council having to repay capital receipts to the Government with interest. The receipts have been utilised to fund HRA loan repayments so additional borrowing may be required to repay government (mechanism for repayment of RTB receipts is currently under government consultation)	M		H
HRA	Rent Reduction	The government have agreed that rents can be increase by CPI plus 1% from 2019/20. However if this decision is reversed it would effect the level of rental income in future years	L		H
HRA	Incremental Weather	Incremental winter weather could effect the level of repairs to the housing stock	M		M
HRA	Delays to Development Schemes (Covid-19 or lack of materials)	Delays to the Schemes will effect the RTB 1-4-1 replacement requirement	M		H

## General Fund and Council Tax – 2022/23

### Summary

1. This report sets out detailed revenue estimates for the General Fund and the Council Tax requirement for 2022/23. This budget must be considered alongside the report made by the Director of Finance and Corporate Services (S151 Officer) under Section 25 of the Local Government Act 2003, included as an item earlier in the agenda. The budget is consistent with the Medium Term Financial Strategy (MTFS) also presented earlier on the agenda.
2. The budget is based on the provisional Financial Settlement announced in the 2021 Spending Review and direction from the Cabinet on their priorities and Council Tax increase.
3. The proposed budget shows a Council Tax Requirement of £6,403,772 which balances to the level of Council Tax yield, assuming an increase of £5 in Council Tax for a Band D equivalent property.
4. The estimates in this report are based on the recommended Capital Programme, Treasury Management Strategy, Commercial Strategy and Housing Revenue Account budget for 2022/23 considered earlier in this agenda.

### Council Tax – 2022/23

5. By law the budget (Council Tax Requirement) must balance to the expected Council Tax income receivable.
6. The Director of Finance and Corporate Services (S151 Officer), under delegated authority, has approved the gross Council Tax base of 40,477.10 to be used for setting the 2022/23 draft Council Tax, an increase of 0.86% on the 2021/22 figure of 40,121.39.
7. The taxbase for the purposes of budget setting is calculated by deducting the Local Council Tax Support Discounts from the gross Council Tax base. The estimate of these discounts in Band D equivalent terms is 2,041.40 and this produces a taxbase for budget setting purposes of 38,435.70.
8. The 2021/22 UDC Band D equivalent Council Tax was £161.61. In accordance with the Cabinet's guidance, an increase of £5 has been assumed for the purpose of preparing this report; this gives a Band D equivalent figure for 2022/23 of £166.61. Multiplied by the taxbase, this produces a Council Tax yield of £6,403,772.
9. The Council is therefore required to balance its net budget to a Council Tax Requirement of £6,403,772; the increase in tax base and Band D equivalent for 2022/23 compared to 2021/22 is illustrated in the table below.

	2021/22	2022/23	% Change
Taxbase (gross)	40,121.39	40,477.10	0.89%
LCTS Discounts	(2,013.08)	(2,041.40)	1.41%
Taxbase (net)	38,108.31	38,435.70	0.86%
Band D	£161.61	£166.61	3.09%
<b>Council Tax Yield</b>	<b>£6,158,684</b>	<b>£6,403,772</b>	<b>3.95%</b>

10. The Council Tax Yield is higher for 2022/23 than the equivalent sum for 2021/22, an analysis of the income for the increase in taxbase and Band D equivalent is set out below:

<b>Council Tax increases</b>		
<b>2021/22 Council Tax Requirement</b>		<b>£6,158,684</b>
Additional income arising from Taxbase increases	£54,547	
Additional income arising from UDC £5 increase	£190,541	
<b>2022/23 Council Tax Requirement</b>		<b>£6,403,772</b>

11. The £6,403,772 figure represents estimated Council Tax income, but for budget purposes it is treated as a UDC levy on the Collection Fund and is therefore a reliable figure. Inevitably the actual amount of Council Tax income collected will differ from the assumed amount due to in year changes in Local Council Tax Support, reliefs, empty properties and level of collection. This will give rise to either a surplus or deficit on the Collection Fund which will be taken into account as part of next year's budget setting.
12. Assuming an increase of £5 in Council Tax, the amount of Uttlesford Council Tax, by each Council Tax band, is shown below.

<b>Band</b>	<b>Proportion of Band D</b>	<b>2021/22 UDC Council Tax £</b>	<b>2022/23 UDC Council Tax £</b>	<b>Increase £5 £/year</b>
A	6/9ths	107.74	111.07	3.33
B	7/9ths	125.70	129.59	3.89
C	8/9ths	143.65	148.10	4.44
D	9/9ths	161.61	166.61	5.00
E	11/9ths	197.52	203.63	6.11
F	13/9ths	233.44	240.66	7.22
G	15/9ths	269.35	277.68	8.33
H	18/9ths	323.22	333.22	10.00

### **Budget Consultation 2022/23**

13. A Budget consultation was undertaken between 30 September 2021 and 17 October. The Council sought the views of residents, partners and those who work within the district as it began the process of setting the budget for the 2022-23 financial year. A total of 167 responses were received.
14. The consultation concentrated on asking for residents' views on the priorities for council spending and for the future resourcing of specific service areas. An open text box was provided for respondents to express their views if they felt a different priority should be set by the Council. Feedback was also sought from residents regarding whether the Council Tax precept for Uttlesford District Council represented 'Value for money'.
15. A summary of the responses is set out below and the full report can be found at Annexe H6 and a copy of the questionnaire with full data response to each question is attached as Annexe H7.
- i. Does the council offer value for money – 66% of respondents either 'strongly agreed' or 'tended to agree'

- ii. Are the Corporate Plan priorities the right ones – this ranged between 84% and 96% across the four priorities who agreed these were the right ones
- iii. Importance of Statutory Services – Waste and Recycling scored highest, with developing cleaner neighbourhoods second and the Local Plan and Planning third. Taxi, Liquor, and gambling licencing showed as the least important
- iv. Importance of Discretionary Services – Maintaining amenity areas scored highest, with Communicating with the Public second and Community Safety third. The least important was Ward Member Grants

### **General Fund Budget**

16. A summary of the 2022/23 General Fund budget is shown in the table below. A more detailed summary is set out in Annexe H1, and each portfolio budget is set out in Annexe H2.

<b>£'000</b>	<b>2021/22 Original Budget</b>	<b>2021/22 Current Budget</b>	<b>2022/23 Original Budget</b>	<b>2022/23 Increase / (Decrease)</b>
<b>Direct Service Budgets</b>				
Net Service Expenditure	15,736	15,736	16,781	1,046
<b>Corporate Items</b>				
Capital Financing and MRP	3,626	4,922	5,131	210
Recharge to HRA	(1,552)	(1,552)	(1,747)	(195)
Investment Income	(6,928)	(6,928)	(11,774)	(4,846)
Borrowing Cost	1,814	1,814	2,835	1,020
Other Corporate Items	422	422	425	3
<b>Net Expenditure</b>	<b>(2,618)</b>	<b>(1,322)</b>	<b>(5,130)</b>	<b>(3,808)</b>
<b>Funding</b>				
New Homes Bonus Grant	(2,823)	(2,823)	(1,343)	1,480
Business Rates Retention	2,721	2,721	(4,368)	(7,089)
Rural Services Grant	(293)	(293)	(293)	(1)
Covid 19 Support Funding	(890)	(890)	(1,552)	(662)
Council Tax - Collection Fund	55	55	6	(49)
	<b>(1,230)</b>	<b>(1,230)</b>	<b>(7,550)</b>	<b>(6,320)</b>
<b>Net Operating Expenditure</b>	<b>11,888</b>	<b>13,184</b>	<b>4,102</b>	<b>(9,082)</b>
Net transfers to/(from) other earmarked reserves	(5,729)	(7,025)	2,302	9,327
Council Tax Requirement	6,159	6,159	6,404	245
Council Tax (precept levied on Collection Fund)	(6,159)	(6,159)	(6,404)	(245)
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

17. After taking account of all the budget requirements there is a surplus of £345,838, this has been added to the Core reserves to support the future year deficits as set out in the Medium Term Financial Strategy attached earlier in the agenda as Appendix C.
18. The surplus is a direct result of the one year settlement and the additional one year payment of New Homes Bonus.



19. The following table is a reconciliation of the movement from the 2021/22 budget to the 2022/23 budget.

	£'000	£'000
<b>Council Tax Requirement - 2021/22</b>		<b>6,159</b>
<u>Direct Service Budget Changes</u>		
Budget movements to restated base 20/21	(855)	
Inescapable growth	1,925	
Service growth	517	
Efficiency savings	(361)	
Changes to Income	(491)	
Other adjustments	310	
	<u>          </u>	<b>1,046</b>
<u>Corporate Items</u>		
Capital financing costs decrease	197	
Investment Asset net income	(4,846)	
Recharges to the HRA	(195)	
Net treasury costs/(income)	1,036	
	<u>          </u>	<b>(3,808)</b>
<u>Funding Items</u>		
Change in New Homes Bonus	1,480	
Net impact of Collection Fund	(7,138)	
Covid impact funding	(662)	
Other net adjustments	(1)	
Net change in draw on reserves	9,327	
	<u>          </u>	<b>3,008</b>
<b>Total net changes to base budget</b>		<b>246</b>
<b>Council Tax Requirement - 2022/23</b>		<b>6,404</b>

20. A full analysis of all budget changes, efficiencies, growth and adjustments are detailed in Annex H3 and the definition of these changes are explained below:

- I. The budget movements to restated base are items of expenditure which were approved in previous years for a fixed term only and have been removed from the budget
- II. Inescapable growth relates to inflationary and incremental increases for salaries and other service expenditure inflation
- III. Growth is direct service investment
- IV. Efficiencies have been achieved by the natural evolution of services and the way we deliver those services; no efficiency targets have been included in the 2022/23 budget

21. Although not normally reported separately, there has been throughout 2021/22 considerable interest in the Uttlesford funding for the Local Highways Panel. For 2022/23 the sum allocated for this purpose is £200,000.

22. £250,000 has been allocated to the Corporate Management budget. This will fund the compensation payments being made for the relocation of the Environmental Services Teams to Little Canfield for the next three years in accordance with Council policy. In addition, the Council last carried out a full review on its pay structure over 20 years ago. Since then, ad hoc pieces of work have been done, including an update to the current salary grades in 2017, but the option of a more fundamental review needs to be explored.

23. The key service variances over £50,000 are detailed in the following table

Service	£'000	Description of variance
Development Control	176	New Staffing Structure £152k of spend is funded from Member priority funding allocated to the planning review
	120	Planning Appeals Additional specialist Consultancy and legal fees
	55	PPA net income reduction Income reduction of £75k offset by reduced cost of £20k for consultants
	(95)	Additional fee income
	20	Place Services SLA To support the service on Heritage properties
	23	Advertising Additional notices of planning applications
Planning Policy (see note 1)	172	Consultancy
	75	Legal Fees
Corporate Management	(300)	Member Priorities Fund released as no new priorities identified
Offices (see note 2)	56	Little Canfield Site Manager
	223	New premises rates
	248	Site Security
	(352)	Little Canfield Commercial Income
Lifeline (see note 3)	160	Income loss due to service being delivered by alternative provider
Information Technology	125	Software increases and Security Costs to cover additional software to ensure security of systems
Car Park	115	Income Reduction in income as expected peoples shopping patterns will not fully recover to pre pandemic levels
Waste Management	173	Agency Staff Increased cost of HGV agency drivers and to cover absences
	93	Trade Waste Loss of income due to company closing down
	(143)	Green Waste Green waste additional subscriptions
Economic Development	(106)	Net saving of previous strategy funds now replaced with the Economic recovery plan
Council Tax Discounts	(72)	Essex sharing agreement reduction in the council tax share back from precpetors
Revenues	68	Temporary Staff Additional temp staff to support the delivery of grants and taxbase
Grants	(65)	Grant allocations One off grant allocations in 2021/22
Other	277	Net minor variances
<b>Total Net Direct Service Variances</b>	<b><u>1,046</u></b>	

**Note 1 – Local Plan**

The local plan has a total allocated budget of £6.83m, this is for financial years 2020/21 – 2024/25. A five year budget plan is in place and the local plan is on target to complete within the allocated resources. The overspend in the current year is offset against prior year underspends (held in reserves) and spend profiling is updated annually. The total budget allocation is inclusive of the funds held in the Sustainable New Communities Reserve.

**Note 2 – Little Canfield Business Park**

The additional office costs include both the Little Canfield site and the new office building in Stansted. The total additional cost of Little Canfield is £507,250, this needs to be offset against the expected commercial income and gives a net cost of the site of £155,250.

**Note 3 – Lifeline**

The reduction of income for the Lifeline service, is offset against a charge from the Housing Revenue Account. The General Fund collected the income for this service from private residents subscribing to the service, but the associated costs are incurred by the Housing Revenue Account. The income is then recharged back to the Housing Revenue Account as part of the overall net Housing Revenue Recharge, which is shown in the General Fund Summary table under 'Corporate Costs' at the beginning of this paper. This recharge now excludes the cost of this service, and this is reflected in the higher net income received by the General Fund of £195,000.

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

£'000	2021/22	2021/22	2022/23	
	Original Budget	Current Budget	Original Budget	Increase / Decrease
Employees	13,900	13,900	14,464	564
Premises	672	672	1,227	555
Transport	600	600	572	(28)
Supplies & Services	9,219	9,219	9,267	47
Third Party Payments	341	341	343	2
Transfer Payments	12,120	12,120	11,608	(512)
<b>Expenditure</b>	<b>36,853</b>	<b>36,853</b>	<b>37,481</b>	<b>628</b>
External Funding	(1,556)	(1,556)	(1,738)	(181)
Fees & Charges	(6,066)	(6,066)	(6,307)	(240)
Specific Government Grants	(12,849)	(12,849)	(12,295)	553
Other Income	(646)	(646)	(359)	286
<b>Income</b>	<b>(21,117)</b>	<b>(21,117)</b>	<b>(20,700)</b>	<b>418</b>
<b>Net portfolio expenditure</b>	<b>15,736</b>	<b>15,736</b>	<b>16,781</b>	<b>1,046</b>

- Employee cost increases relates to inflation and incremental increases
- Premises is due to the new Council sites (Little Canfield Business Park and Walpole Meadows, Stansted)
- Transfer payments is the Housing Benefit expenditure, this is offset by the subsidy income shown under Specific Government Grants

### Corporate Costs

25. The Corporate Costs includes the additional revenue charge for Minimum Revenue Provision (MRP), this is a charge to minimise the risk exposure of the Council against the debt, mainly incurred through the acquisition of the commercial portfolio, and supports the reduction in our capital financing requirement.

26. To reduce the impact of the charge, all capital expenditure (excluding investment assets) is financed in the year the cost is incurred. This is discussed in more detail in the MTFs (Appendix C) presented earlier in the agenda.

### Funding

27. The Government announced a further one year settlement for 2022/23, which means that both the Fair Funding Review and Business Rates Reforms are again postponed. This does mean that the New Homes Bonus is extended for a further year, a one year only amount with no future legacy payments.

28. The additional year of the New Homes Bonus means that the Council received a one year grant payment of £517,000 plus the final year legacy payment of the 'original' scheme, giving a total award of £1,342,925.

29. The Government pledged that no Local Authority would be worse off in this year's settlement and provided all Lower Tier Authorities with a grant to bring them up to the same level of funding as 2021/22; this grant assumes that councils will increase Council Tax by the maximum amount, which is the proposal contained within this report.

30. As part of the one year settlement the Government continued the Lower Tier Services Grant payments and a total grant of £1,551,587 was received.

## Risks and Assumptions

31. The key areas of risk both adverse and favourable are detailed in the Section 25 report - Robustness of Estimates and Adequacy of Reserves - presented earlier in the agenda (Appendix A). A full analysis of all operational service risks and assumptions has been included in Annexe H4.

## Local Government Finance Settlement

32. The Government announced the provisional settlement on 16 December 2021 for 2022/23 and the final settlement is expected to be announced in February 2022. It is unlikely there will be any changes to the settlement figures, but if there is these will be discussed with Members and all reports and financial tables will be updated to reflect this.

33. There is continued uncertainty about the level of funding in future years and this was discussed in more detail in the MTFs, earlier in the agenda.

## General Fund Reserves

34. The report made by the Director of Finance and Corporate Services (s151 Officer) under Section 25 of the Local Government Act 2003, received as Appendix A earlier in tonight's agenda, recommended that the Working Balance is maintained at £1.597m for 2022/23 and has been included in the Budget.

35. The reserves estimated balance at the end of the 2021/22 financial year is £19.089m, the proposed net use of reserves for 2022/23 is £2.302m giving a balance at 31 March 2023 of £21.391 as set out below, this includes the 2022/23 surplus.

£000	2021/22 Q2 position				2022/23				
	Balance at 1 April 2021	Transfer from General Fund	Transfer To General Fund	Estimated at 31 March 2022	Balance at 1 April 2022	Transfer from General Fund	Transfer To General Fund	Reserve Transfers	Estimated at 31 March 2023
<b>Ringfenced Reserves</b>									
Business Rates	7,634	1,844	(4,837)	4,641	4,641	771			5,412
Capital Slippage	1,483	204	(723)	964	964				964
Licensing	35	13		48	48		(5)		43
Private Finance Initiative	307			307	307				307
Working Balance	1,438		(53)	1,385	1,385	212			1,597
<b>Total Ringfenced Reserves</b>	<b>10,897</b>	<b>2,061</b>	<b>(5,614)</b>	<b>7,344</b>	<b>7,344</b>	<b>984</b>	<b>(5)</b>	<b>0</b>	<b>8,323</b>
<b>Core Reserves</b>									
Commercial Assets	1,060			1,060	1,060	2,200		740	4,000
Medium Term Financial Strategy	4,421	1,667	(776)	5,312	5,312	371	(173)	(740)	4,770
Strategic Initiatives	1,863		(200)	1,663	1,663				1,663
	7,344	1,667	(976)	8,035	8,035	2,571	(173)	0	10,433
<b>Member Priorities</b>									
Economic Development	463	1,000	(340)	1,123	1,123		(330)		793
Planning	891	2	(100)	793	793		(15)	0	778
Sustainable Communities	1,781		(913)	868	868		(720)		149
Major Sports Facilities	150	150	(150)	150	150	150	(150)		150
Climate change	380	300	(340)	340	340	320	(330)		330
	3,665	1,452	(1,843)	3,274	3,274	470	(1,545)	0	2,199
<b>Grants</b>									
Homelessness	404		(93)	311	311				311
Health & Wellbeing	131		(7)	124	124				124
	535	0	(100)	435	435	0	0	0	435
<b>Total Usable Reserves</b>	<b>11,544</b>	<b>3,119</b>	<b>(2,919)</b>	<b>11,744</b>	<b>11,744</b>	<b>3,041</b>	<b>(1,718)</b>	<b>0</b>	<b>13,067</b>
<b>Total Reserves</b>	<b>22,441</b>	<b>13,480</b>	<b>(19,984)</b>	<b>19,089</b>	<b>19,089</b>	<b>4,024</b>	<b>(1,722)</b>	<b>0</b>	<b>21,391</b>

36. The individual net use of reserves has been set out in more detail in the following table and this includes the 2022/23 surplus.

Reserve Movements - 2022/23	Additions / (Drawdowns) £'000
<b>Opening Balance</b>	<b>19,089</b>
<b>Ringfenced Reserves</b>	
Net of business rates balances and S31 grants to support reliefs fo businesses	771
Working Balance (statutory contingency balance)	212
Allocation of ringfenced PFI leisure funds	
<b>Core Reserves</b>	
Commercial Assets - to support loss of income and future refurbishments for relet	2,200
Local Highways panel and new burdens funding allocations to service delivery	(169)
2022/23 Surplus	346
<b>Member Priority</b>	
Year 2 of allocated funds to support economic recovery	(330)
Local Plan and Neighbourhood plans	(735)
Elections - four year cycle of allocations	25
Other net minor movements	(18)
<b>Net of movements</b>	<b>2,302</b>
<b>Closing Balance</b>	<b>21,391</b>

### Fees and Charges review

37. Officers have reviewed fees & charges in line with the Council's Pricing and Concessions policy and Cabinet decisions where relevant. A schedule of proposed charges is included at Annex H6.
38. Where charges are statutory and outside the jurisdiction of the Council these have not been included but are available to view on the Council website.
39. It is requested that the Director of Finance and Corporate Services (S151 Officer) is given delegated authority to set and/or amend the fees and charges for the following area;
- Trade Waste - where services are operating in competition with other commercial providers, the service manager in consultation with the Director, needs to have the ability to negotiate as required where it is in the Council's best interests to do so.

### Impact

Communication/Consultation	Members, CMT and Budget Managers
Community Safety	No specific implications
Equalities	No specific implications
Finance	Detailed in the report
Health and Safety	No specific implications
Human Rights	No specific implications
Legal implications	The recommendations fulfil the legal requirement to set a balanced budget.

Sustainability	No specific implications
Ward-specific impacts	No specific implications
Workforce/Workplace	No specific implications

### Risk Analysis

40. The formal risk analysis of the budget is set out in the report earlier on today's agenda, Section 25 Report "Robustness of Estimates and Adequacy of Reserves" (Appendix A).

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

### List of Annexes

- Annexe H1 – General Fund Budget Summary
- Annexe H2 – Portfolio Budgets
- Annexe H3 – Schedule of Budget Adjustments
- Annexe H4 – Risks and Assumptions
- Annexe H5 – Fees and Charges
- Annexe H6 – Budget Consultation Report

**General Fund Budget – 2022/23**

When presenting in whole thousands only it is possible that rounding means that the increase/decrease figure may differ by £1,000 when comparing 2021/22 current budget to 2022/23 original budget. This is not an error but a presentational challenge only, this applies to the tables in Annexe H1 and H2.

£'000	2021/22	2021/22	2022/23	
	Original Budget	Current Budget	Original Budget	Increase / (Decrease)
<b>Portfolio Budgets</b>				
Communities & Partnerships	1,097	1,097	1,066	(31)
Housing & Economic Development	2,677	2,677	2,699	22
Environmental Services	4,265	4,265	5,252	987
Finance & Administration	7,697	7,697	7,765	68
<b>Subtotal - Portfolio Budgets</b>	<b>15,736</b>	<b>15,736</b>	<b>16,781</b>	<b>1,046</b>
<b>Corporate Items</b>				
Capital Financing Costs	3,626	4,922	1,771	(3,151)
IFRS 16 charge	0	0	80	80
Investment Asset - MRP	0	0	3,281	3,281
Investment Asset income	(6,928)	(6,928)	(11,774)	(4,846)
Treasury Investment Income	(23)	(23)	(7)	16
Borrowing costs	1,814	1,814	2,835	1,020
PFI interest cost	360	360	348	(13)
Pension Fund - Added years	85	85	85	0
HRA share of Corporate Core	(385)	(385)	(360)	25
Recharge to HRA	(1,167)	(1,167)	(1,387)	(220)
<b>Subtotal - Corporate Items</b>	<b>(2,618)</b>	<b>(1,322)</b>	<b>(5,130)</b>	<b>(3,808)</b>
<b>Funding</b>				
Council Tax - Collection Fund Balance	55	55	34	(21)
Council Tax - S31 Funding	0	0	(28)	(28)
Business Rates - Collection Fund Balance	4,785	4,785	(593)	(5,378)
Business Rates - UDC Share (net of tariff)	(1,068)	(1,068)	(1,477)	(409)
Business Rates - Levy Payment (safety net reimbursement)	393	393	724	330
Business Rates - Renewable Energy Scheme	(107)	(107)	(140)	(33)
Business Rates - Section 31 Funding	(1,282)	(1,282)	(2,881)	(1,599)
New Homes Bonus	(2,823)	(2,823)	(1,343)	1,480
Rural Services Delivery Grant	(293)	(293)	(293)	(1)
Government Support funding	(890)	(890)	(1,552)	(662)
<b>Subtotal - Funding</b>	<b>(1,230)</b>	<b>(1,230)</b>	<b>(7,550)</b>	<b>(6,320)</b>
<b>Subtotal - Net Operating Expenditure</b>	<b>11,888</b>	<b>13,184</b>	<b>4,102</b>	<b>(9,082)</b>
<b>Net Transfers to/(from) Reserves</b>				
Ringfenced Reserves	(6,147)	(7,443)	979	8,422
Core Reserves	351	351	2,398	2,046
Member Priority Reserve	(35)	(35)	(1,075)	(1,040)
Grants Reserve	102	102	0	(102)
<b>Subtotal - Movement in Earmarked Reserves</b>	<b>(5,729)</b>	<b>(7,025)</b>	<b>2,302</b>	<b>9,327</b>
<b>Council Tax Requirement</b>	<b>6,159</b>	<b>6,159</b>	<b>6,404</b>	<b>245</b>
<b>Council Tax (Precept levied on Collection Fund)</b>	<b>(6,159)</b>	<b>(6,159)</b>	<b>(6,404)</b>	<b>(245)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Communities and Partnerships**

£000	2021/22 Original Budget	2021/22 Current Budget	2022/23 Original Budget	Budget changes
Community Information	51	51	21	(30)
Day Centres	95	95	95	0
Emergency Planning	34	34	34	(0)
Grants & Contributions	568	568	518	(50)
Leisure & Performance	47	47	48	1
Saffron Walden Museum	240	240	238	(2)
New Homes Bonus	78	78	78	0
Private Finance Init	11	11	34	22
Renovation Grants	(27)	(27)	0	27
<b>Portfolio Total</b>	<b>1,097</b>	<b>1,097</b>	<b>1,066</b>	<b>(31)</b>

**Housing and Economic Development**

£000	2021/22 Original Budget	2021/22 Current Budget	2022/23 Original Budget	Budget changes
Community Information	51	51	21	(30)
Day Centres	95	95	95	0
Emergency Planning	34	34	34	(0)
Grants & Contributions	568	568	518	(50)
Leisure & Performance	47	47	48	1
Saffron Walden Museum	240	240	238	(2)
New Homes Bonus	78	78	78	0
Private Finance Init	11	11	34	22
Renovation Grants	(27)	(27)	0	27
<b>Portfolio Total</b>	<b>1,097</b>	<b>1,097</b>	<b>1,066</b>	<b>(31)</b>



**Finance and Administration**

£000	2021/22 Original Budget	2021/22 Current Budget	2022/23 Original Budget	Budget changes
Asset management	94	94	95	2
Benefits Admin	353	353	343	(10)
Corporate Management	1,998	1,998	1,724	(274)
Central Services	463	463	432	(31)
Conducting Elections	4	4	0	(4)
Electoral Registration	38	38	35	(3)
Financial Services	1,176	1,176	1,210	33
Housing Benefits	104	104	149	45
Human Resources	374	374	383	9
Internal Audit	159	159	162	3
Information Technology	1,585	1,585	1,710	125
Land Charges	(63)	(63)	(57)	5
Legal Services	374	374	325	(49)
Local Taxation	(100)	(100)	(100)	0
Norse Partnership	384	384	409	25
Non Domestic Rates	(146)	(146)	(146)	0
Offices	211	211	406	195
Revenues Admin	671	671	739	68
Council Tax Discounts	18	18	(54)	(72)
<b>Portfolio Total</b>	<b>7,697</b>	<b>7,697</b>	<b>7,765</b>	<b>68</b>

**Environmental Services**

£000	2021/22 Original Budget	2021/22 Current Budget	2022/23 Original Budget	Budget changes
Animal Warden	6	6	7	0
Grounds Maintenance	364	364	373	10
Car Park	(573)	(573)	(458)	115
Development Control	(270)	(270)	31	301
Depots	56	56	65	9
Street Cleansing	422	422	425	3
Housing Strategy	60	60	60	(1)
Highways	8	8	7	(1)
Local Amenities	(13)	(13)	(12)	1
Licensing	(261)	(261)	(206)	55
Vehicle Management	491	491	478	(14)
Public Health	718	718	758	40
Planning Management	422	422	467	45
Planning Policy	1,660	1,660	1,931	271
Planning Specialists	210	210	219	9
Waste Management	315	315	428	113
Community Safety	398	398	383	(15)
Street Services	250	250	298	48
<b>Portfolio Total</b>	<b>4,265</b>	<b>4,265</b>	<b>5,252</b>	<b>987</b>

**Budget movements – 2022/23**

<b>CURRENT BUDGET 2021/22 TO RESTATED BASE 2021/22</b>			
<b>Portfolio</b>	<b>Service</b>	<b>Description</b>	<b>£'000</b>
Finance & Administration	Corporate	Transformation costs of UDC moving forwards	(250)
Environmental Services	Planning Policy	End of 2 x ECC posts	(146)
Finance & Administration	Corporate	Highways panel one year funding	(100)
Communities & Partnerships	Grants	Member priorities one-off	(65)
Finance & Administration	Corporate	Member priorities agreed release	(60)
Environmental Services	Planning Policy	End of fixed term urban designer post	(56)
Finance & Administration	Offices	End of fixed term Project Officer for new depot site	(53)
Environmental Services	Development Control	One-off Stansted Appeal support costs	(45)
Finance & Administration	Revenues Administration	End of fixed term new property officer post	(31)
Finance & Administration	Central support	End of fixed term scanning project post	(24)
Environmental Services	Community Safety	PCSO fixed term match funding	(20)
Housing & Economic Development	Economic Development	Business Recovery budget profile agreed in 21/22 budget	(10)
Housing & Economic Development	Climate Change	Climate change budget profile agreed in 21/22 budget	(10)
Finance & Administration	Legal	Approved regrade of post	37
		<i>Other immaterial adjustments</i>	(22)
			<b>(855)</b>

INESCAPABLE ADJUSTMENTS > £10K			
Portfolio	Service	Description	£'000
Finance & Administration	New Council Office sites	Additional running costs and IT infrastructure for new depot/office sites including site manager	624 On-going
Various	Staffing	Inflationary and incremental increases in staffing costs	342 On-going
Finance & Administration	Corporate	Transformation costs of UDC moving forwards	250 5 year fixed term
Environmental Services	Waste Management	Impact of driver shortage on agency costs	173 One-off
Environmental Services	Development Control	Increase in applications and costs associated with decisions and inquiries	143 On-going
Environmental Services	Car Parks	Costs associated with updated car park machines and card payment costs not supported by the parking partnership	121 On-going
Environmental Services	Waste Management / Grounds Maintenance	Increase in gate fees and disposal charges	74 On-going
Various	Corporate Assets	Utility and rates net increases	40 On-going
Finance & Administration	Financial Services	Banking contract increase in tariff	30 On-going
Finance & Administration	Information Technology	Inflationary increases in software	29 On-going
Communities & Partnerships	Private Finance Initiative	PFI contractual inflationary increases	27 On-going
Environmental Services	Development Control	ECC consultancy costs for Ecology and Archaeology	20 On-going
Environmental Services	Waste Management	Casual Green Waste posts continuing and Street Cleansing overtime	18 On-going
Finance & Administration	Norse Partnership	UNSL Joint venture cost increase for facilities and cleaning	12 On-going
		<i>Other immaterial adjustments</i>	23
			1,925

SERVICE GROWTH > £10k as per approval			
Portfolio	Service	Description	£'000
<b>Previously agreed growth for financial year</b>			
Finance & Administration	Corporate	Reinstating Highways Panel funding	100 One-off
Finance & Administration	Revenues Administration	2 x additional posts for revenue administration	62 One-off
Environmental Services	Waste Management	Approved increase in establishment from prior year	40 On-going
Finance & Administration	Legal	Agency cover for continuation of Governance work	11 One-off
		<i>Other immaterial adjustments</i>	6
			<u>219</u>
<b>Approved additional growth</b>			
Environmental Services	Planning Policy	2 x transport and infrastructure planners to support delivery of Local Plan	146 2 Yr fixed term
Finance & Administration	Information technology	Additional software for preventative work on system vulnerabilities	50 On-going
Finance & Administration	Financial Services	Contract management costs	49 On-going
Environmental Services	Development Control	S106 system implementation to create process efficiency	34 One-off
Finance & Administration	Revenues Administration	1 year fixed term administrator to improve collection of revenues	20 1 Yr fixed term
			<u>298</u>
<b>Growth to be offset against reserves</b>			
		Highways panel funding from Medium Term Financial Strategy reserve	(100) One-off
		Revenue administration funded from Medium Term Financial Strategy reserve	(82) One-off
		Sustainable new communities reserve draw for planner posts	(146) 2 Yr fixed term
			<u>(328)</u>
			<u>189</u>

CHANGES IN INCOME > £10k			
Portfolio	Service	Description	£'000
<b>Increases</b>			
Finance & Administration	Offices	New rental income for Office units at Canfield Site	(352) On-going
Environmental Services	Waste Management	Predicted increase in fee income from trade and green waste	(141) On-going
Environmental Services	Waste Management	Increase in tonnage for recycle, green and kitchen waste credits	(106) On-going
Environmental Services	Development Control	Updated charging approach to fee income	(95) On-going
Finance & Administration	Benefits Administration	Additional grant support from Government	(40) One-off
Housing & Economic Development	Building Surveying	Increase in charges	(30) On-going
Environmental Services	Waste Management / Grounds Maintenance	New fee income from joint venture set up	(22) On-going
Environmental Services	Waste Management	Predicted increase in bulky trade refuge	(13) On-going
			<b>(799)</b>
<b>Decreases</b>			
Housing & Economic Development	Lifeline	Service now provided by health services not Council	170 On-going
Environmental Services	Waste Management	Adjusted for permanent business closures in previous year	93 On-going
Environmental Services	Licensing	Income decrease reflects the renewal cycle of licenses	55 On-going
Communities & Partnerships	Renovation grants	Reduction in reclaimed income due to impacts of pandemic on household income	27 On-going
Communities & Partnerships	Grants	Reflects decrease in car park income and charity share	14 On-going
			<b>359</b>
<b>Uncontrollable changes</b>			
Finance & Administration	Housing Benefits	Net change in Housing Benefit/rent rebate estimate claims and subsidy grant	59
Finance & Administration	Council Tax Discounts	Income is generated from additional taxbase	(95)
		<i>Other net immaterial adjustments</i>	(15)
			<b>(50)</b>
			<b>(491)</b>

SERVICE EFFICIENCIES / SAVINGS > £10k			
Portfolio	Service	Description	£'000
Housing & Economic Development	Economic Development	Released final year ED strategy costs	(110) On-going
Finance & Administration	Corporate	Deletion of Assistant Director post and associated costs	(99) On-going
Finance & Administration	Financial Services	Long-term borrowing of corporate debt and decreased interest rates	(50) On-going
Housing & Economic Development	Homelessness	Deletion of vacant post	(24) On-going
Housing & Economic Development	Climate Change	Discontinued SLA for energy efficiency support work	(24) On-going
Finance & Administration	Financial Services	Procurement service outsourced	(19) On-going
Housing & Economic Development	Lifeline	Service now provided by health services not Council	(10) On-going
		<i>Other immaterial adjustments</i>	(25)
			<u>(361)</u>

Other budget changes > £10k			
Portfolio	Service	Description	£'000
Environmental Services	Development Control	Net income budget removed for PPA income and costs claimed	55
Environmental Services	Planning Policy	Local Plan costs included in 5 year plan, but profiled spend moved to 2022/23	147
		<i>Other net immaterial adjustments</i>	8
			<u>210</u>

**Risks and Assumptions – 2021/22**

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Asset Management	Asset Management	Tenant defaults on rent	L	L	H
Asset Management	CIPFA Consultation	CIPFA Prudential Code or Government commercial changes will enforce a financial Cap and some or all commercial assets will have to be sold	H	L	H
Asset Management	Asset Management	Unable to find tenant for Little Canfield commercial space	L	L	H
Benefits	LCTS Admin Grant	It is assumed that the LCTS Admin Grant will be paid at similar levels to 2021/22. The notification of grant amounts are unlikely to be made available until early 2022. There is therefore a risk that the amount budgeted may change.	M	L	M
Benefits	Rent Rebates Expenditure	It is assumed that Rent Rebate Expenditure will remain stable. There are no current plans to significantly increase the level of HRA stock. Natural migration of Universal Credit is anticipated to gradually reduce the numbers of active working age claims	M	L	H
Benefits	Rent Allowance Expenditure	As above with the exception of HRA stock assumption and an additional risk of cost of rents significantly increasing in the Uttlesford area.	M	L	H
Benefits	Housing Benefit Income subsidy	It is assumed that income subsidy can continue to be claimed in line with the levels reflected in previous years. There is however a continued risk that an increase in new burdens and DWP incentives, which could impact on the percentage of subsidy income received.	M	L	H
Benefits	DWP Discretionary Funding	It is assumed the governments Discretionary Housing Payment Funding will remain relatively stable. There is a risk however that the amount of grant available will not meet local need.	L	L	M



## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Car Parks	Overheads - bank charges	Bank charges have been based on all machines being cashless from 1st April 2022 and 56,000 transactions per month. The use of cashless machines trial period has been extended. The costs could change depending on the outcome of the trial. As the economy is still in a period of recovery from the Covid 19 pandemic it is difficult to predict the level of transactions, this will also affect the level of bank charges incurred.	M	M	M
Car Parks	Overheads - Fees	The SLA agreement with NEPP is due to end 31st March 2021. The Management fee could change depending on any change to the service provided by NEPP. Discussions on the new SLA are in progress	L	L	
Car Parks	All charges	All income from parking charges has been estimated as accurately as possible. However as last year's income was so distorted by COVID and usage of some car parks has changed, income could vary either adversely or favourably. If the recovery of the high street does not return as predicted and/or any further Covid variants generate restrictions or reduce the users confidence this will reduce income	M	M	M
Car Parks	Faircroft - Charges	Faircroft income from parking charges could in particular vary from budget. The budget figure has been based on the trend for this year (2021/22) and the usage is expected to continue to be reduced after COVID due to the change in users shopping habits.	M	L	L
Customer Service Centre	All CSC budget lines	With the continuation of some COVID restrictions and new ways of working in the provision of customer services, it is not yet known what format the CSC will operate in and from which locations. There is a risk that there could be variances to the budget set as we enter the financial year due to a required investment in remote technology and support and the provision of additional 'self-serve' technology.	H	M	M

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Car Parks	Overheads - bank charges	Bank charges have been based on all machines being cashless from 1st April 2022 and 56,000 transactions per month. The use of cashless machines trial period has been extended. The costs could change depending on the outcome of the trial. As the economy is still in a period of recovery from the Covid 19 pandemic it is difficult to predict the level of transactions, this will also affect the level of bank charges incurred.	M	M	M
Car Parks	Overheads - Fees	The SLA agreement with NEPP is due to end 31st March 2021. The Management fee could change depending on any change to the service provided by NEPP. Discussions on the new SLA are in progress	L	L	
Car Parks	All charges	All income from parking charges has been estimated as accurately as possible. However as last year's income was so distorted by COVID and usage of some car parks has changed, income could vary either adversely or favourably. If the recovery of the high street does not return as predicted and/or any further Covid variants generate restrictions or reduce the users confidence this will reduce income	M	M	M
Car Parks	Fairycroft - Charges	Fairycroft income from parking charges could in particular vary from budget. The budget figure has been based on the trend for this year (2021/22) and the usage is expected to continue to be reduced after COVID due to the change in users shopping habits.	M	L	L
Customer Service Centre	All CSC budget lines	With the continuation of some COVID restrictions and new ways of working in the provision of customer services, it is not yet known what format the CSC will operate in and from which locations. There is a risk that there could be variances to the budget set as we enter the financial year due to a required investment in remote technology and support and the provision of additional 'self-serve' technology.	H	M	M

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Development Control	Planning fees	The national trend is showing a decline in planning applications. However, Uttlesford might miss the downward trend and therefore show an increase in income.	M	H	L
Development Control	Planning fees	ECC SLA Ecology and Archaeology - it is assumed that the increase during 2021/22 will mean that there is no additional increase for 2022/23. However, the increase was required because of the caseload and this might continue to rise and need to reflect an increase in spend.	L		L
Development Control	Planning fees	It is assumed that the Local Plan process will remain on target. Delay in Local Plan - could cause more adhoc applications and appeals. More appeals may mean an increase in legal and consultee costs.	L		M/H
Development Control	Planning fees	It is assumed that the risk of designation will be in place and reviewed to give the authority time to make relevant changes and to improve. However, there is a risk of designation on quality of Major applications this would require a refreshed budget.	L/M		M/H
Development Control	Monitoring fees	It is assumed that the review of the monitoring charges will be successful which will bring forward developer contributions and methodologies to ensure that the appropriate monitoring fees are secured. Monitoring is going to be key moving forward	L	M	
Development Control	Planning fees	It is assumed that all posts are filled in a timely manner. Failing to recruit staff at appropriate levels and therefore needing to retain the use of agency staff.	M		H
Development Control	Monitoring fees	It is assumed that there is an clear audit of how the monitoring monies have been spent, if not there is a risk a developer could demand their monies be refunded.	L		M/H

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Development Control	Stansted Costs	There is an assumption that the Stansted Inquiry and Cost application will be dealt with by the end of Q4 2021/22. However, this may not be the case and there might be a need for additional costs.	L		M/H
Economic Development	Discretionary Rate Relief	This is ED support to encourage businesses to move into the district and encourage existing ones to remain in the district. We do not know what the level of applications will be for this.	L	L	L
Economic Development	Staffing for Delivery Plan	The service requires a skilled ED officer on a FTC to support the delivery of the Green Economy initiatives. Without this the current team are unlikely to be able to deliver this and this priority is linked to the wider aims of Economic Plan and partnership working	M	M	M
Climate Change	Climate Change Reserve	There is a risk that projects within the Climate Change Action Plan are not progressed and as a result expenditure will be lower than anticipated.	M	M	
External Grants	Community Support Payments and Health and Wellbeing	Due to increasing funding pressure the grants may not stay at the same level or may be removed by external agencies.	L	L	L
Grants	Grant applications	Possibility that budgeted amounts are not realised through lack of applications for grants	L	M	L
Human Resources	Training Budget	Most of the spending on the training budget is as a result of CMT and SMT corporate priorities and in the last financial year the budget was underspent. There is a risk of both under or overspending this budget in 2021/22. There is a particular risk this year as the Council will need to train staff in the 'new way of working' following the Covid-19	M	L	M
Human Resources	Consultants Budget	There may be additional costs if external consultants are needed to help shape and implement the 'new way of working'	M	L	M

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
ICT	Contract costs	Including the normal possible fluctuations we may experience with license costs there are two large software contracts due to expire in the 22/23 financial year. Renewal or replacement costs will likely increase. Idox - October 2022 Adept (Telephony) - Dec 2022. A capital bid has gone in for a replacement phone system.	H	L	H
Insurance services	Premiums	Given the impact on trade materials the insurance premiums may rise again for the renewal process in October	M		L
Legal	Section 106 legal fees	It is assumed that instructions on s106 will continue to come in at the current rate. If it is possible to raise legal fees for the new financial year this will lead to an increase in income from 35K to 42K. The variance is unlikely to arise as it is predicted with further staff now in place and permanent recruitment progressing that more work will be progressed and this will balance out any failure to get approval for increase in fees.	L		L
Licensing	Licensing	Possibility that an operator responsible for the majority of licensing application income will move their applications to another licensing authority	M	L	H
Licensing	Licensing	Possibility that an operator responsible for the majority of licensing application income will substantially increase their applications to UDC	M	L	M
New Homes Bonus	Grants	May be a possibility that budgeted amounts are not realised.	M	M	L

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
NORSE	NORSE contract costs	The budget setting cycle for UNSL runs parallel with UDC's budgetary timetable so a variance may emerge after UDC's budget has been set	M	M	M
Offices	Office Repairs	There is a risk that the budget estimate could be under or over due to unpredicted repairs that arise during the year.	M	L	M
Offices	Little Canfield rental income	Unable to find tenants for Little Canfield commercial space	L	L	H
Offices	Walpole (Stansted) rental income	Unable to find tenants for Walpole (Stansted) commercial space	L	L	H
Private Finance Initiative	Contract costs	If the PFI leisure contract does not provide value for money due to ineffective contract management then there may be a negative impact on the investment made by the council, the opposite effect could be achieved if capacity allows for full management of the contract	L	M	H
Procurement	LA services	If the SLA does not cover areas of procurement not originally identified additional staff or costs could be involved in covering the work	L		L
Public Health	ECC Better Care Fund allocation for Disabled Facilities Grants	There is a risk, although not anticipated that the BDF allocation will reduce in 22/23. In addition with the withdrawal of Council revenue funding, there is a risk of a substantial overspend in 22/23	L	L	M
Public Health	Environmental Protection/ Enforcement - Works in default	The budget does not have provision for works in default to abate nuisance and harm	L	L	L

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Public Health	Contaminated Land	The Council has a statutory duty to identify contaminated land. Such matters can be complex and involve specialist consultants to test and provide advice	L	L	L
Public Health	Planning consultation advice	Incorrect advice could prevent the adoption of mitigation measures to protect residential amenity. There is a risk of potential claims against the Council should this occur	L	L	L
Public Health	Border inspection Food inspection	Unpredictability of the numbers and types of consignments coming into Stansted or control any changes to work governed by legislative requirements i.e. what needs to be sampled and at what % and frequency and the implications and uncertainty of Brexit	M	L	H
Revenues	Court Costs	Court costs are hard to estimate due to the closure of the courts in 2020/2021	L	L	L
Revenues	Sharing agreement	The ECC Sharing agreement, provides share back based on tax base increases over the baseline yearly increases. The income projected for the coming year is at a reduced level however it is likely that there will be a share back once all the data is provided in QTR 4 2021/22	M	M	
Treasury services	Fees	If borrowing is needed on short term basis through Local authorities the broker fees may increase as a result of using brokers to arrange the deals	L		L
Treasury services	Consultants	If the credit rating administration can not be absorbed into the team the work this will have to be outsourced resulting in extra costs	L		M

## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Waste Services	GRY - Waste and recycling gate fees	Budget assumes an inflationary increase in charges. However market rates for recyclable materials remain fairly volatile. Uncertainty around European Markets is mitigated to an extent by our contractor spreading risks however it could impact on costs / income.	M	M	H
Waste Services	GRY - Garden waste income	Budget assumes sales are higher than previous years due to an increased customer base, if subscriptions change and do reach or fall below predictions this will impact on the income received	L	L	L
Waste Services	GRY - Trade waste Income	Income from Trade waste customers does not continue at predicted levels or are higher than anticipated	M	M	M
Waste Services	GRY - Agency Fees	Agency budgets have been increased by inflation however spend is dependant on sickness levels or our ability to appoint to vacancies. Suppliers have increased their charges for LGV drivers due to the national shortage. Spend is therefore difficult to predict with certainty.	M	H	H
Waste Services	All cost centres - Fuel supplies	Based on contractual indexation clauses an average increase of 3% has been assumed. However this is subject to diesel price volatility and the actual costs could go up or down.	M	L	M
Waste Services	GRY - Container supply and delivery (new developments)	Estimated units based on anticipated new developments - may go up or down	M	L	L



## Annexe H4 continued...

Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Planning Policy	Planning Policy	It is assumed that there will be limited responses from reps at Reg 18 stage which introduce the necessity for new evidence at an unknown cost	L/M		M/H
Planning Policy	Planning Policy	It is assumed that there will be limited responses from reps at Reg 19 stage which introduce the necessity for new evidence at an unknown cost	L/M		M/H
Planning Policy	Planning Policy	There is the risk that a second Urban Designer is required to the appeals and local plan, without the post this could increase costs as we would need to outsource this element.	L		H
Planning Policy	Planning Policy	It is assumed that there will be limited funding from a joint submission with County by way of a grant. However, it is possible that the submission will be successful and a grant will be forthcoming.	L	M/H	
Planning Policy	Planning Policy	It is assumed that the cost of advertising and consultation will be covered by the budget, however if there is a requirement to do more and go further then this cost could escalate.	L		L
Planning Policy	Planning Policy	It is assumed that there will be a requirement for only 1 x Reg 19 Consultation. However there is a risk that there needs to be a second consultation.	L		H
Planning Policy	Planning Policy	It is assumed the representations received will be approximately what we have received previously. However, there is a risk that the amount could rise which might mean there is a delay in the process of the Local Plan whilst we take these into consideration	L		M/H

Specific Covid-19 related on-going financial risks					
Service	Budget item	Description of key assumptions and/or what variable outcomes may arise	Probability of variance arising (L, M, H)	Favourable Impact (L, M, H)	Adverse Impact (L, M, H)
Revenues	Business Team	It is assumed that the Business Team will be able to manage any further business support initiative put in place by Central Government the Business Grant process without any further resources. Further resources maybe necessary dependant on the ongoing management of the pandemic however this will be covered by new burdens funding	L		L
Revenues	IT Costs	Additional IT products and licenses may need to be purchased to deliver Government Covid response. This will be met by the new burdens funding	L		L
Revenues	Consultants	Additional consultancy maybe required to provided advice and guidance on new NNDR initiatives	L		L
Economic Development	A further lockdown or restrictions	The risk of further restrictions to local business, increased support will be required from the team plus the administrative tasks if gov't provide more grants to be delivered	L		H
Waste Services	GRY - Agency Fees	Agency costs could increase if there is another lockdown and staff had to shield.	L	L	M
Benefits	DWP Test and Trace Funding	It is assumed that if the government continue the Test and Trace Payment Scheme into 2022/23, the standard scheme will continue to be fully funded. There is a risk however that if the discretionary scheme continues, the finite fund allocated to UDC will not be sufficient to meet demand. Demand levels are difficult to predict as numbers are impacted by covid infection rates and contact tracing in area.	M	L	L

**Fees and Charges – 2022/23**

<b>Building Control other charges</b>	<b>2021/22 charge £</b>	<b>2022/23 charge £</b>	<b>Does the charge include VAT?</b>
Copying charges (statutory limitations)	10p a sheet + 25.00 per hour officer time if job exceeds 1 hour		Yes

<b>Street Naming and Numbering</b>	<b>2021/22 charge £</b>	<b>2022/23 charge £</b>	<b>Does the charge include VAT?</b>
<b><u>Charge per dwelling/unit</u></b>			
Add a name to a numbered property	35.00	35.00	No
Name change/renumber	75.00	75.00	No
New dwelling/unit	110.00	110.00	No
2-5 dwellings/units	75.00	75.00	No
6 - 25 dwellings/units	55.00	55.00	No
26 - 75 dwellings/units	45.00	45.00	No
76 plus dwellings/units	35.00	35.00	No
New Street Name	200.00	200.00	No
Name of block or block of flats of industrial estate	175.00	175.00	No
Confirmation of plot or postal address for utility company (charged to utility companies only)	35.00	35.00	No
Issuing a new address following demolition and reconstruction	35.00	35.00	No
Change to new addresses due to the development changing after the schedule has been issued (applies to all amended plots)	55.00	55.00	No

## Annex H5 continued...

STANDARD CHARGES SCHEDULE 1- NEW DWELLINGS Dwelling houses and Flats					
Code	<u>New Build Houses or Bungalows Not Exceeding 250m<sup>2</sup></u>	Plan Charge £	Inspection Charge* £	Building Notice* £	Regularisation Charge* £
HO1	1 Plot	Fee	325.00	485.00	860.00
		VAT	65.00	97.00	172.00
		<b>Total</b>	<b>390.00</b>	<b>582.00</b>	<b>1,032.00</b>
HO2	2 Plots	Fee	415.00	740.00	1,210.00
		VAT	83.00	148.00	242.00
		<b>Total</b>	<b>498.00</b>	<b>888.00</b>	<b>1,452.00</b>
HO3	3 Plots	Fee	498.00	1,010.00	1,600.00
		VAT	98.00	202.00	320.00
		<b>Total</b>	<b>596.00</b>	<b>1,212.00</b>	<b>1,920.00</b>
HO4	4 Plots	Fee	545.00	1,140.00	1,790.00
		VAT	109.00	228.00	358.00
		<b>Total</b>	<b>654.00</b>	<b>1,368.00</b>	<b>2,148.00</b>
HO5	5 Plots	Fee	610.00	1,275.00	1,990.00
		VAT	122.00	255.00	398.00
		<b>Total</b>	<b>732.00</b>	<b>1,530.00</b>	<b>2,388.00</b>
<u>New Build Flats Not Exceeding 250m<sup>2</sup> and Not More Than 3 Storeys</u>					
FL1	1 Plot	Fee	325.00	485.00	860.00
		VAT	65.00	97.00	172.00
		<b>Total</b>	<b>390.00</b>	<b>582.00</b>	<b>1,032.00</b>
FL2	2 Plots	Fee	415.00	740.00	1,210.00
		VAT	83.00	148.00	242.00
		<b>Total</b>	<b>498.00</b>	<b>888.00</b>	<b>1,452.00</b>
FL3	3 Plots	Fee	490.00	1,010.00	1,600.00
		VAT	98.00	202.00	320.00
		<b>Total</b>	<b>588.00</b>	<b>1,212.00</b>	<b>1,920.00</b>
FL4	4 Plots	Fee	545.00	1,140.00	1,790.00
		VAT	109.00	228.00	358.00
		<b>Total</b>	<b>654.00</b>	<b>1,368.00</b>	<b>2,148.00</b>
FL5	5 Plots	Fee	610.00	1,275.00	1,990.00
		VAT	122.00	255.00	398.00
		<b>Total</b>	<b>732.00</b>	<b>1,530.00</b>	<b>2,388.00</b>
<u>Conversion to</u>					
COH	Single dwelling house (Where total floor area does not exceed 150m <sup>2</sup> )	Fee	300.00	425.00	700.00
		VAT	60.00	85.00	140.00
		<b>Total</b>	<b>360.00</b>	<b>510.00</b>	<b>840.00</b>
COF	Single Flat (Where total floor area does not exceed 150m <sup>2</sup> )	Fee	300.00	425.00	700.00
		VAT	60.00	85.00	140.00
		<b>Total</b>	<b>360.00</b>	<b>510.00</b>	<b>840.00</b>
Notifiable Electrical work (in addition to the above, where applicable)					
DNE	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Fee	340.00	This charge relates to a first fix pre-plaster inspection of the wiring and final testing on completion. Re-visits/testing will be subject to further charges. For regularisation applications a full appraisal and testing will be carried out	
		VAT	68.00		
		<b>Total</b>	<b>408.00</b>		

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

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

## Annex H5 continued...

STANDARD CHARGES						
SCHEDULE 2 WORK TO A SINGLE DWELLING						
Limited to work not more than 3 storeys above ground level						
Full Plans						
Code	Extension and New Build		Plan Charge £	Inspection Charge* £	Building Notice* £	Regularisation Charge* £
DX1	Separate single storey extension with floor area not exceeding 40m2	Fee	165.00	340.00	520.00	
		VAT	33.00	68.00	104.00	
		<b>Total</b>	<b>198.00</b>	<b>408.00</b>	<b>624.00</b>	<b>650.00</b>
DX2	Separate single storey extension with floor area exceeding 40m2 but not exceeding 100m2	Fee	190.00	440.00	660.00	
		VAT	38.00	88.00	132.00	
		<b>Total</b>	<b>228.00</b>	<b>528.00</b>	<b>792.00</b>	<b>825.00</b>
DX3	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m2	Fee	180.00	400.00	600.00	
		VAT	36.00	80.00	120.00	
		<b>Total</b>	<b>216.00</b>	<b>480.00</b>	<b>720.00</b>	<b>750.00</b>
DX4	Separate extension with some part 2 or 3 storeys in height and a total floor area exceeding 40m2 but not exceeding 100m2	Fee	265.00	500.00	800.00	
		VAT	53.00	100.00	160.00	
		<b>Total</b>	<b>318.00</b>	<b>600.00</b>	<b>960.00</b>	<b>1,000.00</b>
DGO	A building or extension comprising solely of a garage, carport or store not exceeding 100m2	Fee	120.00	265.00	390.00	
		VAT	24.00	53.00	78.00	
		<b>Total</b>	<b>144.00</b>	<b>318.00</b>	<b>468.00</b>	<b>487.50</b>
DNH	Detached non-habitable domestic building with total floor area not exceeding 50m2	Fee	120.00	265.00	390.00	
		VAT	24.00	53.00	78.00	
		<b>Total</b>	<b>144.00</b>	<b>318.00</b>	<b>468.00</b>	<b>487.50</b>
<b>Conversions</b>						
DLC	First and second floor loft conversions	Fee	180.00	405.00	645.00	
		VAT	36.00	81.00	129.00	
		<b>Total</b>	<b>216.00</b>	<b>486.00</b>	<b>774.00</b>	<b>806.25</b>
DOC	Other work (e.g. single garage conversions)	Fee	115.00	275.00	390.00	
		VAT	23.00	55.00	78.00	
		<b>Total</b>	<b>138.00</b>	<b>330.00</b>	<b>468.00</b>	<b>487.50</b>
<b>Alterations (inc underpinning)</b>						
DTH	Renovation of a thermal element	Fee	75.00	140.00	215.00	
		VAT	15.00	28.00	43.00	
		<b>Total</b>	<b>90.00</b>	<b>168.00</b>	<b>258.00</b>	<b>268.75</b>
DRW	Replacement windows, rooflights, roof windows or external glazed doors	Fee	75.00	140.00	215.00	
		VAT	15.00	28.00	43.00	
		<b>Total</b>	<b>90.00</b>	<b>168.00</b>	<b>258.00</b>	<b>268.75</b>
DA1	Cost of work not exceeding £5000 (inc Renewable Energy Systems)	Fee	75.00	140.00	215.00	
		VAT	15.00	28.00	43.00	
		<b>Total</b>	<b>90.00</b>	<b>168.00</b>	<b>258.00</b>	<b>268.75</b>
DA2	Cost of work exceeding £5000 but not exceeding £25000	Fee	150.00	290.00	440.00	
		VAT	30.00	58.00	88.00	
		<b>Total</b>	<b>180.00</b>	<b>348.00</b>	<b>528.00</b>	<b>550.00</b>
DA3	Cost of work exceeding £25000 but not exceeding £100000	Fee	200.00	455.00	715.00	
		VAT	40.00	91.00	143.00	
		<b>Total</b>	<b>240.00</b>	<b>546.00</b>	<b>858.00</b>	<b>893.75</b>
DA4	Cost of work exceeding £100000 but not exceeding £250000 <b>Notifiable Electrical work in addition to the above, where applicable.</b>	Fee	300.00	700.00	1,040.00	
		VAT	60.00	140.00	208.00	
		<b>Total</b>	<b>360.00</b>	<b>840.00</b>	<b>1,248.00</b>	<b>1,300.00</b>
DNE	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Fee	340.00			
		VAT	68.00			
		<b>Total</b>	<b>408.00</b>			
This charge relates to a first fix pre-plaster inspection of the wiring and final testing on completion. Re-visits/testing will be subject to further charges. For regularisation applications a full appraisal and testing will be carried out						

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

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

## Annex H5 continued...

SCHEDULE 3- ALL OTHER NON-DOMESTIC WORK					
Limited to work not more than 3 Storeys above ground level					
Code	Extensions and New Build		Plan Charge* £	Inspection Charge* £	Regularisation Charge* £
		Fee	175.00	370.00	
		VAT	35.00	74.00	
<b>NX1</b>	Single storey with floor area not exceeding 40m <sup>2</sup>	<b>Total</b>	<b>210.00</b>	<b>444.00</b>	<b>681.25</b>
		Fee	205.00	470.00	
		VAT	41.00	94.00	
<b>NX2</b>	Single storey with floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	<b>Total</b>	<b>246.00</b>	<b>564.00</b>	<b>843.75</b>
		Fee	308.00	590.00	
		VAT	61.60	118.00	
<b>NX3</b>	With some part 2 or 3 storey in height and a total floor area not exceeding 40m <sup>2</sup>	<b>Total</b>	<b>369.60</b>	<b>708.00</b>	<b>1,122.50</b>
		Fee	340.00	765.00	
		VAT	68.00	153.00	
<b>NX4</b>	With some part 2 or 3 storey in height and a total floor area exceeding 40m <sup>2</sup> but not exceeding 100m <sup>2</sup>	<b>Total</b>	<b>408.00</b>	<b>918.00</b>	<b>1,381.25</b>
		Fee	85.00	190.00	
		VAT	17.00	38.00	
<b>NO1</b>	Cost of work not exceeding £5,000	<b>Total</b>	<b>102.00</b>	<b>228.00</b>	<b>343.75</b>
		Fee	85.00	190.00	
		VAT	17.00	38.00	
<b>NO2</b>	Replacement windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	<b>Total</b>	<b>102.00</b>	<b>228.00</b>	<b>343.75</b>
		Fee	85.00	190.00	
		VAT	17.00	38.00	
<b>NO3</b>	Renewable energy systems (not covered by an appropriate Competent Persons scheme)	<b>Total</b>	<b>102.00</b>	<b>228.00</b>	<b>343.75</b>
		Fee	85.00	190.00	
		VAT	17.00	38.00	
<b>NO4</b>	Installation of new shop front	<b>Total</b>	<b>102.00</b>	<b>228.00</b>	<b>343.75</b>
		Fee	170.00	325.00	
		VAT	34.00	65.00	
<b>NO5</b>	Cost of work exceeding £5,000 but not exceeding £25,000	<b>Total</b>	<b>204.00</b>	<b>390.00</b>	<b>618.75</b>
		Fee	170.00	325.00	
		VAT	34.00	65.00	
<b>NO6</b>	Replacement windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	<b>Total</b>	<b>204.00</b>	<b>390.00</b>	<b>618.75</b>
		Fee	170.00	325.00	
		VAT	34.00	65.00	
<b>NO7</b>	Renovation of thermal elements	<b>Total</b>	<b>204.00</b>	<b>390.00</b>	<b>618.75</b>
		Fee	170.00	325.00	
		VAT	34.00	65.00	
<b>NO8</b>	Installation of Raised Storage Platform within an existing building	<b>Total</b>	<b>204.00</b>	<b>390.00</b>	<b>618.75</b>
		Fee	220.00	530.00	
		VAT	44.00	106.00	
<b>NO9</b>	Cost of works exceeding £25,000 but not exceeding £100,000	<b>Total</b>	<b>264.00</b>	<b>636.00</b>	<b>937.50</b>
		Fee	205.00	510.00	
		VAT	41.00	102.00	
<b>N10</b>	Fit out of building up to 100m <sup>2</sup>	<b>Total</b>	<b>246.00</b>	<b>612.00</b>	<b>893.75</b>
		Fee	400.00	800.00	
		VAT	80.00	160.00	
<b>N11</b>	Cost of works exceeding £100,000 but not exceeding £250,000	<b>Total</b>	<b>400.00</b>	<b>800.00</b>	<b>1,500.00</b>

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

## Annex H5 continued...

<b>Car Parking</b>	<b>2021/22 charge £</b>	<b>2022/23 charge £</b>	<b>Does the charge include VAT?</b>
<b><u>Saffron Walden</u></b>			
<b><i>Fairycroft</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
3 Hours	2.00	2.00	Yes
<b><i>Common</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
3 Hours	2.00	2.00	Yes
<b><i>Rose &amp; Crown</i></b>			
30 Minutes	0.50	0.50	Yes
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
<b><i>Swan Meadow</i></b>			
1 Hour	0.70	0.70	Yes
2 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
6 Hours	2.50	2.50	Yes
9 Hours	3.50	3.50	Yes
Season Tickets (1month) Private Individuals only	30.00	30.00	Yes
Season Tickets (6 months)	175.00	175.00	Yes
Season Tickets (per annum)	300.00	300.00	Yes
<b><u>Coaches</u></b>			
5 Hours	3.00	3.00	Yes
9 Hours	6.00	6.00	Yes

## Annex H5 continued...

Car Parking	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Great Dunmow</u></b>			
<b><i>White Street</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
5 Hours	2.40	2.40	Yes
9 Hours	3.50	3.50	Yes
Season Ticket (1 month)	30.00	30.00	Yes
Season Ticket (6 months)	175.00	175.00	Yes
Season Ticket (per annum)	300.00	300.00	Yes
<b><i>New Street/Chequers &amp; Angel Lane</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
<b><i>Chequers</i></b>			
Season Ticket (6 months) - Renewals only	175.00	175.00	Yes
Season Ticket (per annum) - Renewals only	300.00	300.00	Yes
<b><u>Stansted Mountfitchet</u></b>			
<b><i>Lower Street</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
2 Hour	1.00	1.00	Yes
3 Hours	1.20	1.20	Yes
4 Hours	2.00	2.00	Yes
6 Hours	2.40	2.40	Yes
9 Hours	4.70	4.70	Yes
Coaches	6.00	6.00	Yes
Season Ticket - Commuter employed locally (1 month)	30.00	30.00	Yes
Season Ticket - Commuter employed locally (6 months)	130.00	130.00	Yes
Season Ticket - Commuter employed locally (per annum)	250.00	250.00	Yes
Season Ticket - Commuter employed elsewhere (6 months)	320.00	320.00	Yes
Season Ticket - Commuter employed elsewhere (per annum)	620.00	620.00	Yes
<b><i>Crafton Green</i></b>			
30 Minutes	0.40	0.40	Yes
1 Hour	0.60	0.60	Yes
3 Hours	1.20	1.20	Yes
9 Hours	3.00	3.00	Yes
Season Ticket - Commuter employed locally (6 months)*	130.00	130.00	Yes
Season Ticket - Commuter employed locally (per annum)*	250.00	250.00	Yes
Season Ticket - Commuter employed elsewhere (6 months)*	220.00	220.00	Yes
Season Ticket - Commuter employed elsewhere (per annum)*	420.00	420.00	Yes
*Due to capacity pressures new season tickets are not currently available for this car park			



## Annex H5 continued...

Environmental Health	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Food and Water Safety</u></b>			
Food Safety course - level 2 certificate	80.00	80.00	No
Health Certificate for Export	94.00	94.00	No
Food disposal if required	Charged at cost	Charged at cost	Yes
Voluntary Surrender Certificate	94.00	94.00	No
Water Samples (Airport)	26.50	26.50	Yes
Private water supply sampling and analysis under Regulation 10 (small supplies) - per visit (plus laboratory fee)	48.00	49.00	Yes
Group A parameter sampling and analysis (large supplies) - per visit (plus laboratory fee)	48.00	49.00	Yes
Group B parameter sampling and analysis (large supplies) - per visit (plus laboratory fee)	96.50	99.00	Yes
Investigation (per hour)	60.50	62.00	No
Risk Assessment (per hour)	60.50	62.00	No
Analysis under reg 10	27.50	28.00	No
EIR information	118.00	122.00	No
Contaminated land	118.00	122.00	No
Officer charges for works in default - per hour	57.50	59.00	No
Chemical Water Samples on request	Charged at cost	Charged at Cost	Yes
<b><u>Imported Food Inspection Charges</u></b>			
POAO per CVED (Products of animal origin) (per consignment)	188.50	188.50	No
POAO per additional CVED on same AWB	52.50	52.50	No
POAO per CVED Out of Hours additional fee(Products of animal origin)	78.50	78.50	No
Organic product certificate office hours	73.00	73.00	No
Organic product certificate out of office hours	261.50	261.50	No
High Risk NAO per CED (Non animal origin)	57.50	57.50	No
High Risk NAO sampling fee + laboratory charges	68.00	68.00	No
High Risk NAO per CED Out of Hours	68.00	68.00	No
High Risk NAO Out of Hours sampling fee + laboratory charges	99.50	99.50	No
High Risk destruction charge + disposal costs	63.00	63.00	No
IUU Catch Certificate EEA	26.50	26.50	No
IUU Catch Certificate non EEA	52.50	52.50	No
CED rejection fee	78.50	78.50	No
Consignment abandon fee	63.00	63.00	No
ID check - Weekdays	52.50	52.50	No
ID check - Weekends	89.00	89.00	No
Organics check - Weekdays	41.50	41.50	No
Organics check - Weekends	63.00	63.00	No
Melamine check	78.50	78.50	No
Fee for late cancellation of Veterinary Cover Due to Non-Presentation of Shipments	-	250.00	No
Destruction Supervision	78.50	78.50	No

## Annex H5 continued...

Environmental Health	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b>Animals</b>			
Stray dog - administrative costs (plus kennel and vet fees if applicable)	53.50	54.00	No
Stray dog - statutory fee	26.50	27.00	No
<u>Other charges</u>			
<b>HMO (Homes of Multiple Occupancy) Licensing Fees</b>			
HMO licence fee for up to 5 bedrooms * part 1 fee	533.50	549.50	No
HMO licence fee for up to 5 bedrooms * part 2 fee	597.00	615.00	No
HMO licence fee for 5 letting rooms or more - charge per additional room	31.50	32.50	No
HMO licence fee for up to 5 bedrooms - Renewal charge	597.00	615.00	No
HMO licence fee - Incomplete Application	31.50	32.50	No
Reminder letter on failure to apply for a licence	31.50	32.50	No
Variation of licence i.e. change in address or new appointed manager	9.50	10.00	No
Missed appointment letter	134.00	138.00	No
<p>* The total cost of licensing an HMO in 2021/22 with Uttlesford District Council is £130.50 and is payable in 2 parts. Part 1 fees are to be paid at the time of application to cover the costs of processing the application and inspecting the property. Part 2 fees are levied upon completion of the application process to cover the costs of running and enforcing the scheme. Applicants will need to ensure that Part 2 fees have been paid to the Council prior to the licence being issued.</p> <p>For 2020/21 a discount of 5% will be applied for valid applications that are received without a request from the Council. This will also apply to valid renewal applications received within the time specified by the Council.</p> <p>The licensing period is for 5 years from the date the application was made</p> <p>HMO Licensing fee charges will be subject to annual review from the 1st April each year</p>			
Housing Immigration Inspection	175.50	181.00	No
Housing improvement notice - fixed price	257.50	265.00	No
Suspended improvement notice - fixed price	257.50	265.00	No
Prohibition order - fixed price	257.50	265.00	No
Suspended prohibition order - fixed price	257.50	265.00	No
Emergency prohibition order - fixed price	257.50	265.00	No
Emergency remedial action notice - fixed price	257.50	265.00	No
Mobile homes - Fit and proper person test fee	-	276.50	No
Dog Waste Bags (per 50)	1.00	1.00	Yes

## Annex H5 continued...

Land Charges	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
LLC1 Residential/Commercial	22.00	22.00	No
LLC1 Residential/Commercial extra parcels of land	4.50	4.50	No
CON29 - Residential	89.00	89.00	Yes
CON29 - Residential extra parcels of land	12.60	12.60	Yes
CON29 - Commercial	112.00	112.00	Yes
CON29 - Commercial extra parcels of land	12.60	12.60	Yes
LLC1 & CON29 - Residential	111.00	111.00	Yes
LLC1 & CON29 - Commercial	134.00	134.00	Yes
CON290*	18.00	18.00	Yes
* The following CON290 questions are free of charge: 6,7,10,11,12,13 & 14			
The current schedule of land charges can also be found at the Uttlesford District Council website:			
<a href="https://www.uttlesford.gov.uk/article/4913/Local-Land-Charges-and-Searches-fees">https://www.uttlesford.gov.uk/article/4913/Local-Land-Charges-and-Searches-fees</a>			

Legal	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
Solicitor and legal executives with over 8 years' experience hourly rate	217.00	261.00	No
Solicitor and legal executives with over 4 years' experience hourly rate	217.00	217.00	No
Letter of postponement	50.00	50.00	No
Deed of postponement	90.00	90.00	Yes
Licence fees for garden use	120.00	120.00	No
Lease for garden use	500.00	500.00	No
Selling a strip of land	500.00	500.00	No
Grant a right of way	600.00	600.00	No
Release of covenant	500.00	500.00	No

## Annex H5 continued...

<b>Lifeline (Council Tenants and Private Residents)</b>	<b>2021/22 charge £</b>	<b>2022/23 charge £</b>	<b>Does the charge include VAT?</b>
Lifeline units - Level 1 - Weekly charge - including evening and weekend emergency response visits	5.40	-	Yes*
Lifeline units - Level 2 - Extra Sensors (up to a maximum of 4, customers requiring more than 4 extra sensors will be charged at the rate of 50p per extra sensor)	6.60	-	Yes*
<i>*a zero rating for VAT will apply if the customer can provide evidence that they have a disability</i>			

**From 1st April 2022 this service will be provided by a third party**

<b>Democratic Services</b>	<b>2021/22 charge £</b>	<b>2022/23 charge £</b>	<b>Does the charge include VAT?</b>
Road closure order	36.00	36.00	Yes

## Annex H5 continued...

Museum	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Museum Admission Charges</u></b>			
Admission Charge adult (over 18)	2.50	2.50	Yes
Admission Charge discount adult	1.25	1.25	Yes
Season Ticket adult	8.00	8.00	Yes
Season Ticket discount	4.00	4.00	Yes
<b><u>Museum Learning Services</u></b>			
Taught session for schools per pupil	3.00	3.00	Yes
Taught session for schools min group charge	48.00	48.00	Yes
Taught session in schools half-day	120.00	120.00	Yes
Taught session schools whole day	210.00	210.00	Yes
On-line session for one school class	60.00	60.00	Yes
School and Reminiscence Loan Boxes per half term	18.00	18.00	Yes
School Loan, Reminiscence and Reference Boxes for max. of 1 week	12.00	12.00	Yes
Charge for craft activities per child	1.50	1.50	Yes
(charges for other activities and events may vary)			

## Annex H5 continued...

Museum	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Reproduction Charges</u></b>			
<b><u>Fee for providing images of collections for commercial publications</u></b>			
Printed image (books etc.) on cover, East of England region	96.00	96.00	Yes
Printed image (books etc.) inside, East of England region	45.00	45.00	Yes
Printed image (books etc.) on cover, UK and international	126.00	126.00	Yes
Printed image (books etc.) inside, UK and International	64.80	64.80	Yes
Website image, corporate / commercial use	72.00	72.00	Yes
Television, East of England region	60.00	60.00	Yes
Television, UK	78.00	78.00	Yes
Television, International	120.00	120.00	Yes
Supply of new image (in-house photography)	5.00	5.00	Yes
<b><u>Hire of premises (corporate and private)</u></b>			
Museum - Hire for first hour	75.00	75.00	No
Museum - Hire per hour after first hour	50.00	50.00	No
<b><u>Museum Evening Group Visits with talk or activity</u></b>			
Evening talk/ activity and viewing of galleries	78.00	78.00	Yes
<b><u>Museum Shirehill Store Group Visits and Workshops</u></b>			
Weekday daytime min charge (1 hr session + set-up/clear-up)	24.00	24.00	Yes
Weekday daytime charge per additional hour	18.00	18.00	Yes
Evening visit	78.00	78.00	Yes
Saturday half-day	90.00	90.00	Yes
Saturday whole day	174.00	174.00	Yes
<b><u>Museum Staff lectures and talks at other venues</u></b>			
Talks for local groups, in Uttlesford or 20-mile radius of Saffron Walden	72.00	72.00	Yes
Talks for local groups, outside Uttlesford or 20 mile radius of Saffron Walden	84.00	84.00	Yes
On-line talk for local groups (in or outside Uttlesford)	60.00	60.00	Yes

## Annex H5 continued...

Housing	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Garage Rents</u></b>			
Private (per week)	13.19	13.84	Yes
Tenants (per week)	10.99	11.53	No
<b><u>Sheltered Housing Scheme</u></b>			
Intensive Housing Management (IHM) (per week)	16.29	16.86	No
Housing Related Support (HRS) (per week)	6.05	6.26	No
<b><u>Allotments</u></b>			
Allotment per Rod (annually)	3.00	3.00	No
<b><u>Garden Welfare Services for Tenants</u></b>			
Regular Grass and Hedge Service (weekly charge)	4.20	4.50	Yes
Small one off Clearance	48.00	60.00	Yes
Large one off Clearance	90.00	96.00	Yes
<b><u>Guest Rooms - Sheltered Accommodation</u></b>			
Guest Room (per night)	18.00	18.00	Yes

## Annex H5 continued...

Licensing	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Taxi Licensing</u></b>			
Drivers (licence valid for 3 years)			
- New Application	218.00	213.00	No
- Renewal	218.00	213.00	No
Drivers (licence valid for 2 years)			
- New Application	202.00	199.00	No
- Renewal	202.00	199.00	No
Drivers (licence valid for 1 years)			
- New Application	186.00	186.00	No
- Renewal	186.00	186.00	No
Operators (licence valid for 5 years)			
- New Application	493.00	508.00	No
- Renewal	493.00	508.00	No
Vehicles (licence valid for 1 year)			
- New Application	145.00	149.00	No
- Renewal	145.00	149.00	No
Vehicle Licence Transfer Fee	105.00	108.00	No
CRB checks	Charged at cost	Charged at cost	No
<b><u>Caravan Site Licence Fees</u></b>			
<b><u>New Applications</u></b>			
1-5 pitches	417.00	429.50	No
6-10 pitches	417.00	429.50	No
11-20 pitches	500.50	515.50	No
21-50 pitches	586.00	603.50	No
51-100 pitches	769.50	792.50	No
>100 pitches	834.50	859.50	No



## Annex H5 continued...

Licensing	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b>Other Licences</b>			
Skin piercing premises & 1 person	188.50	194.00	No
Skin piercing additional person	10.50	11.00	No
Skin piercing additional Treatment (at same time)	36.50	37.50	No
Additional ear piercing operator added at a later date	41.50	42.50	No
Additional operator added at a later date (other)	63.00	65.00	No
Additional treatment added at a later date	73.00	75.00	No
Table and Chairs on the Highway	100.00	100.00	No
<b>Scrap Metal</b>			
Grant of a site or collectors licence	383.50	395.00	No
- each additional site after first site	201.00	207.00	No
Renewal of a site or collectors licence	336.50	346.50	No
- each additional site after first site	201.00	207.00	No
Variation of a site or collectors licence	136.00	140.00	No
- each additional site being added to the licence	336.50	346.50	No
<b>Alcohol Licensing Act 2003</b>			
For the current schedule of statutory fees, please visit the Uttlesford District Council website:			
<a href="https://www.uttlesford.gov.uk/article/5519/Licensing-Act-2003-personal-licence">https://www.uttlesford.gov.uk/article/5519/Licensing-Act-2003-personal-licence</a>			
<a href="https://www.uttlesford.gov.uk/article/5518/Licensing-Act-2003-premises-licence">https://www.uttlesford.gov.uk/article/5518/Licensing-Act-2003-premises-licence</a>			
<b>Gambling Act 2005</b>			
For the current schedule of fees, please visit the Uttlesford District Council website:			
<a href="https://www.uttlesford.gov.uk/media/2834/Gambling-Act-2005-Fees/pdf/Gambling_Act_2005_Fees.pdf">https://www.uttlesford.gov.uk/media/2834/Gambling-Act-2005-Fees/pdf/Gambling_Act_2005_Fees.pdf</a>			

Annex H5 continued...

Licensing	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b>Licences</b>			
Animal boarding establishment (cattery, kennel, dog day care)*			
- Part A fee	279.00	287.50	No
- Part B fee	181.50	187.00	No
- Re-inspection	133.00	137.00	No
- Variation	20.50	21.00	No
Riding Establishments *			
- Part A fee	344.00	354.50	No
- Part B fee	193.50	199.50	No
- Re-inspection	186.50	192.00	No
- Variation	20.50	21.00	No
Home boarding *			
- Part A fee	190.50	196.00	No
- Part B fee	198.00	204.00	No
- Re-inspection	133.00	137.00	No
- Variation	20.50	21.00	No
Dog breeding establishment *			
- Part A fee	257.50	265.00	No
- Part B fee	181.50	187.00	No
- Re-inspection	133.00	137.00	No
- Variation	20.50	21.00	No
Pet shop *			
- Part A fee	279.00	287.50	No
- Part B fee	184.50	190.00	No
- Re-inspection	133.00	137.00	No
- Variation	20.50	21.00	No
Dangerous wild animals * (based on a 2 year licence)	POA	POA	No
Zoo licence (5 years) * (based on a 5 year licence)	POA	POA	No
Keeping or Training Animals for Exhibition * (based on a 5 year licence)	POA	POA	No
<p>* Part A fees need to be paid on application. Part B fees are paid on issuing report &amp; confirmation of the licence and rating. The issuing of the license will occur following payment of Part B fees.</p> <p>For licenses where there is more than one activity, the fee will be based on the applicant's main business activity as judged by the inspecting officer.</p> <p>Additional charges will be applied for secondary activities as outlined below.</p>			

Annex H5 continued...

Licensing	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Additional Costs</u></b>			
Cattery, Kennel, Dog Day Care	62.00	64.00	No
Riding Establishments	125.00	129.00	No
Home Boarders	62.00	64.00	No
Breeders	62.00	64.00	No
Pet Shop	62.00	64.00	No
Keeping or Training Animals for Exhibition	POA	POA	No
Vets fees to be recharged to the operator + Administration costs of £7.50 for Horse Riding Establishments and new breeders only			

## Annex H5 continued...

### Planning Applications

For the current schedule of planning application fees, please visit the Uttlesford District Council website:

<http://www.uttlesford.gov.uk/article/4864/Planning-Application-Fees>

Planning Pre-application advice	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b>Plannng Pre-application Advice</b>			
Householder - Written Advice only	100.00	100.00	Yes
- Meeting 1 hr and written advice	150.00	150.00	Yes
- Follow up advice	75.00	75.00	Yes
Householder/Heritage*/ Listed building Consent			
- Written advice only	300.00	300.00	Yes
- Meeting 1 hr and written advice	450.00	450.00	Yes
- Follow up advice	225.00	225.00	Yes
MINOR development			
- Written Advice only	225.00	225.00	Yes
- Meeting 1 hr and written advice	390.00	390.00	Yes
- Follow up advice	175.00	175.00	Yes
MINOR development and Heritage* advice			
- Written Advice only	450.00	450.00	Yes
- Meeting 1 hr and written advice	550.00	550.00	Yes
- Follow up advice	275.00	275.00	Yes
High Hedge Complaints	500.00	500.00	Yes
MAJOR or Complex Minor Pre-app where they do not want to enter into a PPA	-	Bespoke fee	Yes
*Heritage advice includes Locally Listed Buildings/ Ancient Monuments/Works or development in a Conservation Area.			

## Annex H5 continued...

Other Planning fees and charges	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
Planning conditions - variation / removal discussion	200.00	200.00	Yes
Change of use to house in multiple occupation	150.00	150.00	Yes
Is Planning Permission required - requests seeking confirmation as to whether planning permission is required for development - Householder?	100.00	100.00	Yes
Is Planning Permission required - requests seeking confirmation as to whether planning permission is required for development - Anything else?	175.00	175.00	Yes
Informal confirmation of permitted use class (formal confirmation can only be obtained by a certificate of lawfulness) - A Planning history will be carried out and a response provided within 10 working days	150.00	150.00	Yes
Confirmation that Permitted Development Rights have not been removed - Householder	55.00	55.00	Yes
Confirmation that Permitted Development Rights have not been removed - all other development	150.00	150.00	Yes
Confirmation of Designated Area in response to customer requests we can provide confirmation of designated areas (self service is available) however, we can provide a list of constraints on a property within 3 working days	75.00	75.00	Yes
Copy of history	25.00	25.00	Yes
Copy of history and more investigation	110.00 per 30 minutes	110.00 per 30 minutes	Yes
Confirmation of Conditions and s106 Compliance	110.00 per 30 minutes	110.00 per 30 minutes	No
Confirmation of conditions and s106 Compliance - site visit	276.00 plus the per 30 minutes	276.00 plus the per 30 minutes	No
Advice for variation or deletion of s106 Agreements (per 1hr meeting)	240.00	240.00	Yes
Other (not listed above)	110.00 per 30 minutes	110.00 per 30 minutes	Yes
What constitutes a material start? Material starts can only be confirmed by submitting a Cert of Law however we also offer an informal response from a case officer on what constitutes a material start.	75.00	75.00	Yes

## Annex H5 continued...

Other Planning fees and charges	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
Documents provided under Local Government Access to Information Act 1985 Documents - TPO, BPN, LB Planning & Building Regulation Decision Notices	10p a sheet plus 25.00 per hour if job exceeds 1 hour	10p a sheet plus 25.00 per hour if job exceeds 1 hour	Yes
Uttlesford Local Plan Adopted 2005	25.00	25.00	Yes
Emerging Local Plan	n/a	Bespoke Fee	Yes
Confirmation regarding Agricultural Ties	42.00	42.00	Yes
To retain a % of fee paid if the application is withdrawn - planning applications	15%	15%	No
To retain a % of fee paid if the application is withdrawn; Pre-Applications	15%	15%	Yes
Parish and Town Councils - Neighbourhood Planning mapping	The time charged will be at the appropriate officer hourly rate	The time charged will be at the appropriate officer hourly rate	No
S106/Legal Agreement Monitoring Fee - including monetary value	2% - 5% depending on complexity	See new fee sheet	Yes
S106/Legal Agreement Monitoring Fee - including non-monetary value	Bespoke Fee	See new fee sheet	Yes
Listed Building Authorisation Check (Vendor/Purchaser)	1,000.00	1,000.00	No
Solicitor's queries regarding compliance with Enforcement Notices - per 30 minutes	110.00	110.00	No
Solicitor's queries regarding compliance with Enforcement Notices - additional charge if site visit required	276.00	276.00	No

## Annex H5 continued...

Other Planning Fees and Charges - S106 Monitoring Fee	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
Monitoring Charge Schedule*			
Scheme (residential Units)			
<10	n/a	416.00	No
10 to 40	n/a	1,664.00	No
41-80	n/a	5,164.00	No
81-120	n/a	7,746.00	No
121-160	n/a	15,184.00	No
161-200	n/a	18,980.00	No
201-240	n/a	22,776.00	No
241-280	n/a	26,572.00	No
281-320	n/a	30,368.00	No
321-360	n/a	34,164.00	No
361-400	n/a	37,960.00	No
440-480	n/a	41,756.00	No
481-520	n/a	45,552.00	No
560-600	n/a	49,348.00	No
600-640	n/a	53,144.00	No
640-680	n/a	56,940.00	No
680-720	n/a	60,736.00	No
721-760	n/a	64,532.00	No
761-800	n/a	68,328.00	No
Strategic site (>800) and Mixed Schemes	n/a	Bespoke	No
*Additional fee could be sought regarding any non-standard clauses requiring specific bespoke monitoring.			
The Council will seek a charge to fulfil its role to monitor all the required clauses for Section 106 Obligations, this charge does not include, any charges sought by partner organisations such as Essex County Council			

## Annex H5 continued...

Planning Performance Agreement (PPA) band categories	Initiation Fee £	What is included?	Arrangement fee for setting up the PPA frames	What is included
<b>Category A*</b> Developments over 1000 residential units or large commercial areas over 20,000sqm net commercial floor space (including change of use)	5,000.00 + VAT	Initial meeting to share the proposal, discuss PPA.	50,000.00 + VAT	Virtual meetings with UDC officers x 6 Engagement with Parish/Town Council x up to 2 Presentation to Members x 1 Officers attending Design Panel x up to 2
<b>Category B*</b> 501 - 1000 residential units or 10,000 to 19,999sqm net commercial floor space (including change of use)	5,000.00 + VAT	Initial meeting to share the proposal, discuss PPA.	40,000.00 +VAT	Virtual meetings with UDC officers x 6 Engagement with Parish/Town Council x 1 Presentation to Members x 1 Officers attending Design Panel x 1
<b>Category C*</b> 251 to 500 residential units or between 5,000 to 9,999sqm net commercial floor space (including change of use)	5,000.00 + VAT	Initial meeting to share the proposal, discuss PPA.	30,000.00 + VAT	Virtual meetings with UDC officers x 6 Engagement with Parish/Town Council x 1 Presentation to Members x 1 Officers attending Design Panel x 1
<b>Category D*</b> 50 to 250 residential units or between 2,500 to 4,999sqm net commercial floor space (including change of use)	2,500.00 + VAT	Initial meeting to share the proposal, discuss PPA.	17,500.00 + VAT	Virtual meetings with UDC officers x 3 Engagement with Parish/Town Council x 1 Presentation to Members x 1 Officers attending Design Panel x 1
<b>Category E*</b> Up to 49 residential units or up to 2,499sqm net commercial floor space (including change of use)	2,500.00 + VAT	Initial meeting to share the proposal, discuss PPA.	12,500.00 + VAT	Virtual meetings with UDC officers x 3 Engagement with Parish/Town Council x 1 Presentation to Members x 1 Officers attending Design Panel x 1
UDC's reasonable legal costs incurred in association with the preparation of the S106 Agreement that may commence at pre-application stage.			Individually tailored to your development	
*The council's reasonable costs which may be incurred with the appointment of external and statutory consultants and stakeholders to progress the planning application to be agreed by the interested parties on a case by case basis. The cost of commissioning additional consultants will be covered by the interested parties with the agreement of the council on project scoping and draft reports.				
Additional Services - Charges on a cost recovery only. If additional work/meetings is required there will be an additional payment based on the relevant hourly rate of the officer/s required to participate.				



## Annex H5 continued...

Saffron Walden Offices	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Room charges - non wedding - minimum 2 hour charge applies</u></b>			
Room hire - Flitch (Chairman's room) (per hour)	37.00	38.00	Yes
Room hire - Flitch (Chairman's room) (per hour) Charity Rate	32.00	33.00	Yes
Room hire - Cutlers (Committee room) (per hour)	67.00	68.00	Yes
Room hire - Cutlers (Committee room) (per hour) Charity Rate	42.00	43.00	Yes
Room hire - Gibson (Council Chamber) (per hour)	89.00	91.00	Yes
Room hire - Gibson (Council Chamber) (per hour) Charity Rate	57.00	58.00	Yes
Refreshments - per 10 people	18.00	18.00	Yes
Tenants (Flitch Room) (per hour)	27.00	28.00	Yes
Tenants (Cutlers Room) (per hour)	32.00	33.00	Yes
Tenants (Gibson Room) (per hour)	52.00	53.00	Yes
<b><u>Room charges - wedding</u></b>			
Flitch (Chairman's Room) Mon-Thur	112.00	114.00	Yes
Flitch (Chairman's Room) Friday	162.00	165.00	Yes

Print Room	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
Printing services for town & parish councils, voluntary organisations, clubs & societies Hourly charge Materials charged on top * Addition of VAT varies depending on what is being printed.	41.50	41.50	No*

## Annex H5 continued...

Refuse Collection & Recycling	2021/22 charge £	2022/23 charge £	Does the charge include VAT?
<b><u>Bulky Waste Collection Service</u></b>			
Minimum charge for 2 items	17.50	30.00	No
Each additional item	8.75	5.00	No
Waste Electrical Equipment Collection Services (1 item)	17.50	30.00	No
Each additional item	8.75	5.00	No
Garden Waste Bags	1.20	1.26	No
<b><u>Garden Waste Collection Service</u></b>			
240 litre wheeled bin	n/a	46.00	No
240 litre wheeled bin (payment by DD)	40.00	n/a	No
240 litre wheeled bin (Other Payment Options)	46.00	n/a	No
Bin delivery charge	22.50	23.63	No
<b><u>Waste container supply and delivery (new developments)</u></b>			
Full set of containers, Green lidded bin, Grey lidded bin, Food Caddy	75.00	78.75	No
<b><u>Town and Parish Council Garden Waste weekend collection</u></b>			
Charge per hour	70.00	73.50	No
<b><u>Trade Waste Collection and Disposal Charges</u></b>			
Trade sacks (85 litres)	3.00	3.15	No
Bins 180 litres	6.14	6.45	No
Bins 240 litres	8.19	8.60	No
Bins 660 litres	13.54	14.22	No
Bins 1100 litres	20.88	21.92	No
Skip - 12 cubic yard (light materials)	157.74	165.63	No
Skip - 12 cubic yard (heavy materials)	247.19	259.55	No

Uttlesford District Council Autumn 2021

## **Council Spending – have your say!**

### **Uttlesford District Council budget consultation for the financial year 2022-2023**

During the period from 30 September to Sunday 17 October 2021, Uttlesford District Council sought the views of residents, partners and those who work within the district as it began the process of setting the spending budget for the 2022-23 financial year. 167 responses were received.

Each year the Government tells councils the maximum by which they are allowed to raise Council Tax, which for 2021-22 was either 1.99% or £5.00 per year. Consequently, for the 2021-22 financial year, for the Councillors for Uttlesford District Council made the decision to approve a £5 per year increase for the district council portion of the Council Tax bill. For the 2022-23 financial year a public consultation was conducted to seek residents' views on the headline budget priorities.

Most of the questions posed in this budget consultation sought comparable feedback from those asked in previous years and the results will inform the setting of the council's budget for the financial year April 2022 – March 2023.

The consultation concentrated on asking for residents' views on the priorities for council spending and the prerogatives for the future resourcing of specific service areas. An open text box was provided for respondents to express their views if they felt a different priority should be set by the council. Feedback was also sought from residents regarding whether the Council Tax precept for Uttlesford District Council represented 'Value for money'.

With the goal of obtaining feedback from those who live and work in the area, this year's budget consultation sought the views of the council's stakeholders (residents, workers, businesses, town and parish councils, Fire and Police). When setting the survey, it was hoped that those taking part in in this survey would represent a broad cross-section of those who live and work in Uttlesford. The final two sections of the online questionnaire asked participants to identify in which capacity they were responding as well as questions where respondents could provide some optional profiling information about themselves.

## Priorities

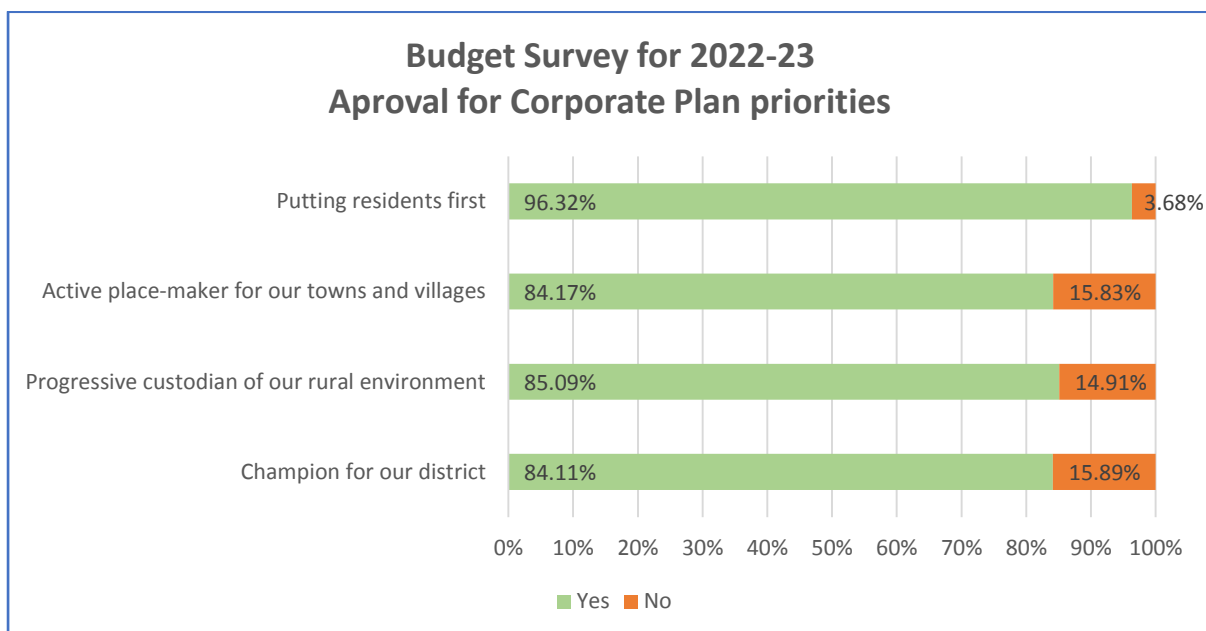
At a meeting of Full Council on 23 February 2021, a new Corporate Plan for 2021-25 was adopted which included a vision for the council 'Making Uttlesford the best place to live, work and play'. The plan has four priorities:

- Putting residents first
- Active place-maker for our towns and villages
- Progressive custodian of our rural environment
- Champion for our district

The first question for the consultation asked participants if the four priorities for the new Corporate Plan “are the right ones” for 2022-2023.

Each of the four stated priorities were approved by over eight out of ten people who answered this question. “Putting residents first” had the highest level of agreement by over 96% of participants who had an opinion selecting this priority.

The chart below illustrates the comparative percentage of responses from those who showed their opinion on this question by selecting a “Yes” or “No” response.



## Value for money

Respondents were reminded that Uttlesford District Council currently keeps £162 of the average £1,885 paid in Council Tax by an Uttlesford household based on Band D property Council Tax 2021/22. The rest goes to Essex County Council, Essex Police Fire and Crime Commissioner and Parish/Town Councils. Bearing this in mind, Question 3 of the survey asked respondents if they agreed that the district council provides value for money. The table below shows the cross section of responses.

<b>Strongly agree</b>	<b>Tend to agree</b>	<b>Neither agree nor disagree</b>	<b>Tend to disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
28	55	38	26	17	3
16.80%	32.90%	22.80%	15.60%	10.20%	1.80%

By discounting the responses of those who either “Don’t know” or “Neither agree nor disagree” the headline response to this question shows that nearly two thirds (66%) of those participating either “strongly agree” or “Tend to agree” that the district council provides value for money.

## “Statutory” and “Discretionary” services

Survey participants were asked to assign a level of importance to a list of “Statutory” services provided by the council, ranging from “Very important” to “Not important at all” as well as the option to select “Don’t know”. Similarly, those taking part in this year’s survey were asked to assign levels of importance to a separate a list of “Discretionary” services.

To enable the participants to make an informed selection, for each of the listed services, the questionnaire stated how much of the annual Council Tax the overarching service area (e.g. Revenues and Benefits) cost an average Band D household per year.

However, to enable a comparison of services and to determine which of those listed which were viewed as the most important as potential spending priorities, the data was analysed using rated scores where more weight is given if a service area is selected as “Very important” and a reduced weight for those selected as “Not important at all”. Those with no opinion (“Don’t know”) were not included in the calculation.

Using this method the two tables below show the three most selected services and the lowest scoring services.

Level of importance	Statutory service area
Highest level of importance	Refuse and recycling collection (97%)
Second highest level of importance	Action to develop cleaner neighbourhoods (included in Environmental Health and Licensing) 91%
Third highest level of importance	Planning policy including new Local Plan and Determining planning and building control applications (included in Building Control) each scored 87%
Lowest level of importance	Taxi licensing, liquor and gambling premises licensing (included in Environmental Health and Licensing) 62%

Level of importance	Non Statutory service area
Highest level of importance	Maintaining amenity areas, such as grass cutting and general maintenance of various areas of council-owned land. 82%
Second highest level of importance	Communicating with the public (included in Partnerships and Communities) 79%
Third highest level of importance	Community safety activities to support the work of the Community Safety Partnership with the police and others. 77%
Lowest level of importance	Ward member grants (included in Partnerships and Communities) 56%

## Literal responses

Following Question 1, which asked survey participants to indicate their views regarding the four main priorities identified in the council's Corporate Plan, consultees were invited to submit a literal comment if they believed that a different priority should be focused on by the district council. 54 literal responses were received.

Concerns about overdevelopment, infrastructure (particularly roads) and protection of the rural areas of the district were the topics most frequently expressed.

**Q2. If you think there is a different priority that the council should be focusing on, please explain:**

These are fine words but your existing policies make similar statements. Experience shows that Officers do not uphold your Constitution or policies equally or fairly.

Look after the less well off with more money and greater respect Overhaul the dreadful service levels provided by District Council staff

No evidence to date of 'outstanding levels of transparency and accountability'. So enter drop this objective or fund compliance officers to challenge the elected representatives.

Protect the green belt. Don't build on green belt land, however laudable some progressive affordable homes scheme might be presented. It is wrong.

Action on climate change is far too broad a phrase to have any discernible meaning. If it means making our lives more difficult by slavishly following the current politically correct fashion by introducing anti-motorist punitive measures I would be against it on principle. If on the other hand it means promoting sensible measures such as better recycling, improving infrastructure and preventing developers ruining the district by building over high quality farmland I would be very much in favour of it. Uttlesford is the jewel in Essex's crown but is in danger of being wrecked by overdevelopment. I realise that this is largely due to reckless government policies but the District council must hold the line if it is really putting residents first i.e. the current residents as opposed to loads of newcomers with no allegiance to the area who will soon be arriving in droves.

The custodian of rural environment has to include protecting our rural areas from large housing developments. These are unwanted by the vast majority of residents.

Where does consideration of infrastructure feature ? Roads and other. Health services and education. Etc. Appreciate that these may be the main responsibility of other organisations but UDC should have a view and strategy to partner to success. Is this what is meant by the rather vague " champion for our district " ? In times of challenge joined up thinking is definitely required.

Disabled housing needs ...

Efficiency with council tax spending. Transparency and openness with the priorities. Avoiding waste of money. The council should not be abused by campaign groups getting their hands on the council finances to fight democratic national policy. Supporting business and housing, not opposing it. The most important thing for anyone is to be able to go to work and come home to a warm and safe home with food in the fridge.

The council should have a better planning department for road repairs. It seems its all or nothing, more than three temporary traffic light systems set up choking the traffic of the town or no temporary lights anywhere. This could be better planned to stop the traffic jams that they cause. No-one appears to check the quality of the road repairs or remarking. On the Little Walden Road there is a stretch of road where two lorries of busses cannot pass each other as the road appears too narrow. However, if you scrape the mud and debris out of the road you find the hidden curb stone and you find another white line down the side of the road. There is about 10 inches in the width of the road hidden under years of lack of road cleaning and maintenance. Poor management.



Who came up with 'Active place-maker'? Someone swallowed a thesaurus! You state 'Deliver local government with outstanding levels of transparency and accountability' yet you don't use plain English. Please consider consulting with <a href="http://www.plainenglish.co.uk/">http://www.plainenglish.co.uk/</a> before proceeding too far
VFM from all suppliers and especially council departments Scrap Town councils - wasre of money. What does UDC actually do? Sod all for businesses, just let developers do what the **** they want
Emphasis on making sure developers actually carry out the improvements that are in their planning obligations.
Preserving the unique villages in Uttlesford. Don't let it turn into another over populated area like Chelmsford
Honesty, clarity and openness in decision making. Not claiming to be open and honest and then hding the truth from council taxpayers and residents as you currently do!
LET US DECIDE WHERE NEW HOUSING SHOULD TAKE PLACE AND NOT ON GREEN BELT
Fix streets pothole, some of them are destroying residents cars. Stop new houses from being build, they're ruining our rural community.
Protecting the district and its infrastructure and character from the consequences of over development. Retaining as much green and recreational space as possible within the towns such as the playing fields of what was The Friends School in Saffron Walden. Once gone never regained.
More proactive and visible policing.
More affordable homes, studio apartments, one bedroom flats, but with discounts for NHS staff on the Help to Buy scheme. I get the impression you do not realise how poor people are.
I believe more of the speeding checks could be done haven't seen them out in Debden for a while.
Greater protection of rural environments from traffic - not just pollution, but overuse, noise and nuisance too.
Ensuring that thousands of houses are not built in our towns and villages where there is no infrastructure to cope. Also any homes built need to be truly affordable for local people - not large executive houses or bought by landlords to rent out.
Sounds good but will you keep to it?
Provide SAFE crossing places for our children. We see children hovering beside busy roads near the common, at the end of Castle street, at the end of Little Walden Road. A serious accident is surely only a matter of time. Safe crossing - zebra and/or pelican crossings - need to be installed as a matter of urgency. Please don't wait until we have a tragedy.
The rate of building of new homes cutting down trees, concreting over large areas of countryside and destroying the habitat of many animals and birds seems completely the opposite of what we should be doing. I understand that people need homes but at a time when some Europeans are leaving/have left following Brexit are we sure that the scale of the building countryside is necessary or desirable. Should we not pause for a while and stop allowing developers planning permission on such a massive scale.
Ensure infrastructure support for any new residential building developments around Saffron Walden to include schools, doctors and retail units with a view to keeping any more polluting traffic out of the town centre. There should also be better care of the pavements to clean up rubbish and remove weeds.
'Active place-maker' and 'Champion' are vague words that need to rephrased into something more specific

Weekly recycling collections and energy efficient home grants
Complete the rollout of fibre broadband in thaxted. We had months of disruption for gigaclear to only cable the main road leaving hundreds of properties without high speed Internet.
Improve road infrastructure
Improvement
The priority must be total transparency from Council to residents ensuring local exemplary democracy. Such transparency may also assist in the electorate understanding of the political and commercial interests of Councillors in their decision making.
yes collecting council tax from property that owe tax and not been collected mainly a warehouse that owes thousands
Some of the groupings above include elements I could support, but also ones that I do not believe need specific/particular focus on. Context is needed for Questions 4-9. For example, why can't the FULL costs of food standards, private water supplies (presumably policing of both?), taxi licensing and building control/planning applications etc etc not be recouped from the direct beneficiaries (the property/land owners, taxi drivers, food outlets etc). I see little reason for that to form part of the standard Council Tax payment (in the same way you manage council housing to be self-funding).
A D C B
it all reads very well . HOWEVER could you please ..... Actually deliver on what they preach . make officials accountable to deliver . Cease hiding behind Bureaucratic processes that slow you down to a snails pace . Where is the neighbourhood plan , scrapped . where are the electric car plug ins ?? very few . why spend millions against local jobs ie stansted airport . as a few examples . PLEASE WORK FOR YOUR SALARY . instead of finding excuses to do nothing .Amazed what is spent on Building and planning per household , professionals are milking it !!
The priority headlines are fine but you need to ensure that there is 'meat on the bones'...
Traffic congestion. More Schools both primary and secondary. More dr surgery's
No more mansions m
I think that being custodian of our rural environment should be second on the list. We must stop this continual building in our villages. By doing this we will keep our village status and not become small towns.
Most of the above is gobbledygook. How much is this survey costing ?
Make climate emergency a top priority in every work stream
Under Custodian of our rural environment, the good maintenance of the existing structure and facilities is currently very poor eg road sweeping, gulley emptying, litter collection, neglected road signs and more, poor pavement maintenance
You should be reducing the council tax given the number of houses that you insist on allowing to be built
not a different priority but it should be considered and included. Pathways along main roads need to be cleared for pedestrian safety. They are a mess. Safety for cyclists. Cycle pathways for families to enjoy. Stop Lorries from squeezing through small roads and causing chaos. Green waste should not be charged for. Bigger bins for recycling
Put climate and ecological emergency at the heart of everything you do. Don't just pay lip-service. Ensure that ALL UDC staff and councillors are constantly reminded / trained and made aware that it is their responsibility. That includes the Planning department!
Housing

Putting infrastructure into the areas where new affordable housing is being built or has been built. We need more Doctors surgeries, more schools and better water and sewerage management

Protect our historic towns and villages from the blight of poor modern development

Controlling the finances to recover the 2.5m lost on pointless fight with airport

Safety should be mentioned more strongly, with a priority to addressing men's violence against women. Otherwise these priorities are well balanced.

You have mentioned health service but not social services - the district council should take a much bigger role in social services, not just by giving grants to the voluntary sector. I agree with other aspects of championing the district but don't think you should prioritise health above social services - other bodies have statutory responsibilities for health services.

The climate crisis which if not dealt with render useless other plans: people's well being, economy, the future are all dependent on reversing biodiversity loss and temperature rises.

## Council Spending – have your say!

Budget Consultation for the financial year April 2022- March 2023

### Annexe 7 – Survey data, absolute results

Shown below is the downloaded data from the collated responses to the Autumn 2021, Uttlesford District Council Budget consultation.

Absolute and corresponding percentage data is displayed in the response fields on the survey.

## Council Spending - have your say! Uttlesford District Council Budget Consultation - Autumn 2021

Each year the council has to prepare its budget and decide how much should be spent on the services it provides to the community. This questionnaire gives you the opportunity to have your say on what Uttlesford District Council's spending priorities should be in the financial year from April 2022 to March 2023.

Central government funding used to be the biggest single source of money for many councils, including Uttlesford. For the current financial year 2021/22 the council's total funding requirement is budgeted at £14.4m. Government funding has reduced significantly over the years, a trend that is expected to continue. As a result, the council faced significant challenges in balancing its budget so decided to increase its revenue through a commercial investment programme – buying commercial property and then using the rent it receives to fund council services. In the current year, this portfolio will generate an additional income of about £6.9m to help us run the council. This compares with council tax of £6.1m. The rest of the funding is a mixture of business rates and movements to and from reserves.

This has been successful, but even so there are continued financial pressures and the council needs to ensure it remains efficient while continuing to provide the same high quality services.

The results of this consultation will help to inform the budget for April 2022 to March 2023.

All the information you provide will be kept entirely confidential. It will only be used by Uttlesford District Council and the main findings will be published on the council website. However your own views and opinions will not be passed on to anyone else.

Further information about Data Protection rights can be found at [www.uttlesford.gov.uk/privacy](http://www.uttlesford.gov.uk/privacy)

The budget for 2022/23 will be agreed by Full Council in February 2022 following consideration by the Scrutiny Committee and Cabinet.

**Please complete this questionnaire by ticking the appropriate box(es) for each question, using the "Next" button to proceed to each page. When you have answered the questions to your satisfaction\*, click on the "Submit" button.**

**Please submit your completed survey by:**

**Sunday 17 October 2021**

\* You can start your survey, save the responses you have already entered and return to complete the questionnaire at a later time, provided it is before the closing date.

If you require this publication in an alternative format and/or language or have any queries regarding this questionnaire, please contact the Consultation Team at Uttlesford District Council on 01799 510670 or email: [consultation@uttlesford.gov.uk](mailto:consultation@uttlesford.gov.uk)

## Priorities

Our budget is designed to deliver the core services we provide and meet our priorities as set out in the council's Corporate Plan for 2021-25 which was adopted by Full Council at its meeting on 23 February 2021.

With a vision for the council to make 'Uttlesford the best place to live, work and play', the Corporate Plan has four priorities:

- **Putting residents first**
- **Active place-maker for our towns and villages**
- **Progressive custodian of our rural environment**
- **Champion for our district**

### Putting residents first

We will:

Be a council that listens to and acts for residents

Deliver local government with outstanding levels of transparency and accountability

Be responsible with your money and mitigate the impact of government cuts

### Active place-maker for our towns and villages

We will:

Masterplan our new communities for and with residents

Support our towns and villages to plan their neighbourhoods

Secure greater benefits for our community from new development

Work with the airport on issues of concern to communities

Nurture employment and retail areas to create jobs and retain businesses

Enforce good business standards in our district

Deliver more affordable homes and protect those in need in our district

Promote healthy lifestyles in diverse and inclusive communities

### Progressive custodian of our rural environment

We will:

- Take action on Climate Change
- Conserve our natural resources
- Protect and enhance our rural character and heritage
- Take strong action on dealing with pollution

### Champion for our district

We will:

- Improve Uttlesford's connectivity
- Support our students, schools and libraries
- Work with partners to keep the district safe
- Work to create a better local Health Service for residents

**Q1 Do you think these priorities are the right ones for 2022/2023?**

	Yes	No	Don't know
Putting residents first	157 (94.0%)	6 (3.6%)	4 (2.4%)
Active place-maker for our towns and villages	117 (70.1%)	22 (13.2%)	28 (16.8%)
Progressive custodian of our rural environment	137 (82.0%)	24 (14.4%)	6 (3.6%)
Champion for our district	127 (76.0%)	24 (14.4%)	16 (9.6%)

**Q2** If you think there is a different priority that the council should be focusing on, please explain in the box below:

54 responses (See Literal Responses in the Budget Consultation report)

**Value for money**

Only a small part of the Council Tax you pay goes to this council.

Uttlesford District Council currently keeps £162 of the average £1,885 paid in Council Tax by an Uttlesford household based on Band D property Council Tax 2021/22. The rest goes to Essex County Council, Essex Police Fire and Crime Commissioner and Parish/Town Councils.

This consultation is only about the Uttlesford part, and we have no say in tax levels of the other bodies. The council is also responsible for collection of business rates, but similarly has no say in their level and retains only a small percentage of it.

**Q3 Bearing in mind Uttlesford householders only pay about £162 per year for services provided by the Council (based on average Band D Council Tax 2021/22), to what extent do you agree or disagree that Uttlesford District Council provides value for money? (please tick one box only)**

- 28 (16.8%) Strongly agree
- 55 (32.9%) Tend to agree
- 38 (22.8%) Neither agree nor disagree
- 26 (15.6%) Tend to disagree
- 17 (10.2%) Strongly disagree
- 3 (1.8%) Don't know

**Statutory Services**

**The council delivers a number of statutory services. These are services we have to provide by law.**

We are allowed to, and already do, apply additional fees and charges for some of them. In order to meet the continued financial pressures, we could look to reduce the amount we spend which may reduce the level of service provided, or where allowed, increase or introduce new fees and charges.

Below is a list of statutory services. We have shown the amount of the £162 received in Council Tax from an Uttlesford Council Tax payer spent on each service (based on average Band D Council Tax).

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**For each of these statutory services please tell us how important you think the service is.**

**Q4 Environmental Health and Licensing** costs about £22.60 per household per year and includes:

	Very important	Fairly important	Not so important	Not important at all	Don't know
Action to develop cleaner neighbourhoods and to tackle environmental crime such as fly tipping.	113 (67.7%)	48 (28.7%)	3 (1.8%)	3 (1.8%)	0 (0.0%)
Food safety	72 (43.1%)	67 (40.1%)	23 (13.8%)	2 (1.2%)	3 (1.8%)
Housing standards	77 (46.1%)	63 (37.7%)	20 (12.0%)	5 (3.0%)	2 (1.2%)
Private water supplies	56 (33.5%)	38 (22.8%)	49 (29.3%)	16 (9.6%)	8 (4.8%)
Pollution control	85 (50.9%)	60 (35.9%)	16 (9.6%)	5 (3.0%)	1 (0.6%)
Taxi licensing, liquor and gambling premises licensing	21 (12.6%)	57 (34.1%)	65 (38.9%)	22 (13.2%)	2 (1.2%)

**Q5 Housing and Homelessness\*** costs about £9.47 per household per year and includes:

	Very important	Fairly important	Not so important	Not important at all	Don't know
Housing advice	62 (37.1%)	70 (41.9%)	26 (15.6%)	6 (3.6%)	3 (1.8%)
Temporary accommodation	92 (55.1%)	46 (27.5%)	20 (12.0%)	6 (3.6%)	3 (1.8%)

\*Please note: council house provision is entirely self-financing from council house rents. It is not included in this consultation and is the subject of separate annual consultation with tenants.

**Q6 Planning and Building Control** costs about £81.82 per household per year and includes:

	Very important	Fairly important	Not so important	Not important at all	Don't know
Planning policy including new Local Plan	101 (60.5%)	48 (28.7%)	11 (6.6%)	5 (3.0%)	2 (1.2%)
Determining planning and building control applications	99 (59.3%)	53 (31.7%)	8 (4.8%)	6 (3.6%)	1 (0.6%)
Local land searches (e.g. when buying/selling a home)	53 (31.7%)	64 (38.3%)	32 (19.2%)	15 (9.0%)	3 (1.8%)

		Very important	Fairly important	Not so important	Not important at all	Don't know
<b>Q7</b>	<b>Refuse and recycling collection</b> costs about £44.35 per household per year	148 (88.6%)	18 (10.8%)	0 (0.0%)	1 (0.6%)	0 (0.0%)
<b>Q8</b>	<b>Street cleansing</b> costs about £15.17 per household per year	95 (56.9%)	57 (34.1%)	11 (6.6%)	4 (2.4%)	0 (0.0%)
<b>Q9</b>	<b>Revenues and Benefits</b> costs about £41.67 per household per year and includes:					
		Very important	Fairly important	Not so important	Not important at all	Don't know
	Administering Council Tax and Business Rates collection	66 (39.5%)	63 (37.7%)	30 (18.0%)	7 (4.2%)	1 (0.6%)
	Administering Council Tax and and Housing Benefits	54 (32.3%)	68 (40.7%)	33 (19.8%)	9 (5.4%)	3 (1.8%)

## Discretionary Services

**These are services we choose to provide but do not have a legal responsibility to do so.**

We charge additional fees and charges for some of them. To meet the continued financial pressures we could increase existing fees and charges and introduce new ones. Or we could reduce the level of service.

**For each of these discretionary services please tell how important you think the service is.**

		Very important	Fairly important	Not so important	Not important at all	Don't know
<b>Q10</b>	<b>Maintaining amenity areas, such as grass cutting and general maintenance of various areas of council-owned land</b> costs about £6.98 per household per year (This does not include council housing or sheltered accommodation).	68 (40.7%)	78 (46.7%)	20 (12.0%)	1 (0.6%)	0 (0.0%)
<b>Q11</b>	<b>Community safety activities to support the work of the Community Safety Partnership with the police and others</b> costs about £11.02 per household per year.	63 (37.7%)	59 (35.3%)	38 (22.8%)	7 (4.2%)	0 (0.0%)



**Q12 Economic development** costs about £33.51 per household per year and includes:

	Very important	Fairly important	Not so important	Not important at all	Don't know
Support for local businesses	49 (29.3%)	68 (40.7%)	38 (22.8%)	12 (7.2%)	0 (0.0%)
Supporting projects to facilitate economic growth such as rural broadband	56 (33.5%)	62 (37.1%)	36 (21.6%)	13 (7.8%)	0 (0.0%)
Support for tourism	17 (10.2%)	60 (35.9%)	62 (37.1%)	28 (16.8%)	0 (0.0%)

**Q13 Partnerships and communities** costs about £23.70 per household per year and includes:

	Very important	Fairly important	Not so important	Not important at all	Don't know
Communicating with the public	60 (35.9%)	80 (47.9%)	19 (11.4%)	8 (4.8%)	0 (0.0%)
Running Saffron Walden Museum	20 (12.0%)	50 (29.9%)	60 (35.9%)	30 (18.0%)	7 (4.2%)
Supporting community groups to deliver projects	19 (11.4%)	69 (41.3%)	55 (32.9%)	20 (12.0%)	4 (2.4%)
Ward member grants	15 (9.0%)	37 (22.2%)	63 (37.7%)	33 (19.8%)	19 (11.4%)

**Survey respondents**

It is hoped that those taking part in in this survey will represent a broad cross-section of those who live and work in Uttlesford. It would greatly assist us in collating responses in this questionnaire if you would select which of the following statements best describes you.

**Q14 I am responding to this survey as:** (please select one option only):

- 157 (94.0%) An Uttlesford district resident - Council Tax Payer
- 4 (2.4%) An Uttlesford district resident - Non Council Tax Payer
- 0 (0.0%) Local business representative
- 0 (0.0%) Local community organisation representative
- 0 (0.0%) Parish/Town Council or Meeting representative
- 0 (0.0%) Neighbouring Local Authority/Partner Organisation representative
- 0 (0.0%) Local Councillor
- 3 (1.8%) An Uttlesford District Council Member
- 0 (0.0%) An Uttlesford District Council employee
- 1 (0.6%) Visitor to the Uttlesford District
- 1 (0.6%) Person who works in the Uttlesford District
- 1 (0.6%) Other (please state below):

1 response: "Work in Saffron Walden"

**Q15** If you are responding as a local business/community organisation or neighbouring Local Authority/Partner Organisation representative, please tell us which one:  
0 responses

**Q16** If you are responding as a Parish/Town Council or Meeting representative, please tell us which one:  
0 responses

## Your details:

We want to make sure that all our services are delivered fairly. We are therefore asking the following questions about you, so that we can make sure our services consider everyone's needs.

The information you provide will be kept confidential and processed by Uttlesford District Council in accordance with the Data Protection Act 1998. We will not share this information with third parties. Further information about Data Protection rights can be found at [www.uttlesford.gov.uk/privacy](http://www.uttlesford.gov.uk/privacy)

**You do not have to answer these questions.**

**Q17 Which age category do you belong to?**

0 (0.0%)	16-19	30 (18.3%)	45-54
0 (0.0%)	20-24	40 (24.4%)	55-64
7 (4.3%)	25-34	44 (26.8%)	65-74
18 (11.0%)	35-44	25 (15.2%)	75+

**Q18 What is your gender?**

89 (54.3%)	Male
70 (42.7%)	Female
5 (3.0%)	Prefer not to say

**Q19 What is your ethnicity?**

159 (97.5%)	White
0 (0.0%)	Black or Black British
1 (0.6%)	Mixed heritage
1 (0.6%)	Asian of Asian British
2 (1.2%)	Other ethnic group:

2 responses:  
"Not relevant"  
"Human"

**Q20 Do you consider yourself to have a disability?**

22 (13.7%)	Yes	139 (86.3%)	No
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**Q21 Please enter your postcode:**

151 responses – See Appendix 6 – profiling data

**Thank you for taking part in our survey.**