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Finance and Resources Committee

Agenda

Part One

Council Chamber - Town Hall

Wednesday, 29 October 2014 at 7.00 pm

Membership (Quorum – 3)

Councillors
Cllrs Aspinell (Chair), Lloyd (Vice-Chair), Clark, Faragher, Hirst, Kendall, Le-Surf, Mrs McKinlay and Parker

Committee Co-ordinator: Jean Sharp (01277 312655)

Additional Information:

Substitutes
The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Substitutes for quasi judicial Committees must be drawn from members who have received training in quasi-judicial decision making. If a casual vacancy occurs on a quasi judicial Committee it will not be filled until the nominated member has been trained.

Rights to attend and speak
Any Member may attend any body to which these Procedure Rules apply.

A Member who is not a member of the committee may speak at the meeting if they have given prior notification by no later than one working day before the meeting to the Chair and advised them of the substance of their proposed contribution.

The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

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<u>Point of Order/Personal explanation/Point of Information</u>

8.3.14 **Point of order**

A member may raise a point of order at any time. The Chair will hear them immediately. A point of order may only relate to an alleged breach of these Procedure Rules or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Chair on the point of order will be final.

8.3.15 **Personal explanation**

A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Chair on the admissibility of a personal explanation will be final.

8.3.16 **Point of Information or clarification**

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Chair. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate, If the Chair gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Chair on the admissibility of a point of information or clarification will be final.

Information for Members of the Public

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Private Sessions

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The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because It helps to make the council more transparent and accountable to its local communities.

Where members of the public use a laptop, tablet device, smart phone or similar devices to make recordings these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

If you wish to record the proceedings of a meeting and have any special requirements or are intending to bring in large equipment then please contact the Communications Team before the meeting.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of these activities, in their opinion, are disrupting proceedings at the meeting.

Access

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Evacuation Procedures

Evacuate the building using the nearest available exit and congregate at the assembly point in the North Front Car Park.

Part I

(During consideration of these items the meeting is likely to be open to the press and public)

Contents

Jo-Anne Ireland
Acting Chief Executive

Town Hall
Brentwood, Essex
21.10.2014

Minutes

Finance and Resources Committee
30 June 2014

Membership/Attendance

* Cllr Aspinell (Chair)	* Cllr Kendall
* Cllr Lloyd (Vice-Chair)	* Cllr Le-Surf
* Cllr Clark	* Cllr Mrs McKinlay
Cllr Faragher	* Cllr Parker
* Cllr Hirst	

*present

Substitute Present

Cllr Kerslake (for Cllr Faragher)

Also Present

Cllr Baker	Cllr Morrissey
Cllr Chilvers	Cllr Mynott
Cllr Mrs Hubbard	Cllr Quirk

Officers Present

Jo-Anne Ireland – Director of Strategy and Corporate Services
Tony Pierce – Acting Head of Planning
Roy Ormsby – Head of Street Scene
Paul Knight – Head of Business Transformation
Ashley Culverwell - Head of Borough Health, Safety & Localism
Leona Murray-Green – Senior Communications Officer
Leanna McPherson – Governance and Member Support Officer

23. Apologies for Absence

Apologies for absence were received from Cllr Faragher.

24. Minutes of Performance and Resources Committee held on 12 March 2014 and Strategy and Policy Board held on 19 March 2014

The minutes of the meetings were approved and signed by the Chairman as a correct record.

25. Proposals for a Review of Election

Members had before them a report outlining a proposal for a review of the elections process.

The proposed review would consider (but not be restricted to) the following areas:

- Review of the current Election cycle
- Review of polling day practices, including the locations of polling stations and processes undertaken at polling stations
- Review of the verification and count procedure
- Review of potential marketing campaigns to encourage electoral registration and voting
- Potential impact of Individual Electoral Registration (IER)

The review may identify a number of areas which can be recommended to Finance and Resources. However, it must also be recognised that any significant recommendations such as a change to the Election Cycle would need to be referred to Full Council for approval.

A motion was MOVED by Cllr Lloyd and SECONDED by Cllr Aspinell to approve the recommendation as set out in the report.

RESOLVED to support a review of elections and to receive a report on options at the next meeting.

26. Provisional Outturn 2013/14

As part of the year end process, the Council must report the outturn position for 2013/14 and produce a Statement of Accounts which must be signed off by the External Auditors (Ernst & Young) and published by 30 September 2014.

The report before Members dealt with the financial outturn for the following:

- General Fund - projected surplus of £374,700 (plus a further £487,300 returned to balances from earmarked reserves) for the year.
- Housing Revenue Account – projected overspend of £158,000 for the year.
- Capital Programme – projected underspend of £1,497,100 for the year.

The report also considered the reserves and working balance levels.

A motion was MOVED by Cllr Aspinell and SECONDED by Cllr Lloyd to approve the recommendations as set out in the report.

RESOLVED UNANIMOUSLY

1. To approve the provisional outturn information contained within this report.

2. To approve the following reserve transfers:
   2.1 Transfer of £500,000 to the Funding Volatility Reserve in recognition of the need to make good in 2014/15 a deficit on the NNDR Collection Fund in 2013/14.
   2.2 Close the ICT Contracts Reserve and transfer the residual balance of £30,000 to the Organisational Transformation Reserve
   2.3 Reduce the Single Status Reserve to £30,000 and transfer the unused amount of £487,300 to the General Fund Working Balance

27. Annual Treasury Management Report 2013/2014

The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2013/14. The report before Members met the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

On 12th February 2013 the Council received an annual treasury strategy in advance of the year (2013/14) and this review compared the activity with the strategy.

A motion was MOVED by Cllr Aspinell and SECONDED by Cllr Lloyd to approve the recommendations as set out in the report.

RESOLVED UNANIMOUSLY to note the Treasury Management activity and information for 2013/14.

28. Performance Indicators for 2014/15

The report before Members detailed the Operational Performance Indicators agreed for 2014/15 and gave performance detail for the first quarter up to 16th June 2014.

A motion was MOVED by Cllr Aspinell and SECONDED by Cllr Lloyd to approve the recommendations as set out in the report.

RESOLVED

1. That the Committee notes the Strategic and Operational Performance Indicators for 2014/15.
2. That the Committee considers and notes the performance and contextual information against the first quarter key performance indicators up to 16th June 2014.

29. Organisational and People Development Strategy and Staff Survey

Members were aware that a staff survey was conducted during February 2014 which was requested by Overview and Scrutiny on 18 September 2013. The results of the survey were attached as Appendix 1 to the report.

The staff survey was followed up with a managers' workshop on 04 June 2014 and additional workshops were to be held later in June.

An Organisation and People Development Strategy had been developed in response to the issues raised in the report and feedback contained within the Peer Review outcome letter of February 2014. The strategy was attached as Appendix 2 to the report.

A comprehensive action plan needed to be drawn up by managers and staff to support the delivery of the Organisational and People Development Strategy.

A motion was MOVED by Cllr Le-Surf and SECONDED by Cllr Aspinell to approve the recommendations as set out in the report.

During the debate and amendment to the motion was MOVED by Cllr Le-Surf and SECONDED by Cllr Aspinell to add an additional recommendation as follows:

RESOLVED UNANIMOUSLY

1. To note the report and attached survey results (Appendix 1 of the report) as requested by the Overview and Scrutiny Committee.
2. To endorse the Organisation and People Development Strategy attached as Appendix 2 of the report.
3. That a further staff satisfaction survey be undertaken in six months.

30. Revised Health and Safety Policy

The Health and Safety Policy (Appendix 1 of the report) had been revised as required under the Health and Safety at Work etc Act 1974 and was reflective of current organisational and management structures within the Authority. The health and safety policy had been passed to Corporate Leadership Board and all Health and Safety Committee members for comment and review in accordance with its conditions.

A motion was MOVED by Cllr Aspinell and SECONDED by Cllr Clark to approve the recommendation as set out in the report.

RESOLVED UNANIMOUSLY that the revised Health and Safety Policy be approved.

31. Communications Protocols

The report before Members comprised of three documents that set out guidelines and procedures for handling Brentwood Borough Council's internal and external communications. The aim was to help the Council communicate effectively with its key audiences by ensuring the quality, accuracy and effectiveness of communications activity and protocols.

Communications Protocols (Appendix 1 of the report), was mainly for staff use and covered communications of a news, marketing and information type and applied to all formats and channels regarding internal and external communications. It had been revised to acknowledge the new Communications Team at the Council and our increased use of Twitter as a way of engaging with residents.

Communications Strategy 2014/15 (Appendix 2 of the report) was a new document that provided a framework and action plan for the Communications Team to support the delivery of the Council's strategic priorities as set out in the Corporate Plan 2013-2016.

Social Media Protocol for Members (Appendix 3 of the report) was for members and provides guidance on best practice for the use of social media.

A motion was MOVED by Cllr Lloyd and SECONDED by Cllr Kendall to approve the recommendations as set out in the report, with the following amendment,

2.1 That the Committee approve the Social Media Protocol ~~for~~ (Appendix 3).

During the debate and amendment was MOVED by Cllr Lloyd and SECONDED by Cllr Aspinell to add an additional recommendation as follows:

2.4 That the Public Information Panel (PIP) will continue and will be constituted of three Members, two from the administration and one from the opposition group.

The amendment was ACCEPTED.

RESOLVED

1. To approve the continued use of the Communications Protocols (Appendix 1).
2. To approve the Communications Strategy for 2014/15 (Appendix 2).
3. To approve the Social Media Protocol (Appendix 3).
4. That the Public Information Panel (PIP) will continue and will be constituted of three Members, two from the administration and one from the opposition group.

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29th October 2014

Finance and Resources

Cycling Provision for BBC

Report of:	*Jo-Anne Ireland, Acting Chief Executive*
Wards Affected:	*N/A*
This report is:	*Public*

1. Executive Summary

1.1 A cycle to work scheme offers tax incentives that enable staff to enjoy savings on the price of a new bicycle and related accessories such as safety equipment. The Council purchases the bicycle and the employee leases the bicycle via a tax-efficient salary sacrifice scheme.

2. Recommendation(s)

2.1 To agree to the Council registering with Cyclescheme, offering employees the benefits of the scheme.

2.2 To agree to the provision of cycle racks at the Town Hall and to the investigation of further provision of changing areas and/or showers as part of the Town Hall development.

3. Introduction and Background

3.1 The Council is aware of its responsibilities both as an environmentally conscious organisation and a considerate employer.

3.2 Recent findings from both the Staff Survey and the LGA Peer Review indicate that more needs to be done to reward employees and allow them benefits for their commitment and hard work.

3.3 Offering a cycle to work scheme allows the Authority to provide benefits to staff whilst contributing to lessening the environmental impact.

3.4 A cycle to work scheme offers tax incentives that enable staff to enjoy savings on the price of a new bicycle and related accessories such as safety equipment. The Council purchases the bicycle and the employee leases the bicycle via a tax-efficient salary sacrifice scheme.

4. Issue, Options and Analysis of Options

4.1 Offering employees the opportunity to access a bicycle and use it for travel to work is a good way of reducing our environmental impact whilst offering employees an opportunity to cycle work without having to pay for a bicycle themselves.

4.2 A full hire scheme would need to be in place. Cycle to work schemes, such as Cyclescheme, offer bicycles for work-related journeys and it is usual that the bike would be used 50% of the time for qualifying work related travelling.

4.3 The ownership of the bike rests with the Council until the end of the hire agreement. Ex-rental bikes will be sold at their then market value. In order to ensure savings are protected for employees, there can be no commitment in any agreement to sell to the hirer or their nominee. Any subsequent sale must be under a separate agreement entered into after the expiry of the hire agreement.

4.4 Options available to employees once the hire agreement ends are:

- Stop using the bike and return the bike to Cyclescheme,
- Employee pays a percentage of the original bike value being the market value at the time of sale and obtains ownership of the bike,
- Employee pays a small refundable deposit and signs an ‘Extended Use Agreement’ (usually for 36 months) where the monthly payments are zero. After 36 months the bike can be returned to Cyclescheme and the deposit returned or the deposit is kept and the bike becomes the possession of the employee.

4.5 Once signed the Hire Agreement is non-cancellable after an initial cooling off period. If an employee leaves or is made redundant where the hire period is eighteen months or less, the remaining salary sacrifice amount would need to be paid in full from net pay i.e. without any tax exemptions. The end of hire agreement procedures details above would then be put in place.

4.6 There are existing cycle to work schemes which allow the Council to offer this opportunity whilst undertaking all the administration and end of hire process. The Council would need to register for the scheme and can then allow employees to register and use the scheme to choose a bike.

4.7 The Council pays the full cost of the bike and accessories (up to a maximum of £1,000). The balance is recovered from a reduction in the employee's gross salary over a specified period of time (usually 12 months).

4.8 The Council and individual employees make savings because of the tax benefits. The Council does not have to pay Employers' National Insurance and the employee receives savings through a salary sacrifice.

Table 1- Employer Savings for a company of 100 people

Scheme take up	2%
Average equipment cost	£700
Financial saving (based on 13.8% employers' NICs)	£193.20
Employees' health benefit*	4,212 calories burned each week
Employees' environmental benefit*	20 kg, CO_2 offset each week
*figures based on average employee cycling 6.5 miles to work 3 times a week.	

Table 2 - Employee Savings

		Retail Price		
		£250	**£500**	**£750**
Basic Rate Taxpayer 20% Income tax 12% NI	Income Tax and NI saved	£80.00	£160.00	£240.00
	Net monthly payments	£14.17	£ 28.33	£ 42.50
	Total cost of bike package	£170.00	£340.00	£510.00
	Percentage saving over 12 months	32%	32%	32%
Higher Rate Taxpayer 40% Income Tax 2% NI	Income Tax and NI saved	£105.00	£210.00	£315.00
	Net monthly payments	£ 12.08	£ 24.17	£ 36.25
	Total cost of bike package	£145.00	£290.00	£435.00
	Percentage saving over 12 months	42%	42%	42%

Table 3 - Payslip example based on a bike valued at £1,000

	Before Salary Sacrifice	After Salary Sacrifice
Gross Annual Salary	£20,000	£20,000
Gross Monthly Salary	£1,666.66	£1,666.66
Gross Cycle to Work contribution	£0.00	£83.33
Taxable salary	£1,666.66	£1,597.22
Tax – 20%	£333.33	£319.44
National Insurance – 12%	£200.00	£191.67
Net Cycle to Work contribution	£0.00	£56.67
Total take home pay	£1,133.33	£1,076.66
Difference in pay	**£56.67**	

4.9 Typically, employees can choose their bikes from a range of brands and local, independent suppliers, thus the Council will also be contributing to the local business economy.

4.10 The scheme also meets the requirement of the Government's Green Travel Plan, endorsed by the Department for Transport and the Office of Fair Trading. This allows for tax benefits for employees choosing to use sustainable travel options.

4.11 Members receiving their allowance through PAYE would also be eligible as long as they meet the threshold for Income Tax in order to take advantage of the savings on offer. The Tax threshold must be above the minimum wage and Members will be affected individually and should therefore make enquiries if they are interested in joining the scheme.

5. Reasons for Recommendation

5.1 Registering with a pre-existing cycle to work scheme is a quick and efficient way for the Council to meet a number of aspirations in terms of the environment and duty of care to staff.

5.2 Cyclescheme is a national scheme that has over 30,000 registered employers including 200 Councils and public sector employers locally.

5.3 Cyclescheme provides all the administration support for employees to register and also deal with the end of agreement administration. Once the Council has registered the scheme can be up and running in a matter of days.

5.4 There are 4 local suppliers registered with Cyclescheme, which allows employees to shop locally, thus investing in the local economy:

- B&M Cycles, Brentwood
- Momentum Cycles, Shenfield
- Discount Cycle Centre, Shenfield
- Herongate Cycles, Herongate

5.5 Offering access to the use of a bicycle is only part of the solution. The Council will need to invest in secure bike storage at the Town Hall. There is currently no secure storage facility available and as such, employees who currently cycle to work are bringing their bicycles into the building which could raise health & safety issues in the long term. Indicative costs for 20 cycle racks at the Town Hall are in the region of £3,200. Consideration should also be given through the Town Hall redevelopment of providing changing and showering areas.

6. Consultation

6.1 Feedback from recent reports such as the Staff Survey and LGA Peer Review has indicated that staff are looking for recognition of their commitment and loyalty. This proposal would provide an enhancement to the current employment offering.

7. References to Corporate Plan

7.1 Becoming a Modern Council will involve offering staff access to a range of sustainable travel options.

8. Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email: 01277 312712 / jo-anne.ireland@brentwood.gov.uk

8.1 The Council will need to provide revenue up front for the purchase of the bicycles and take repayment from the employee's salary. This can be accommodated within the General Fund working balance levels.

8.2 There will be some revenue savings in terms of reduced National Insurance contributions.

8.3 Capital expenditure of £3,200 will also be required to provide secure bike storage at Council locations. It is recommended that this can be met from the reallocation of the Capital Programme funding and expenditure as detailed elsewhere on this agenda.

Legal Implications
Name & Title: Christopher Potter, Monitoring Officer and Head of Support Services
Tel & Email 01277 312860 / christopher.potter@brentwood.gov.uk

8.4 The hire agreement will be a consumer hire agreement under section 15 of the Consumer Credit Act 1974 if it is not a hire-purchase agreement and is capable of subsisting for more than three months. Such an agreement is regulated.

8.5 The implications of being regulated are that certain obligations apply as to the provision of information, and the employee has statutory (non-excludable) rights to cancel and rights to terminate. The right to terminate under section 101 of the Consumer Credit Act 1974 does not apply to agreements of eighteen months or less. Any hire agreement documentation must be fully compliant with the legislative requirements and should cover relevant matters such as those regarding responsibility for insurance in case of theft or damage.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.6 Agreeing to these recommendations will enable the Council to further its sustainability credentials.

9. Appendices to this report

- None

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29 October 2014

Finance and Resources Committee

Half Year Budget Review 2014/15

Report of: *Jo-Anne Ireland – Acting Chief Executive*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 This report provides the Finance and Resources Committee with an update of the Council's revenue and capital position for the half year ending 30 September 2014, projected to the year end.

1.2 The Council began the current year with a General Fund (GF) balance of £4.5m.

1.3 The projected outturn for the GF is a potential surplus of £90k compared to an original estimate of £81k surplus. After taking account of this projected surplus and the £1.2m earmarked for the William Hunter Way project the projected year end GF working balance is £3.4m.

1.4 The Housing Revenue Account (HRA) is projecting a potential deficit of £19k compared to an original estimate of £86k surplus. This gives a projected HRA working balance of £1.6m. The HRA is a ring-fenced account and cannot make or receive contributions to/from the GF.

1.5 The projected capital spend at 30 September 2014 stands at £6.7m for 2014/15 compared to an original budget of £11.1m. Capital budgets cannot contribute to the GF revenue position although officers ensure that all appropriate capitalisations occur.

2.	**Recommendation(s)**
2.1	**Note the projected half year outturn position for 2014/15 of the Council's GF revenue budget at 30 September 2014, as detailed in paragraph 4 of the report;**
2.2	**Note the half year position for the HRA at 30 September 2014, as detailed in paragraph 5 and of the report; and**
2.3	**Note the projected half year outturn position for 2014/15 of the Council's capital budget as at 30 September 2014, as detailed in paragraph 6 of the report.**

3. Introduction and Background

3.1 At its meeting on 5 March 2014, Full Council approved the budgets for 2014/15 for the GF, HRA and Capital.

3.2 As part of year two of the New Ways of Working Transformation Programme anticipated savings of £450k were included within the GF for 2014/15.

3.3 Full Council also agreed that the minimum GF balance for 2014/15 would be set at £2.5m. Should the balance fall below £2.5m a report would be presented to Council explaining the reasons for the breach and the actions that were being taken. At 1 April 2014 the GF balance was £4.5m and the current projected balance at 31 March 2015 is £3.4m.

3.4 The additional level of reserves above the minimum level provides the Council with some flexibility in its future financial planning but, to take advantage of that, it is essential that services are delivered within the approved budget for the year. Overspends within budgets and savings/income targets not achieved will erode the available reserves and therefore limit the options that reserves could present in the medium term.

4 **General Fund**

4.1 The MTFP approved in February 2013 included a high level business case outlining a 3 year transformation programme for the Council. The transformation programme is based on 4 key strands:

1) **Customer Excellence** – a customer transformation project which will promote a channel shift for customer enquiries, supported by a multi-skilled front of house reception team.
2) **Efficiency Reviews** – primarily focused on reducing back office costs by streamlining processes and exploring different service delivery models.
3) **Management Restructure** – a flexible, interim structure will be required to support the transformation. However, a further reduction in Senior Management posts is anticipated to mirror the new organisational model.
4) **Entrepreneurial Activities** – generation of additional income through commercial activities, better use of our assets and improved performance (e.g. recycling rates).

4.2 As a result of the above, the MTFP for 2014/15 included the following anticipated savings:

	2014/15 Estimate £	**2014/15 Projected Outturn £**
Customer Access Project	(250,000)	0
Revenues & Benefits	(200,000)	0
TOTAL	**(450,000)**	**0**

4.3 The Contact Centre was opened as part of a "soft launch" in April. Unfortunately due to the resignation of the Head of Business Transformation (project lead) in the Summer, this project has lost some momentum. Before his departure, it was highlighted the achievement of the savings would be incredibly challenging in Year 1 of the project implementation. This is largely due to the amount of training and reorganisation required to make the Contact Centre effective. A new Head of Customer Services is now in post and work is currently underway to review the work undertaken and to evaluate the anticipated savings that could be delivered over the medium term. A separate report on this matter is due to be presented to Audit & Scrutiny at its meeting on 26 November 2014.

4.4 The anticipated savings from the Revenues and Benefits Service was linked to the introduction of Universal Credit which would have seen a radical change to how benefit claims were processed within the Council. Unfortunately due to IT design issues within Central Government, this project has been delayed until at least 2018. Not withstanding this, a review of the service has been undertaken internally and, subject to staff consultation, some savings may be possible from 2015/16.

4.5 In addition to the non-achievement of the anticipated savings, the table below outlines a number of other key variances identified as part of the Half Year Review:

Budget	Difference £	Explanation
Corporate Management - Salaries	(78,000)	Senior Management vacancy
Council Tax & NNDR - Discretionary Rate Relief	(87,000)	Now funded within the Retained Business Rates
Democratic Support – Members Allowances	(15,000)	Lower than anticipated spend
Housing Benefits – Software Licenses	(84,000)	Savings identified in 2013/14 – carried forward to 2014/15
Housing Benefits – Income	(130,000)	Higher than anticipated recovery of Benefit Overpayments
Internal Audit – Contract	(17,000)	New contract costs are lower than anticipated
Legal Services – Contract	41,000	Legal costs higher than anticipated
CCTV - Salaries	33,000	Additional costs arising from Single Status adjustment to contracted hours
Car Parks – Income	(116,000)	Higher than anticipated income
Car Parks – Lease Income	(69,000)	New lease arrangement effective from 1 Oct 2014
Planning – Project Management Support	69,000	Higher than anticipated Interim Staffing costs due to staff turnover
Homelessness – Bed and Breakfast	17,000	Increase in homelessness applications and requests for temporary accommodation
Housing Enabling – Project Management Support	42,000	Additional resource requirements to support the Allocations Policy implementation
Open Spaces	72,000	Rental income budgeted twice in error
Waste Management – Income	(48,000)	Net income from VAT Refund re Trade Waste

Anticipated Savings not achieved	450,000	See para 4.3 and 4.4 above
Housing Benefit Subsidy Clawback Reserve	(105,000)	A final adjustment of £95k is anticipated for 2014/15, meaning that this reserve can now be closed
TOTAL	**(25,000)**	

4.6 During the first half of 2014/15, a number of new initiatives have been identified and included within the Half Year Review:

Budget	Value £	Explanation
Flu Injection Campaign	1,000	Health & Wellbeing Board initiative to hold an Immunisation Day at the Town Hall
Lighting Up Shenfield	5,500	Christmas event has been extended to include Shenfield
Borough Bulletin	10,000	Additional budget required for 2 further editions of the Bulletin for 2014/15
TOTAL	**16,500**	

4.7 The net result of the variances identified above, is a projected surplus of £90k, compared to an original surplus of £81k.

4.8 At its meeting on 5 March 2014, Full Council approved the sum of £1.2m to be earmarked from the GF working balance to fund the William Hunter Way project. This, together with the projected surplus, gives a total projected GF working balance at 31 March 2015 of £3.4m.

4.9 The Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003 and the financial position of the Council, set a minimum GF reserve level of £2.5m. The current projection would still maintain the level of the GF reserve above the recommended minimum of £2.5m, at £3.4m.

5 Housing Revenue Account

5.5 The HRA is currently forecast to overspend by £105k in 2014/15. The budget was originally set with a surplus of £86k, giving a projected total deficit of £19k.

5.6 The key variances are highlighted in the table below:

Budget	Difference £	Explanation
Repairs and Maintenance	11,000	Revised spend following implementation of the new Repairs and Maintenance Contract
Supervision and Management	82,000	Use of Agency Staff to cover staff vacancies
Rents, Rates, Taxes and Other Charges	12,000	Higher than anticipated Insurance costs
Charges for Services and Facilities	(23,000)	Higher than anticipated Leaseholder Service Charge Income
Contribution towards Expenditure	26,000	Employee secondment ended, reducing recharge income
TOTAL	**108,000**	

5.7 At 1 April 2014 the HRA working balance was £1.7m, and with the variances identified, the projected balance at 31 March 2015 is £1.6m.

6 Capital Programme

6.1 The original Capital Programme for 2014/15 totalled £9.5m. Following slippage of a number of schemes during 2013/14, an amount of £1.6m has also been carried forward to 2014/15.

6.2 The spend profile of each scheme has been reviewed, and the current projected Capital spend for 2014/15 totals £6.7m.

6.3 The table below outlines the key variances identified as part of the Half Year Review:

Scheme	Difference £	Explanation
Green Burials	(50,000)	Scheme not going ahead
Vehicle Replacement Programme	(89,000)	Revised programme following the new Housing Repairs and Maintenance Contract

Hutton Drive Parking Bays	(10,000)	Smaller scheme being proposed following Planning rejection of original scheme
Improvements and Parking Scheme at Brentwood and Shenfield	(1,600,000)	Scheme under review following an inconclusive Parking Study (attached as Appendix A). Part of these funds are earmarked for the acquisition of units at Warley, and final proposals will be considered as part of the MTFP process
Housing Assistance Loans	(10,000)	Lower than anticipated demand for these grants (in line with previous year spend profile)
CCTV Monitoring Transfer from MSCP to Town Hall	(20,000)	Lower than anticipated final price
CCTV Upgrade	(8,000)	Lower than anticipated final price
Town Hall Remodelling	(2,581,000)	Reprofiled spend
TOTAL	**(4,368,000)**	

6.4 During the first half of 2014/15, a number of new initiatives have been identified and included within the Half Year Review:

Scheme	Value £	Explanation
Christmas Lights	18,475	Replacement and additions to the Christmas Lighting programme
Dog Warden Van	3,950	Acquisition of van at the end of its lease contract
Cycle Racks	3,200	Implementation of 20 cycle rack storage at the Town Hall Car Park
Defibrillator	900	Acquisition of a defibrillator for the Town Hall
TOTAL	**26,525**	

6.5 The net result of the variances identified above, is a projected spend of £6.7m. This programme is projected to be fully funded without the need for the Council to borrow any funds to support this expenditure.

7 References to Corporate Plan

7.1 Good financial management underpins all priorities within the Corporate Plan. Regular budget monitoring is a key part of good financial management.

8 Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email 01277 312542 / christopher.leslie@brentwood.gov.uk

8.1 Financial implications are considered throughout this report.

Legal Implications
Name & Title: Christopher Potter, Monitoring Officer
Tel & Email 01277 312736

8.2 The Council is obliged by Section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs.

9 Background

9.1 None.

10 Appendices to this report

10.1 Appendix A - Shenfield Station Parking and Access Study

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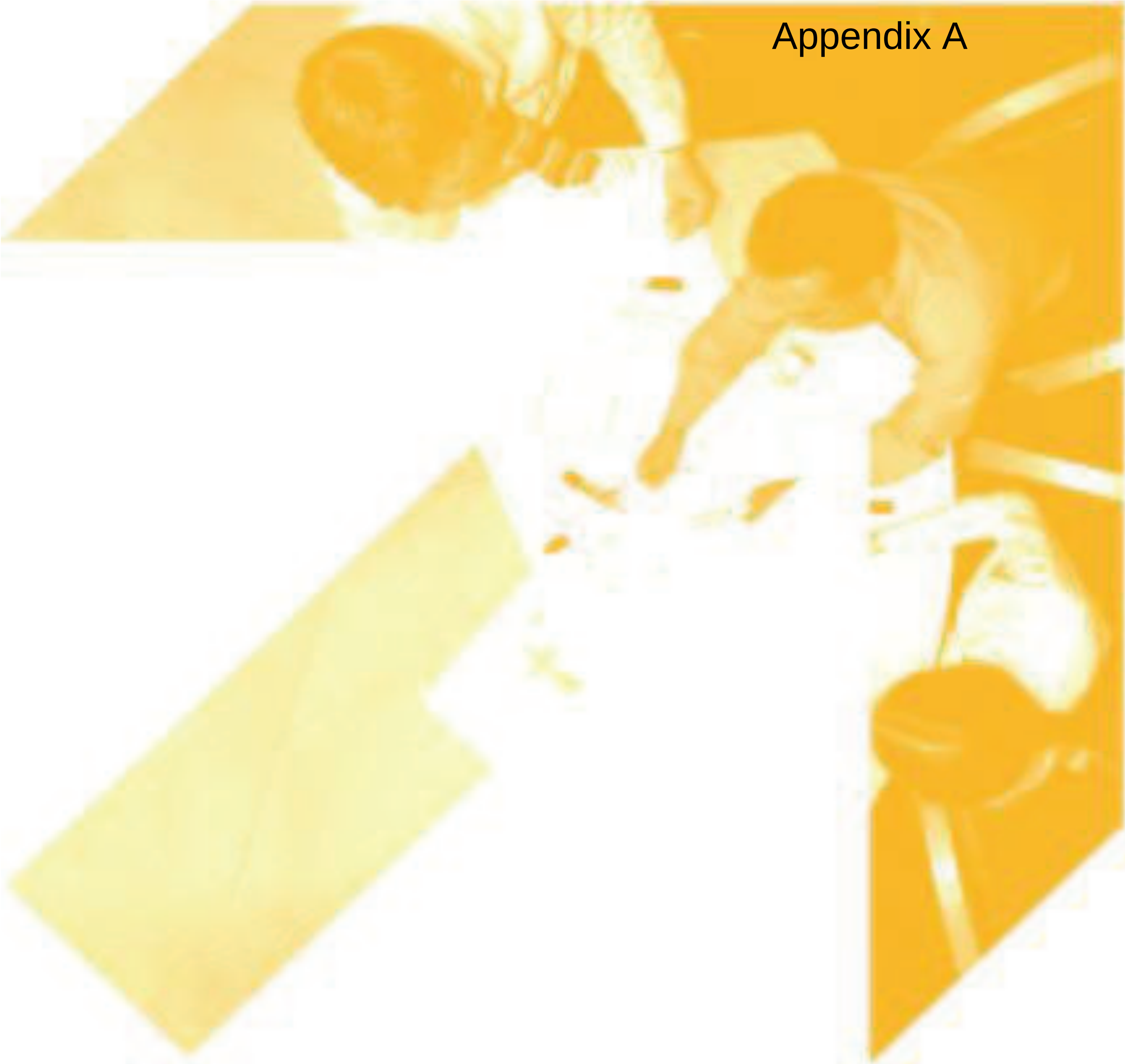
Appendix A



Shenfield Station Parking and Access Study

Assessing the impact of Crossrail

Report

Shenfield Station Parking and Access Study

Assessing the impact of Crossrail

Report

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Shenfield Station Parking and Access Study

Assessing the impact of Crossrail

Report

Contents Amendments Record

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Draft	Inc Client Comments	2	JB	28/02/2014
Final	Inc further Client Comments	3	JB	27/03/2014

Contents

Tables and Figures

Appendices

1 Introduction

Specification

1.1 JMP Consultants Ltd (JMP) were appointed by Brentwood Borough Council ('the Council') to undertake a study of parking demand at Shenfield Station.

1.2 The study required a detailed assessment of current and future car parking demand and capacity utilisation at Shenfield Station, alongside a similar review of the kiss n' ride demand within the station drop-off area. This analysis has been undertaken within the context of the additional rail passenger demand that will be generated by future Crossrail services, along with the potential disruption caused during the construction phase.

1.3 The outputs of the study are an evaluation of a series of potential scheme option enhancements to improve parking and drop-off facilities, to be implemented both during the construction phase and subsequently when full Crossrail services are in operation.

Report Structure

1.4 The report presents a summary of all the data and information collected during the study and uses this to highlight the key issues and opportunities for parking and drop-off provision at the station. A series of options are then considered and appraised.

1.5 Sections 2 and 3 present the findings of the site audit work and the review of existing documentation relating to the Shenfield Station and surrounding development.

1.6 Sections 4 and 5 presents the results of the demand surveys and rail user surveys conducted at the station.

1.7 Section 6 summarises the key stakeholder engagement process and feedback.

1.8 Section 7 presents an evaluation of future station demand with Crossrail services.

1.9 Section 8 brings together all of the data analysis into an evaluation of issues and opportunities.

1.10 Section 9 and 10 then develop and appraise a series of potential scheme options.

2 Site Audit

Introduction

2.1 This section of the report provides a summary of information relating to the current station car parks and the public areas surrounding the station, including facilities for pedestrians, cyclists, public transport users and motorists.

Car Park Audit

2.2 An audit of the existing car parks has been carried out on the basis of site visits undertaken in November and December 2013, with additional desktop research where appropriate.

Hunter Avenue (NCP)

2.3 Hunter Avenue NCP is one of the two official station car parks which are run by NCP on behalf of Greater Anglia, the train operating company. The car park is accessed via Hunter Avenue and has a maximum of 217 parking bays and is segregated into two sections (identified by signage and markings in front of the bays):

- Premium parking, located closer to the station and with a higher tariff rate (111 spaces);
- Standard parking, ticketed by pay and display (106 spaces).

2.4 Station access from this car park is obtained via a pathway along Hunter Avenue that cuts through to the Hutton Road. This can take up to 6 minutes by foot depending on which parking bay is used (the furthest parking bay is approximately 450m from the station entrance). The walkway is quite dark in the early morning and evening, especially around the Hutton Road bridge, and users have to negotiate traffic when crossing the busy Hutton Road.

Figure 2-1: Premium parking and standard P&D parking zones at Hunter Avenue NCP

Mount Avenue (NCP)

2.5 Mount Avenue NCP is the other official station car park run by NCP on behalf of Greater Anglia, the train operating company. It is accessed via a long approach road off of Mount Avenue at the back of the station. Some car parking is provided along the approach road and is classified as being within the station car park. The car park has 251 spaces and parking is provided in two distinct areas:

- 'end on' bays within the main body of the car park (along the railway tracks);
- 'parallel' bays on the eastern side of the approach road leading to the main car park.

2.6 The parallel bays tend to be occupied first in the morning as they are closest to the station entrance.

2.7 Station access from this car park is obtained via a pathway from the South side of the station, along Mount Avenue and under the bridge crossing at Hutton Road towards the station entrance. This can take up to 8 minutes by foot depending on which parking bay is used (the furthest parking bay is approximately 550m from the station entrance). The walkway is quite dark in the early morning and evening, especially around the Hutton Road bridge crossing.

Figure 2-2: Parallel and end on bays at Mount Avenue NCP

Hunter Avenue (Council)

2.8 The smaller Hunter Avenue car park is operated by Brentwood Borough Council and is located directly alongside the NCP station car park with access from Hunter Avenue. The car park has 61 spaces with no segregated areas (except 2 disabled parking bays) and it is used by both shoppers and commuters. Ticketing is primarily by pay and display, although the Council does sell a limited number of season tickets.

2.9 Station access from this car park is obtained via a pathway that cuts through to the Hutton Road. This can take up to 2 minutes by foot depending on which parking bay is used (the furthest parking bay is approximately 130m from the station entrance). The walkway is quite dark in the early morning and evening, especially around the bridge crossing, and users have to negotiate traffic at peak times when crossing the Hutton Road.

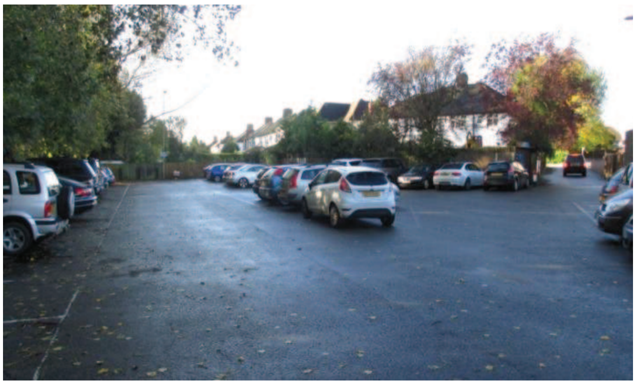
Figure 2-3: Hunter Avenue council car park

Friar Avenue (Council)

2.10 Friar Avenue car park is operated by Brentwood Borough Council and is accessed via a narrow single track lane off of Friars Avenue. The car park has 50 spaces with no segregated areas (except 2 disabled bays). Ticketing is primarily by pay and display, although the Council does sell a limited number of season tickets.

2.11 Station access from this car park is obtained via a pathway alongside the single-track car park entrance onto Friars Avenue towards the Hutton Road and towards the station entrance. This can take up to 4 minutes by foot depending on which parking bay is used (the furthest parking bay is approximately 300m from the station entrance). The car park is quite dimly lit and vehicles entering and exiting the car park pose a hazard to pedestrians.

Figure 2-4: Friars Avenue council car park

Station Forecourt and Surrounding Area

Drop-off Area

2.12 The station forecourt provides a limited space for both the ranking of taxis and the dropping off and picking up of rail passengers.

Figure 2-5: Shenfield Station Forecourt Area from southwest perspective

2.13 Two separate circulation areas are provided: one segregated for taxis and the other for general traffic. The facility for general drop-off/pick-up is a single lane with sufficient space for around three vehicles, although additional vehicles often stop at the back of the queue of the main carriageway. The drop-off lane is bounded by kerbs, in close proximity on either side, meaning it is not possible for one vehicle to overtake another. As such, vehicles are not permitted to wait and should move on as quickly as possible.

Figure 2-6: Access to Taxi Rank (with illegally parked car) and access to drop-off area

Area Surrounding Station

2.14 The station forecourt fronts on to the A129 Hutton Road. The area of Hutton Road immediately to the east and west of the station is primarily retail-led development, with a variety of shops including national chains and independent retailers. The mix of shops and services draws custom from both the Shenfield and Hutton areas, and also from wider parts of Brentwood Borough, leading to strong demand for car parking from shoppers during the day and also at weekends. The upper floors of these buildings are used both for employment (primarily small offices, or services such as hair and beauty treatments) and for residential accommodation.

2.15 Angled and parallel car parking bays are provided on Hutton Road in front of the shopping parades; these provide short-stay parking and are enforced through parking warden patrols.

2.16 Bus stops are located immediately to the east and west of the Station forecourt on Hutton Road; there is a pelican crossing directly opposite the station and there are further non-signalled crossing points provided in various locations along Hutton Road.

2.17 Beyond the immediate station environment, development is almost entirely residential in nature. “Old” Shenfield is located to the north and west of Hutton Road and is characterised by long, straight residential roads with a mixture of bungalows and houses. To the south west, the Mount Avenue area consists of primarily large, detached properties; the road network here is largely private (i.e. the roads are not part of the adopted public highway). To the west (north of the A129 Rayleigh Road), Hutton represents post-war development with smaller properties, denser development and a wide mix of houses and flats.

2.18 The only significant area of employment within Shenfield and Hutton (excluding the Hutton Road area) is the Wash Road industrial estate. There are a number of primary schools within Shenfield and Hutton, and two major state secondary schools (Shenfield High and St. Martins) which have playing fields as part of their grounds, and there are public parks at Alexander Lane and Wash Road.

2.19 The Strategic Road Network (SRN) can be accessed at the A12 via the A129 Hutton Road and A1023 Chelmsford Road; beyond the existing built edge, the land in this area is designated as Green Belt.

3 Documentation Review

Overview

3.1 As part of the background data collation for the study, a series of local documentation has been reviewed, as follows:

- **Brentwood Borough Council Retail and Commercial Leisure Study, 2011**

  This study assesses future retail and commercial leisure growth from 2011 to 2031 across the Borough including a comprehensive 'health check' assessment of Shenfield's centre.

- **Brentwood Borough Local Development Plan: Preferred Options for Consultation, 2013**

  Once adopted, the Local Development Plan will set out the long term vision for how the Borough should develop by 2030 and the Council's strategy and policies to deliver that vision. The Preferred Options document was prepared as part of the Local Development Plan consultation process and sets out draft policies for comment.

- **Crossrail Update Presentation to Brentwood Borough Council, 2013**

  This presentation was delivered by Terry Morgan to Brentwood Borough Council in 2013 and provides an overview of the Crossrail development and progress to date.

- **Interim Memo from SDG, 'Shenfield Park and Walk', 2010**

  This memo was provided by the council an overview and update on the key findings of the Shenfield Parking Study undertaken by Steer Davies Gleave in December 2009

- **Shenfield Urban Integration Study, 2012**

  This study develops an urban realm design for Shenfield Station in order to maximise the positive impact of Crossrail and reflect the aspirations of the local authority.

3.2 The key insights in relation to transport, Crossrail and development found from a full review of these documents have been summarised in the sections below.

Transport insights

3.3 The review of transport documentation has provided the following key insights.

3.4 Shenfield is known to be the busiest station in the Borough and traffic congestion is repeatedly cited as a major issue in the town (Shenfield Urban Integration Study, 2012). As such, the council has an overarching strategic development objective to increase sustainable transport links in the area through a commitment to park and walk schemes and improved cycling. This has become a particular objective in light of the future Crossrail development (Brentwood Borough Council Retail and Commercial Leisure Study, 2011).

3.5 Current transport concerns regarding station access are well known by the local community who have called for interventions to accommodate their transport needs including additional bus services, park and walk facilities (Alexander Lane) and better cycling facilities in light of the Crossrail development. The Shenfield Urban Integration Study even goes so far as to call for the relocation of the taxi rank, drop-off facility and disabled parking activities to the South side of the station, but this would require considerable funding. Current concerns are outlined below:

Walking

3.6 Shenfield experiences higher than average levels of car ownership and low levels of cycling, however walking levels are above the national average (Brentwood Borough Local Development Plan, Preferred Options 2013). This existing disposition towards walking bodes well for any potential 'park and stride' facility to serve the station.

3.7 However, this would need to be countered by a provision of safer pedestrian access to the station with previous studies citing the quantity and speed of traffic, poor footpaths and lighting as major hazards on the station approach.

Public Transport

3.8 Public transport servicing Shenfield Station has been constrained by various logistical issues such as the limited space for buses to turn and terminate on the forecourt and the amount of traffic and vehicles that encroach in bus stop zones (Shenfield Urban Integration Study, 2012). These factors should be taken into account when considering the feasibility of any potential 'park and ride' scheme.

3.9 Existing bus services to the station are restrictive in terms of hours of service and their geographical coverage and are limited to:

- The Ensign 81 is only frequent bus service that serves Shenfield station. This service runs a circular route between Brentwood and Hutton between the hours of 06:00am to 19:00pm, up to every 20 minutes during peak hours.
- A recent addition has been made to the bus service by the introduction of the First in Essex 9a service that runs between Brentwood and Shenfield every 30 minutes between the hours of 16:00pm and 19:00pm.
- Finally, the X81 (Lakeside to Hutton) and 82 (Brentwood to Shenfield) routes also service the station operating between the hours of 10:00am and 16:00pm. However at the date of writing the 82 service was due be discontinued with the 81 to replace this service on a route taking it clockwise around Hutton, every 30 minutes during off peak times on Mondays to Fridays.

3.10 In addition there are a number of school and community buses which serve the station and other routes which pass nearby, namely the 41, 80A, 80C, 251, 502, 808 and 849 services. Collectively these services allow travel to and from Southend on Sea in the east and Lakeside in the south; however, most of these services are infrequent.

Cycling

3.11 The Urban Integration Study states that there are a large number of cycling facilities at the station but that these tend to operate over full capacity as demand exceeds supply. Facilities are somewhat scattered and the lack of cycle lanes on routes to the station are considered to prevent many from cycling as they feel that it is an unsafe option.

Taxis

3.12 Congestion around the station area has been noted in previous studies which cite large queues of taxis from the station along Hutton Road backing up to the Hutton Public House. At any one point there can be up to 14 taxis in the rank at the Station Forecourt plus additional taxis in the rank along the Hutton Road eastwards. Demand for taxi parking can be even more intense in the PM peak period.

Private 'drop-off' vehicles

3.13 There is currently limited space for kiss 'n' ride activity to occur on the station forecourt and as such vehicles frequently block the main approach roads to the station, the taxi rank and bus stops in order for passengers to alight. Consequently safety concerns have been raised as to whether it is this activity which is leading to an occurrence of slight accidents on Hutton Road. These accidents are considered largely due to 'failure to pay attention'.

Mode Split

3.14 Previous survey work at Shenfield Station, undertaken for the Urban Integration Study, has identified mode split for passengers accessing Shenfield Station, as follows:

- Walk (including walk from car parks) 65%
- Kiss and Ride (drop-off) 15%
- Taxi 9%
- Bus 7%
- Cycle 4%

3.15 By utilising the levels of car park demand captured from the demand surveys (Section 4) and the overall level of peak period passenger demand, it is feasible to split the walk figure into those walking from a station car park, and those walking from elsewhere. This breakdown is estimated as:

- Walk (from station car park) 24%
- Walk (other) 41%

Crossrail

3.16 The review of Crossrail documentation has provided the following key insights.

3.17 Crossrail, the major new cross-London rail link, will see the current peak hour train service from Shenfield to London increase from 6 to up to 12 trains per hour in what is already one of the busiest stations in the Borough. Data from the Office of Rail Regulation shows a total of 2,990,942 entries and exits for the year 2011/12.

3.18 In 2001 AM peak entries and exits at Shenfield Station were observed to total 2,200 and 350 respectively. This data has been used to forecast future rail patronage up to the year 2016 in previous studies, most notably the Shenfield Urban Integration Study, 2012, which forecasts the following figures for AM peak activity in 2016:

- 2500 entries and 400 exits without Crossrail)
- 2600 entries and 400 exits (with Crossrail)

3.19 However, given the recent unprecedented growth in rail patronage over the last few years, these estimates are thought to be on the conservative side.

3.20 Official forecast patronage figure provided by Crossrail present a slightly conflicting picture, with a 2026 forecast of 2,400 entries and 730 exits. Within their modelling work, however, Crossrail have applied a 28% uplift to test the impact of higher levels of demand, which might reflect future demand more accurately.

3.21 Crossrail state that they consider passengers will judge the success of the railway development by their experience of using the spaces outside of the stations as they enter and exit. As such, they intend to set high standards for the immediate surroundings of the stations in terms of the design and functionality of the transport interchange, in line with the draft policies emerging as part of the Council's Local Development Plan.

3.22 In terms of physical works, the Crossrail development will require the widening of the embankment, a platform extension and the construction of a new line to serve the newly created Platform 6 at Shenfield Station. Lorry numbers are expected to reach up to 7 per day during the peak construction period and once per day during off-peak construction. Friars Avenue car park will be used for the storage of materials and equipment but the car park will remain open with at least 20 spaces available.

3.23 It has been suggested that as a response to the Crossrail development there will be an intensification of competition for retail space in and around Shenfield Station as that end of Hutton Road becomes more desirable to retailers (Brentwood Borough Council Retail and Commercial Leisure Study, 2011). According to specific research undertaken by Chase and Partners as part of the retail study, Simply Eat and Aldi have already been reported to have sought representation within Shenfield (paragraph 5.93 of the retail study report).

Development insights

3.24 The review of development documentation has provided the following key insights.

3.25 As has been noted briefly in Section 2, the majority of development in the Shenfield area is residential; this is a pattern which originally commenced with the opening of Shenfield station itself in the late 19th century. Employment and retail activities have remained largely confined to the Hutton Road and Rayleigh Road areas.

3.26 Shenfield is projected to undergo significant household growth with many people expected to move into the area over the coming years. The strategic plan is to create an "inclusive, balanced and sustainable community" (Brentwood Borough Local Development Plan Preferred Options, 2013).

3.27 Employment is also set to grow over the Local Development Plan period (2015-2030). Consequently, 1,800 new dwellings are planned for the Brentwood and Shenfield urban areas. This makes up 51% of planned residential development in the Borough. Shenfield's Hutton Road is a specific target area for development with a desire to achieve a better balance of use in the town centre for all that work, live and spend time there.

3.28 Across the Brentwood urban area, there is a lack of existing "brownfield" or previously developed sites of significant size, and this is a particular issue within Shenfield and Hutton, as historically most development has been residential-led and therefore is still in use for this purpose today. Therefore, the current draft local plan primarily identifies small to medium size "infill" sites that will contribute toward the overall housing need within Shenfield and Hutton. The "major" sites (providing 10 or more dwellings) identified in the draft Local Plan Preferred Options document are as follows:

- Essex County Fire Brigade HQ, Rayleigh Road – up to 101 dwellings
- Land at Brookfield Close, Hutton – up to 13 dwellings
- Land adjacent to Adult Education Centre, Rayleigh Road – up to 11 dwellings
- Land between Tendring Court and Tillingham Bold, Woodland Avenue – up to 10 dwellings

3.29 It is noted that land outside of the built areas of Shenfield and Hutton (such as that adjacent to the A12 and A1023 Chelmsford Road) is within the green belt. Within the built-up areas, the remaining open space is accounted for by public parks, playing pitches and school fields, all of which are necessary to provide amenity for the local community.

3.30 Railway stations and their surrounding forecourts are to be prioritised as 'key gateways' within development proposals in order to encourage people to use sustainable transport connections in their town centres. The long-term plan is to continue to encourage alternative modes of transport including public transport, cycling and walking in the local area.

3.31 In terms of specific development that might have implications for parking provision for Shenfield Station, representations have been made to the Local Plan Preferred Options consultation regarding a site located to the south-west of the A12 Mountnessing roundabout. The submitted indicative scheme layout would provide parking for up to 782 cars with 3 acres of "employment / hospitality" land adjacent to the park and ride facility.

3.32 Another two potential sites for park & ride have previously been identified to the east and north of Shenfield station. The first is located to the east at 661 Rayleigh Road (A129); the site was previously occupied by a car dealership and, as such, has hard standing available for over 100 cars. The second is located to the north at Alexander Lane, proposing car access from the A1023 Chelmsford Road.

4 Demand Surveys

Overview

4.1 In order to determine precise levels of activity at the car parks surrounding Shenfield Station, as well as the drop off area around the station forecourt, a series of demand surveys were commissioned. The physical survey was subcontracted to a specialist survey company (Sky High), with the work overseen, collated and analysed by JMP.

Specification

4.2 The car parking demand surveys were undertaken on the station forecourt, the main carriageway (Figure 4-2) and in the following four car parks (Figure 4-1):

- Mount Avenue NCP
- Friars Avenue Council Car Park
- Hunter Avenue Council Car Park
- Hunter Avenue NCP

4.3 The car park survey consisted of a half hourly beat survey between the hours of 06:00am and 12:00pm and took place on a typical weekday, Tuesday 19th November 2013. Car vehicle registration plates were recorded so that the analysis could determine the turnover of vehicles.

Figure 4-1 Station car park survey locations

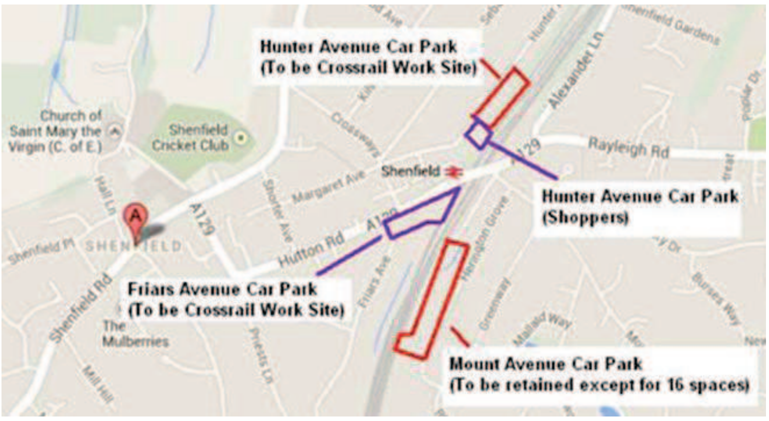


Figure 4-2: Positioning of cameras used for drop-off area survey

4.4 The drop-off area demand survey took place on the same day but in two shifts between the hours of 07:00am and 10:00am and 16:00pm and 20:00pm using 2 cameras in order to capture vehicle activity in both the station forecourt area (Camera 2) and the main carriageway (Camera 1) on the approach to Shenfield Station (Figure 4-2).

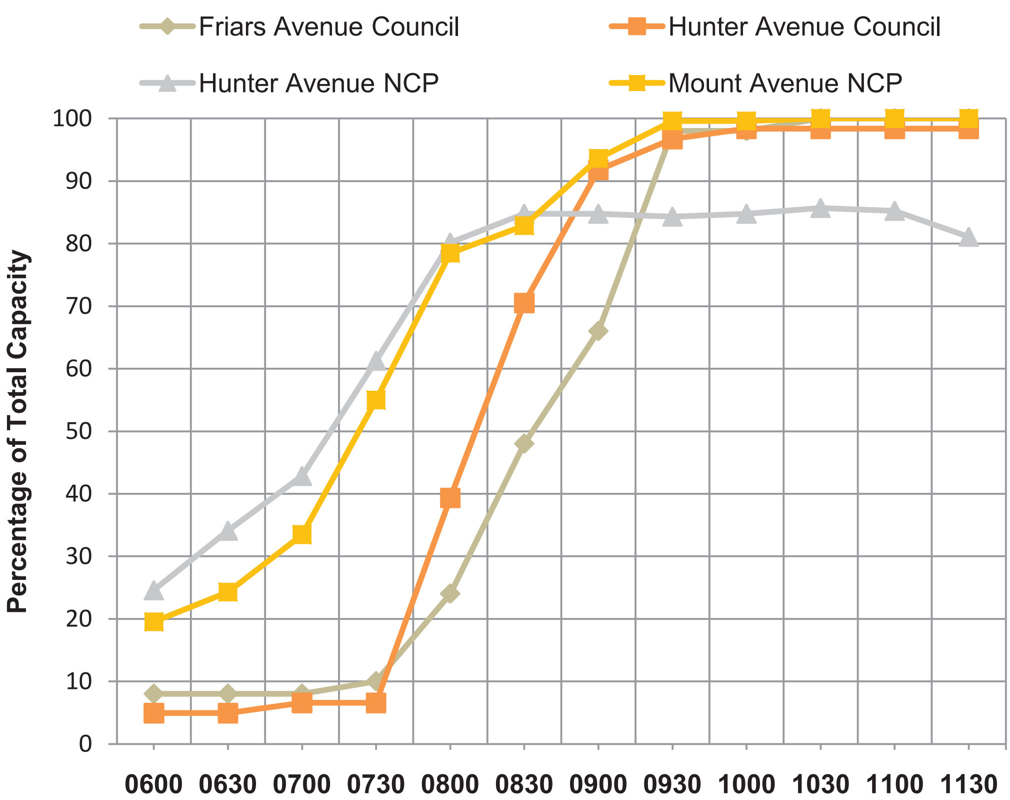
Results

Car Parks

4.5 The car park demand survey recorded the activity of 603 vehicle registrations that utilised nearly all of the 579 parking bays within the 4 station car parks. Only 4 vehicle registrations reoccur in the data so it can be assumed that there were a total of 599 different vehicles that utilised the car parks during the morning of the survey.

4.6 The results indicate that the car parks around Shenfield Station are operating at near capacity, with three out of the four car parks reaching full or near-full capacity by 10:30am in the morning (Figure 4-3).

Figure 4-3: Car park utilisation shown by the hour and as a % of total capacity



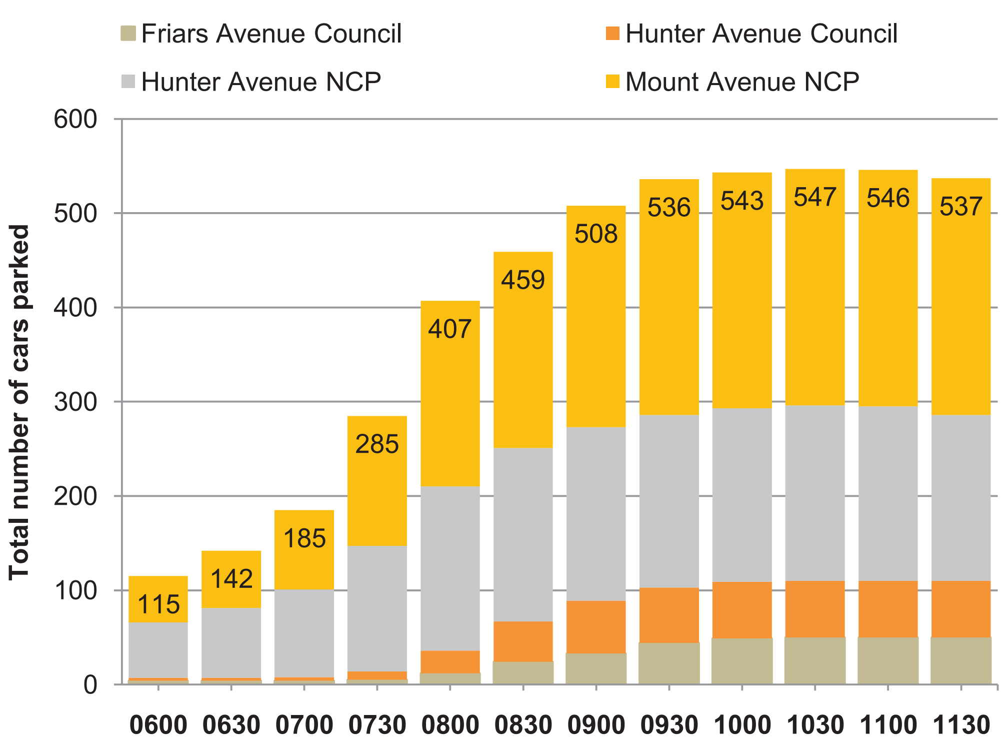
4.7 As expected, the main activity occurred between the hours of 07:00am and 09:00am. Mount Avenue NCP was the most heavily utilised car park with all 22 parallel bays on Approach Road full from 06:00am onwards. Full capacity was reached at this car park by 09:30am and it remained full for the rest of the morning.

4.8 Hunter Avenue Council car park had filled up by 10:30am and Friars Avenue car park reached near full capacity, peaking at 98% utilisation (just 1 vacant space). Only the Hunter Avenue NCP had spare capacity with 35 spaces remaining vacant upon reaching its peak of 86% utilisation by

10:30am. The majority of these vacant spaces (28), however, were premium parking spaces that are allocated to individual season ticket holders and are unavailable for other drivers to use.

4.9 Overall the data indicates that from 09:00am in the morning there is an average of well over 500 vehicles parked at any one time within the four car parks in the vicinity of the station (Figure 4-4). Whilst not all of this demand is associated with Shenfield Station, with some local parking activity, it is anticipated that up to 450 vehicles park in order to access the station.

Figure 4-4: Total number of cars parked shown by car park and the hour



Station Drop-off

4.10 The drop-off and pick-up survey reports activity from 882 vehicles on the station forecourt area with slightly higher proportion of activity (from 477 vehicles) occurring across the AM period.

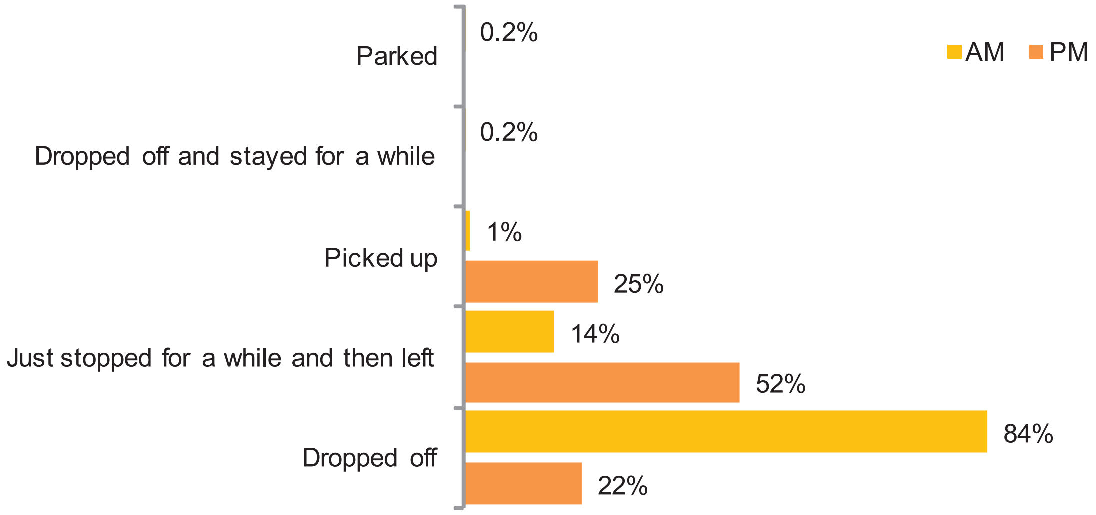
4.11 For all activity the vehicle type was recorded as well as type of activity:

- drop-off;
- drop-off and stay for a while;
- just stop for a while and left;
- parked;
- pick up.

4.12 In the morning data from the station forecourt shows that 84% of activity (401 vehicles) is from passenger drop-off and a further 14% of vehicles (69) are recorded as just stopping for a while and leaving (Figure 4-5). This activity can be assumed to be people using the station forecourt to turn around after dropping rail passengers off further down the road when sat in traffic on the approach to the station and out of sight of the survey area.

4.13 This is collaborated by the Rail User Survey responses (Section 5) that indicate a large number of passenger drop-offs occurred away from the station forecourt.

Figure 4-5: Station forecourt AM and PM activity



4.14 The evening survey period intuitively shows slightly more pick-up than drop off activity (25% versus 22%) and a much higher level of vehicles just stopping for a while and then leaving (52%) which we can attribute to passengers being picked up outside of the main forecourt and carriageway survey areas.

Conclusions

4.15 The demand surveys provide conclusive evidence that the car parks around Shenfield Station are operating close to, or at, capacity.

4.16 In addition, there is, as evidenced elsewhere, substantial vehicular activity on the station forecourt, although not all of it directly relates to forecourt drop-offs, with many vehicles using the area to turn around having dropped their passenger off further along Hutton Road, due to the levels of congestion.

5 Rail User Surveys

Overview

5.1 A rail user survey was designed to evaluate the process of decision-making behind existing travel behaviour of rail users entering Shenfield Station, as well as to help determine the level of any suppressed demand for car parking.

5.2 The survey also served as a useful opportunity to gauge initial responses to the proposed ‘park and ride’ or ‘park and stride’ solutions for future car parking demand shortfalls in the light of the Crossrail development at Shenfield Station.

Specification

5.3 The information obtained through the project inception meeting, data collation and site audit phase of the project informed the design of three rail user specific surveys for:

- existing car park users (both ‘pay and display’ and season ticket holders);
- existing drop-off area rail users (including both kiss ‘n’ ride and users of the taxi rank);
- all other access mode rail users (people who walk/cycle or take public transport to the station).

5.4 The survey questions were carefully designed so as to be both unbiased and unambiguous in order to provide a concise data set for analysis. Copies of the three user surveys can be found in **Appendix A**, whilst a full summary and analysis has been included below.

5.5 The surveys asked for journey origin data in order to build a profile of where users were travelling from in order to access the station. This data is needed to help assess the catchment area of the station including the volume of railheading that takes place and the potential for rail users to switch modes for their journeys to Shenfield Station.

5.6 The survey also captured other basic journey data such as the departure time and final destination of their train as well as the journey purpose and frequency.

5.7 Existing car park users were asked specifically about potential solutions to the shortfall in car parking supply at the station, such as ‘park and ride’ or ‘park and stride’, as well as increased provision for cyclists.

5.8 For users of the station drop-off area the survey sought to establish why rail passengers use this facility and if they would, under other circumstances, change their travel behaviour to the station. In this way it was sought to detect levels of suppressed parking demand.

5.9 Rails users who access the station by all other modes were asked what influenced their choice of transport to the station and what may influence their travel behaviour in the future.

5.10 All survey respondents were given the opportunity to make further comments about getting to and from Shenfield Station.

5.11 Given that all of the targeted survey respondents were on their way to board a morning train it was considered infeasible to try and conduct face-to-face interviews as a large proportion of respondents were likely to decline. The more appropriate approach was deemed to be a self completion survey format which could be returned by freepost within a week. Respondents were incentivised to return the survey by the option of entering a prize draw for the chance to win one of five £30 Love2Shop vouchers.

Distribution

5.12 Permission was granted from Greater Anglia, the station operator, for surveys to be handed out on the station forecourt and from NCP to hand out surveys at the car park exits. As such, on December 3rd 2013, between the hours of 0600am and 1100am an estimated total of 950 surveys were distributed amongst a predicted 2,400 rail users entering Shenfield Station (Office of Rail Regulation Statistics, 2012). The distribution by survey type (Figure 5-1) was as follows:

- **Car park users: 60% distribution**

  This survey was the easiest to distribute as they were handed out to pedestrians exiting the car parks. These rail users appeared to have more time on their hands and were happy to take the form. Some 300 forms were handed out amongst an estimated 500 car park users.

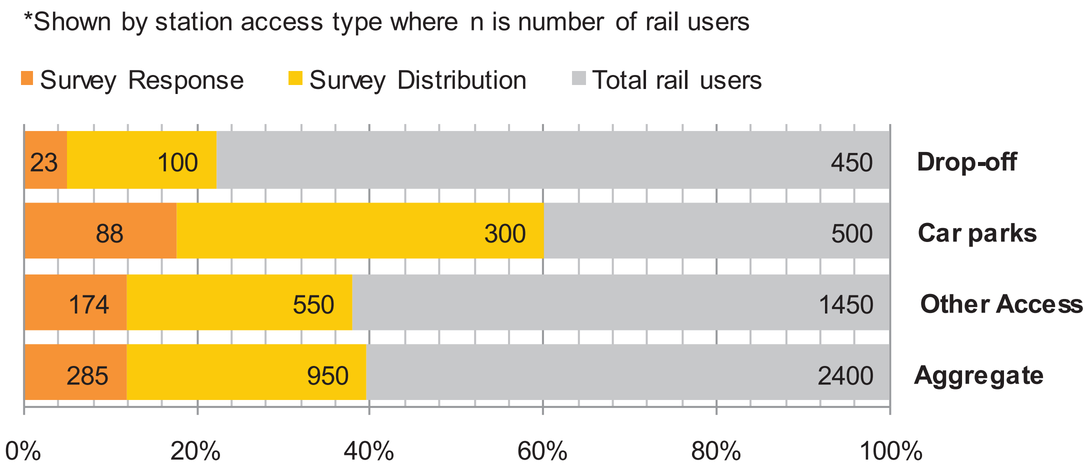
- **Drop-off area rail users: 22% distribution**

  This was the hardest survey to distribute as they were handed to people as they got out of their car and headed towards the station entrance. Passengers seemed to be in the greatest rush and many were simply not interested in taking a survey form. Out of an estimated 450 drop-off area rail users, only around 100 people accepted a survey form.

- **Other access modes: 38% distribution**

  Logistically, this was the most difficult survey to distribute as many rail users had already been given survey forms. Despite some reticence towards accepting the form, again in part due to rush upon reaching the entrance to Shenfield Station, around 550 surveys were distributed amongst an estimated 1450 passengers arriving by 'other' transport modes.

Figure 5-1: Rail user survey distribution levels and response rates

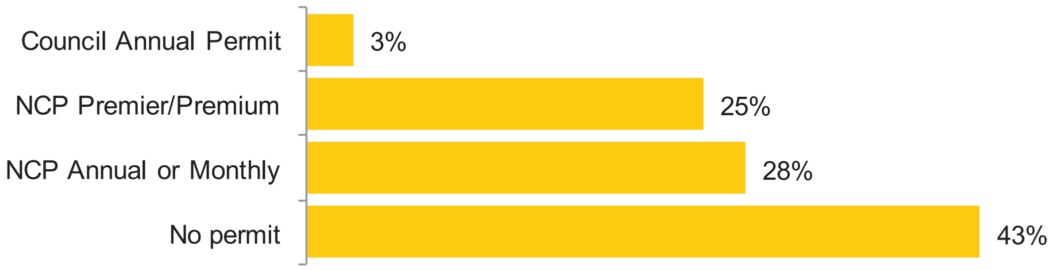


Car Park

5.13 The four car parks in and around Shenfield Station at Hunter Avenue, Mount Avenue and Friar Avenue have a combined total of 579 parking bays, although 11 spaces in the Council-run car parks are not thought to be predominantly used by station passengers. The car-park survey was distributed to 60% of the 500 estimated car park users during the morning peak and elicited a response from 88 people which gives the survey a self-completion rate of 29%, and a total sample size of 18% of all car park rail users (**Error! Reference source not found.**).

5.14 The survey was distributed on a per vehicle basis but took into account how many passengers a private vehicle could be carrying to the station. The majority, 83% of people, travel to the station alone whilst 14% share with one passenger and just 3% with more than one passenger. The survey also profiled parking ticket holders, the results of which are that the majority, 43%, have no parking permit, whilst 28% have an NCP annual or monthly permit, 25% have a premium permit and 3% have a council annual parking permit (see Figure 5-2).

Figure 5-2: Profile of parking season ticket holders



5.15 Around 97% of station car park users are travelling onwards to a destination within Greater London and an overwhelming majority stated that their train trip made up part of their commute (83%) or was business related (11%). Some 68% of respondents make the journey daily and 22% make the journey with a frequency of at least 1-4 times per week.

Drop-off

5.16 Drop-off rail users were particularly hard to engage. This survey was distributed to just 22% of the estimated 450 drop-off area users during the morning peak and elicited a response from 23, whilst this gives a reasonable self-completion rate of 23%, the low distribution meant that the sample size was just 5% of the estimated 450 drop-off rail users (see Figure 5-1).

5.17 Around 78% of drop-off area rail users are travelling onwards to a destination within Greater London, lower than for car park users. Some 57% stated that their train trip made up part of their commute whilst 26% related their travel to business reasons; the remaining 18% were split equally between leisure and ‘other’. Drop-off area users tend to use the train slightly less frequently with just 57% making their journey daily and a further 26% with a frequency of 1-4 times per week.

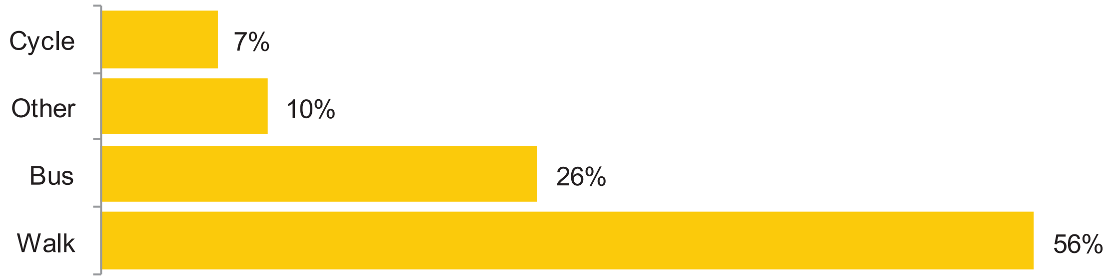
Other Access Rail Users

5.18 This survey was distributed to 38% of ‘other access’ rail users who arrived by walking, cycling or public transport during the morning peak. A response was elicited from 174 people which gives the survey a self-completion rate of 32% and a total sample size of 12% of the 1,450 estimated rail users arriving to the station by other modes (See Figure 5-1).

5.19 Other access mode rail users have a very similar profile to car park rail users as 96% are travelling onwards to a destination within Greater London and the majority state that their train trip makes up part of their commute (83%) or is business related (11%). Other access mode rail users use the train with a similar frequency to car park users with 70% making their journey daily and a further 22% 1-4 times per week.

5.20 In addition, this survey recorded the modal split of other access rail users' journey to the station (see Figure 5-3) which indicated that 56% walked, 26% arrived by bus and 7% cycled to the station. The remaining 10% elected 'other', arriving by moped or motorcycle, parking further away and walking or were dropped off further away from the station.

Figure 5-3: Modal split of other access rail users' journey to the station



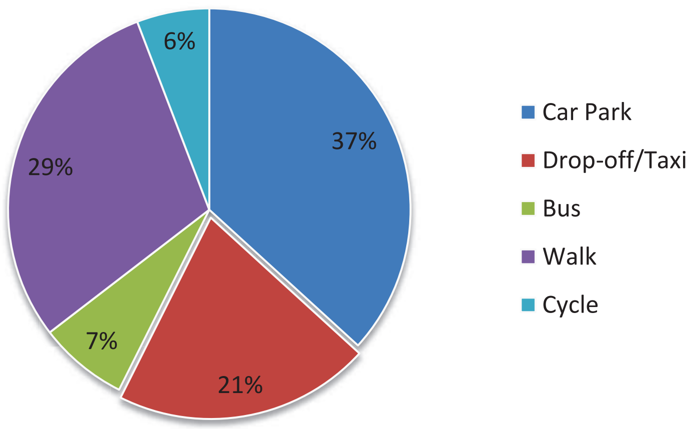
5.21 Where respondents provided details of their home postcode or their street name, the mode choices of the station users have been plotted using Geographical Information System (GIS) software. Maps ST14273-GIS-01 to -03 show all modes of travel at different scales (local and wider areas); maps ST14273-GIS-04 to -07 show the distribution of trips by individual modes. Copies of the resulting maps are included at **Appendix B** and are discussed in more detail later in the chapter in the 'spatial distribution' section.

Mode Split

5.22 Figure 5-4 presents a breakdown of the mode split of overall respondents to the Rail User Survey. This indicates that the largest proportions were car park users, followed by those who walk at least part of the way to the station.

5.23 The drop-offs/taxis, include those who used the station forecourt directly (who received an official drop-off questionnaire) as well as those who were dropped-off further along Hutton Road and so who subsequently received an 'other access' questionnaire.

Figure 5-4: Modal split of Rail User Respondents



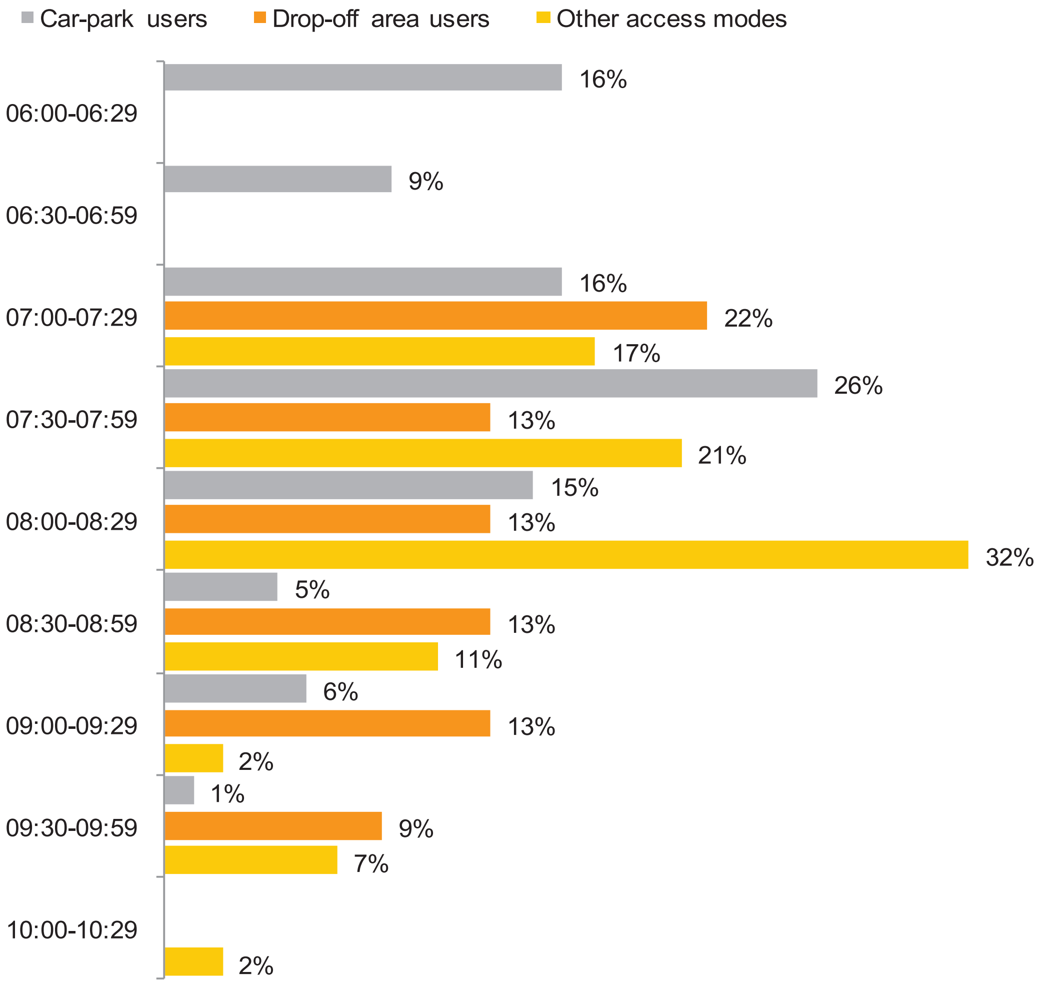
5.24 When compared against the actual mode split data for station access presented in Section 3, the results indicate that a higher proportion of car park users engaged with the survey than those arriving by other modes.

Train Departure Profiles

5.25 All three of the surveys asked rail users to note down the departure time of their onward train from Shenfield Station. By filtering this information we are able to make a comparative analysis of the trends in activity for each of the three types of rail users. The results are summarised below and are shown in full in Figure 5-5:

- the majority of activity occurs between the hours of 0700 and 0900am;
- drop-off activity peaks first between 0700 and 0729am;
- car parking activity peaks between 0730 and 0759am;
- as such, all private vehicle activity (car parking, drop-off and taxi) has peaked by 0800am;
- pedestrian activity continues to climb until peaking between 0830 and 0859am.

Figure 5-5: Train departure times for rail users entering the station



5.26 This data, in particular the car park, correlates with the profiles from the demand surveys.

Spatial distribution

5.27 The choice of mode used to access Shenfield Station is driven in part by the geographical spread of station users' home addresses. Home address information and mode data has been extracted from the survey data and combined to create a series of maps which are reproduced at **Appendix B**. Each mode is also considered separately below.

Walking and Cycling

5.28 Walking and cycling trips are concentrated primarily in the area which lies within 2km of the station. The trips are distributed across this area, with there being more trips arising in the "old" Shenfield and Hutton areas than from Hutton Mount. The on-street contours show that the route from much of Hutton Mount is circuitous in comparison to other areas, and this may explain why there appear to be fewer walking and cycling trips generated from this part of the surrounding area.

5.29 The mapping shows that a number of respondents walk for considerably more than 1km (12 minutes) to reach the station; this is potentially due to perceived, or actual, lack of car parking spaces and/or the cost of paying for parking.

5.30 There are very few cyclists in the survey sample who cycle from outside of the main urban areas, despite there being a number of villages within a 5km distance of the station. It is considered likely that concerns over traffic and a lack of cycle parking space may contribute toward this finding.

Car Drivers

5.31 As would be expected, car drivers are the most widely distributed sub-group of respondents. Typically, car drivers live more than 2km from the station (although there are a few exceptions evident within the survey data). There are concentrations of drivers at Warley, the eastern edges of Hutton, and in the Doddinghurst / Kelvedon Hatch / Stondon Massey / Blackmore area to the north-west of the main Brentwood urban area. There are also more scattered numbers of drivers whose journeys originate from the rural areas between Brentwood and Chelmsford.

5.32 It is notable that there are very few car driver trips which start in the area to the south of Brentwood, or the rural areas between Brentwood, Basildon and Billericay. It is likely that train users in these areas who drive will park at other stations, either Billericay for the Liverpool Street line or Basildon for the C2C / Fenchurch Street line. These drivers could also potentially be travelling to Upminster to connect with the District Line.

Drop-offs (Car Passengers & taxis)

5.33 Passengers being dropped off at the station by car typically travel between 1 and 3km between their home and the station. This differs from car drivers, who typically travel between 2km and 5km on their journeys. It is likely that the people who are driving passengers to the station are either returning home afterward or are going on to another destination of their own, therefore there is an incentive to keep the "drop off" journey sufficiently short such that these other purposes, of the person driving the car, are not compromised.

5.34 There are notable concentrations of "drop off" journeys starting in the eastern areas of Hutton and in the residential areas to the immediate south-west of the station.

5.35 Overall, the survey results continue to suggest there is little evidence that many individuals who are currently dropped off would begin driving and parking at the station in their own right if more (or cheaper) car parking were to be provided.

Public Transport (Buses)

5.36 By necessity, bus trips to and from the station are constrained to those areas which are connected by a bus service. It is noted that a number of survey respondents specifically raised the point that bus services either did not serve their area, or were too infrequent to be useful at the key times of day (weekday mornings and evenings).

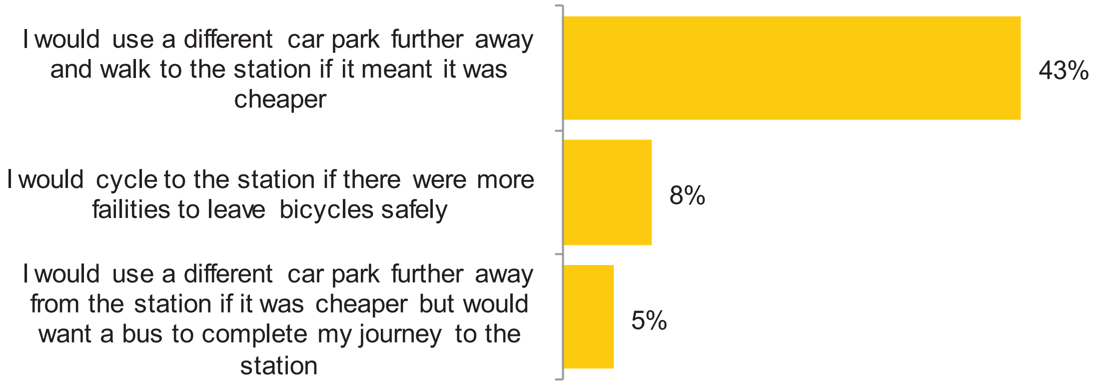
5.37 Bus users are primarily located in the areas to the east of the station, where the estates benefit from a semi-regular bus service. There are no bus users in the survey sample living in "old" Shenfield or the areas to the west of the station.

Attitudinal Analysis

Car Park Rail Users

5.38 Over half (59%) of car park rail users agreed with the statement that it is difficult to find parking near the station. The survey then tested attitudes to the proposed solutions to future car parking demand shortfalls (park and stride, park and ride and increased provision for cyclists). The results showed some meaningful insights (Figure 5-6) :

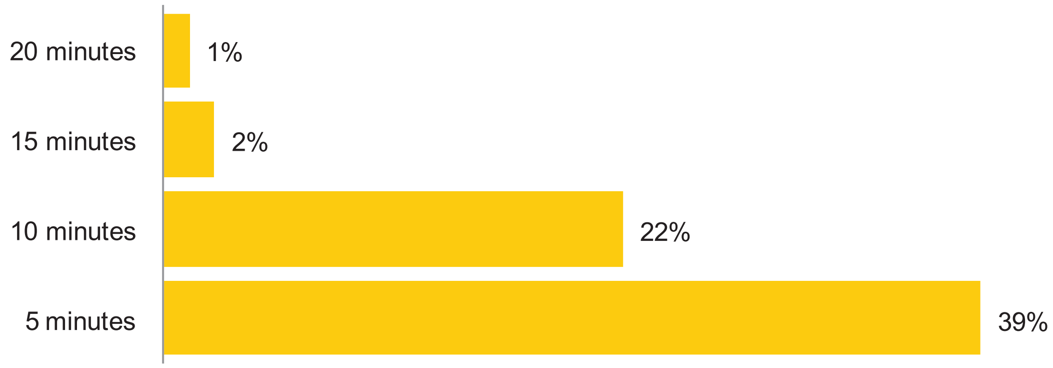
Figure 5-6: Attitudinal survey for proposed solutions to future parking demand



5.39 Many car park users (43%) agreed that they would use a car park further away and walk to the station if it meant that it was *cheaper* and it is not surprising that it was the cost of car parking that was the most common general complaint amongst survey respondents when making further comments. Interestingly, the provision of safe cycle parking would appear to have a higher potential to reduce car parking demand than a park and ride scheme. Around 8% of respondents state that they would cycle to the station if there were more cycle facilities compared to just 5% who would consider using a park and ride scheme.

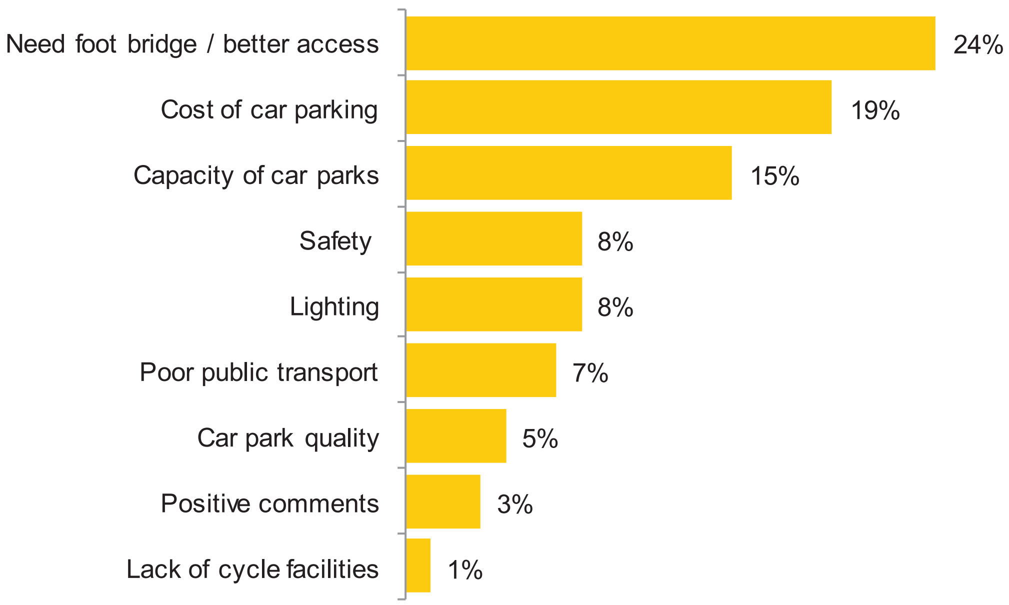
5.40 When asked to quantify the distance that they would be prepared to walk, most current car park users would not be prepared to walk more than 10 minutes to the station from any park and stride location (Figure 5-7), with some stating that they already walk 5 minutes to the station from the current car park locations. This result indicates a potentially limited demand for a park and stride scheme which is located more than a 10 minute walk away from Shenfield Station.

Figure 5-7: Acceptable walking times for any park and stride scheme - car park rail users



5.41 Finally, survey respondents were given the opportunity to make any further comments about station parking facilities and getting to and from the station. These results have been codified and are shown in (Figure 5-8), the most common of which were the need for additional station access from the South side (24%), the cost of car parking (19%) and the capacity of the car parks (15%).

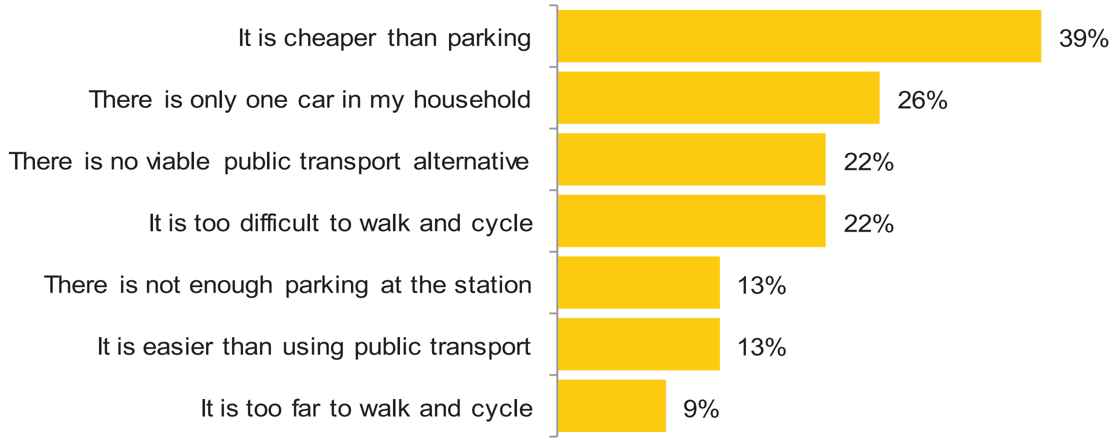
Figure 5-8: Additional comments made by car park rail users about station parking and journeys to and from Shenfield Station



Drop-Off Rail Users

5.42 Drop-off rail users were asked why they use the drop-off facility at the station. The cost of car parking was a key concern of the respondents with 39% stating it as the reason that they do not use the car parks at Shenfield Station. Other key factors were that respondents came from one car households (26%), there is no viable public transport alternative available to them (22%) or active transport is too difficult (22%). Many users stated the impact of the weather or carrying luggage. The full list of results is shown in Figure 5-9.

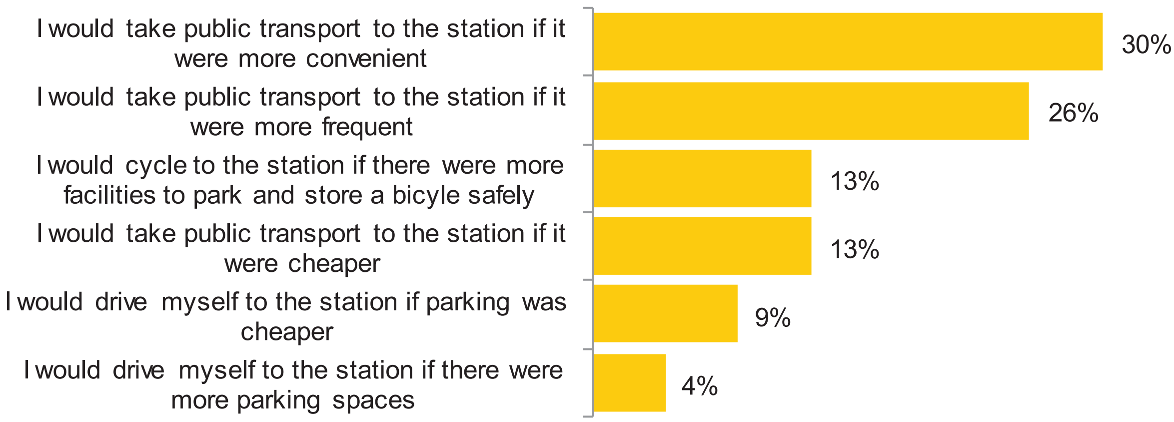
Figure 5-9: Attitudinal survey to determine why rail users use the drop-off facility over other station access modes



5.43 Drop-off area users were next asked what may change their travel behaviour in order to judge any suppressed parking demand at Shenfield Station. Suprisingly availability and cost of parking was not a major concern (see Figure 5-10). Drop-off area users instead appear to have a suppressed demand for public transport many respondents stating that they would take public transport to the station if only it were more convenient (30%), frequent (26%) or cheaper (13%).

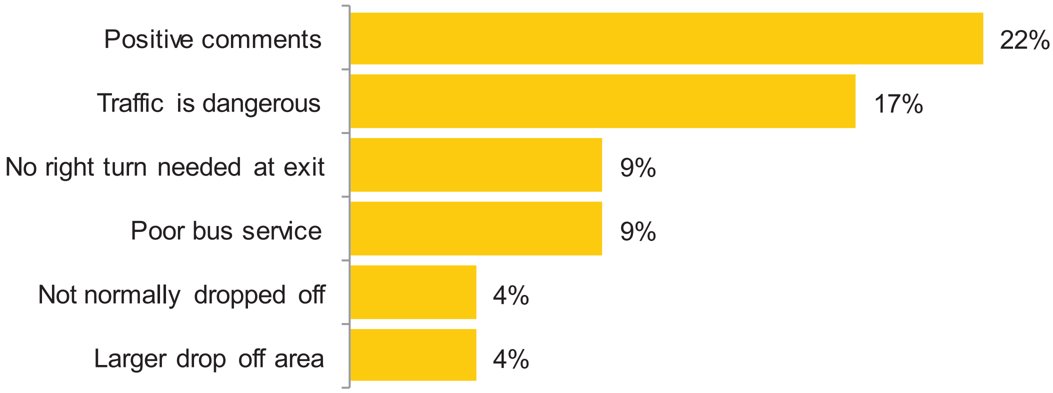
5.44 Better public transport service is a recurring theme throughout the three surveys. Many respondents state that the short operating hours and low frequency of the bus service that prevent them from fully utilising public transport for their journeys to and from the station.

Figure 5-10: Drop-off area rail user responses when questioned what may change their travel behaviour to the station



5.45 Finally, drop-off area respondents were asked if they wanted to make any further comments regarding the drop-off facility at Shenfield Station. The comments have been codified and are shown in Figure 5-11, 22% of respondents made positive comments about the drop off facility, but 17% commented on the congestion and traffic which makes it a dangerous area.

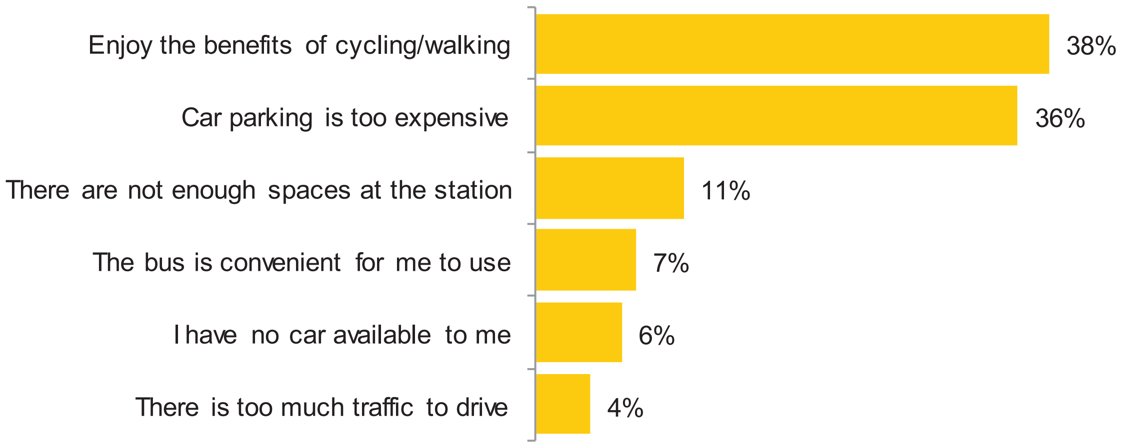
Figure 5-11: Additional comments made by drop-off rail users about the drop-off facility and journeys to and from Shenfield Station



Other Access Mode Rail Users

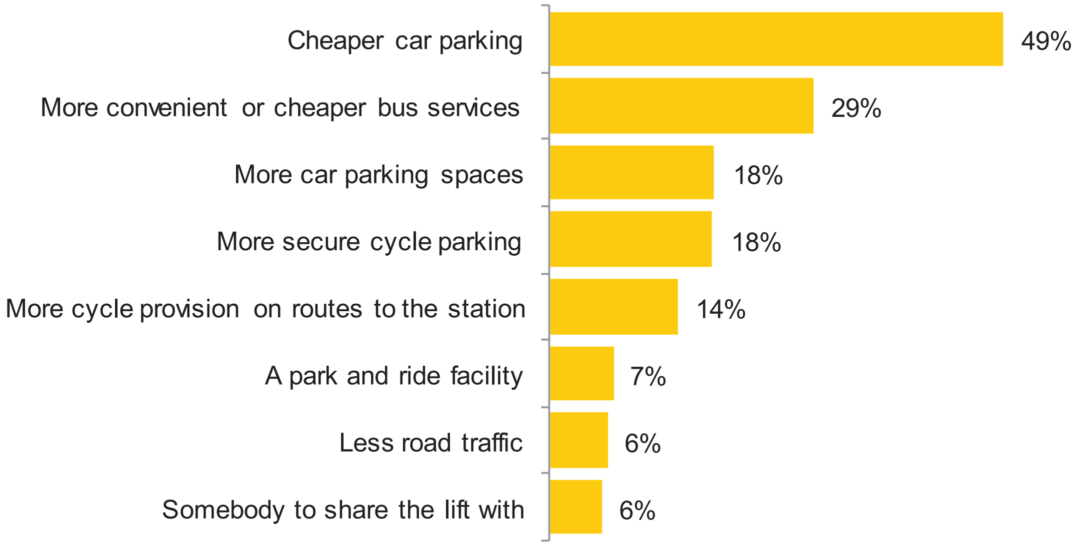
5.46 Rail users arriving by all other access modes were asked what influenced their choice of transport to the station that morning (see Figure 5-12). The most common reasons stated (aside from living close by to the station) was that respondents enjoyed the benefits of walking / cycling (38%) and that car parking is too expensive (36%). A relatively small percentage (11%) stated that the lack of parking spaces at the station influenced their decision and just 4% stated traffic as a main factor.

Figure 5-12: What influenced the travel behaviour of rail users arriving by other access modes to the station?



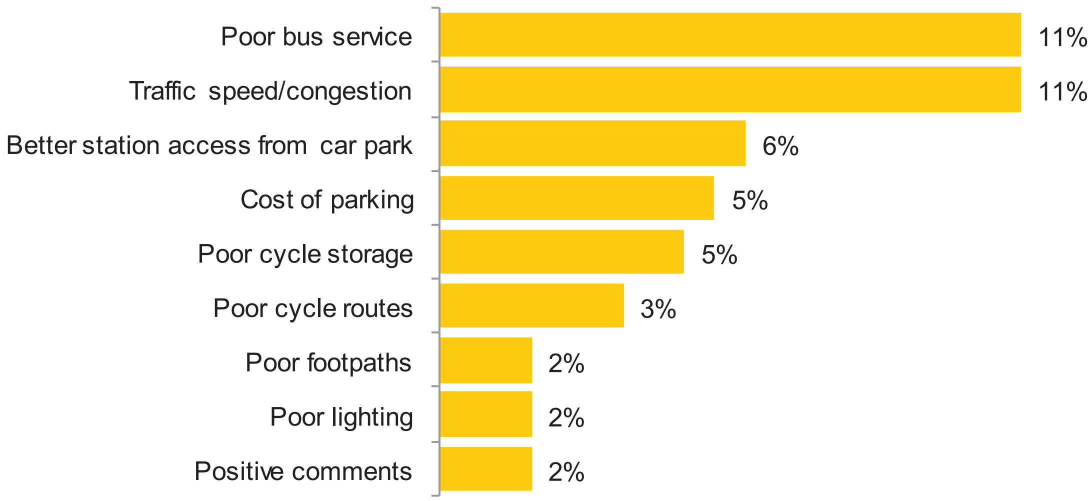
5.47 Rail users arriving by other access modes were asked if they had ever considered driving to the station. Around 57% stated no they had not, whilst 39% stated that they had. With this in mind the survey determined what may encourage these rail users to change their travel behaviour to detect suppressed parking demand. Cheaper car parking was the main factor (49%) followed by a more convenient or cheaper bus service to the station (29%). Other factors included more car parking spaces (18%), more secure cycle parking (18%) and more cycling provision on routes leading to the station (14%). Comparatively there was not much interest in a park and ride facility (7%) or lift sharing (6%). A full summary of results are shown in Figure 5-13 below.

Figure 5-13: What may change travel behaviour of rail users arriving at the station by other access modes?



5.48 Finally, other access mode rail users were asked if they had any further comments to make about getting to and from Shenfield Station. The comments were codified and are displayed in Figure 5-14, the most common of which (11%) was the bus service, which neither serves enough areas nor operates long enough hours in the evening; similarly, 11% of people stated concern regarding the speed of traffic and congestion around the station entrance.

Figure 5-14: Additional comments made by other access mode rail users about journeys to and from Shenfield Station



Conclusions

5.49 The key findings for this study from the Rail User Survey responses are considered to be as follows:

- Existing car drivers generally live between 2km and 5km from the station;
- Existing car / taxi drop-offs live between 1km and 3km from the station;
- Pedestrians & cyclists nearly all live within 2km of the station;
- 43% of car drivers would park further away from the station if it was cheaper but very few would walk further than 10 minutes (3%) or take a bus (5%);
- Cost of car parking was a major reason why ‘drop-off’ or ‘other access’ passengers don’t use the station car parks. Availability of car parking spaces appeared to be of less concern - ‘drop-off’ (13%); ‘other access’ (11%);
- Drop-off passengers were more interested in switching to bus or cycling, than to driving; and
- Cheaper parking would encourage nearly half of ‘other access’ passengers to drive to the station, in comparison only 18% indicated more car parking spaces would be an incentive.

6 Stakeholder Engagement

Introduction

6.1 This section provides a summary of the stakeholder engagement process that was undertaken and the responses received.

Crossrail

6.2 Crossrail were advised about the study and asked to contribute by providing specific information regarding:

- forecasting for future rail patronage as a result of the Crossrail project;
- any parking demand forecasts at the station as a result of this increased rail patronage;
- site plans for the construction phase of the project and the impact this will have on car parks.

6.3 Crossrail were able to contribute figures on projected demand at Shenfield and other stations on the Crossrail route modelled for the year 2026. The figures provided, along with sensitivity test incorporating an additional 28% demand, have been used by Crossrail to establish whether stations require remodelling to meet future demand. Local Authorities have been in possession of these figures since 2011.

6.4 Crossrail have no specific parking demand forecasts but did provide their policy paper outlining their approach to rail passenger car parking provision during the construction phase.

6.5 Crossrail were unable to provide us with any site plans for the construction phase of the project.

Greater Anglia

6.6 Greater Anglia (GA) are the Train Operating Company who run the current franchise for Shenfield Station. They were approached about the study, in the first instance, to seek permission to undertake survey work on the station forecourt and station car parks but also to contribute any data or views they had about the station and its future development.

6.7 GA granted full support for all of the survey work and provided data about footfall at the station and provided general background information about Crossrail proposals and how they would impact upon the station.

NCP

6.8 NCP operate both of the station car parks at Shenfield on behalf of Greater Anglia. NCP were approached to provide their views on the current operation of the station car parks and future development.

6.9 A meeting was held with NCP representatives to discuss the car parks, which provided the following key information:

- Both station car parks are considered by NCP to operate at capacity
- The Hunter Avenue car park operates a premium parking scheme for which customers can purchase a dedicated car parking space for their sole use. Premium spaces make up nearly half the total car park capacity.

- Shenfield Station acts as a rail head due to the fast train service
- It also acts as an alternative option for many passengers when there are disruptions on other lines
- NCP consider there to be suppressed demand for parking at the station
- The GA franchise requires them to expand car parking across their route during the lifetime of the franchise. Shenfield is a prime candidate to expand car parking.
- Outline plans have been drawn up to partially-deck the Mount Avenue car. This would provide an additional 154 car parking spaces (revised plans have subsequently been submitted to the Council as part of a planning application on 5th December 2013).
- It would utilise a simple construction method and so could be completed within a 6 week timeframe.
- Initial plans considered decking the whole of the car park and providing a footbridge directly onto the station platform. However, it is understood that Crossrail construction traffic will need access through the car park as part of the construction process, therefore only a partial deck is feasible until Crossrail has been completed.
- A full decking of the car park would provide an estimated additional 254 spaces, which would still be feasible post-Crossrail construction.
- A consultation process was proposed with local residents who will be affected by the decking.
- An outline programme for the scheme would see construction begin in July 2014.

6.10 Further to the meeting with NCP, an application for a single deck expansion (under permitted development rights) to the Mount Avenue car park was submitted to the Council on 5th December 2013. The submitted plans will increase total car parking at Mount Avenue from 213 to 338 spaces, an increase of 125 spaces. The application was approved on 27th January 2014 and the decision notice was issued on 6th February 2014. This is reflected in the following sections of the report.

Other Stakeholders

Councillors

6.11 All of the Councillors in the Shenfield and three Hutton Wards around Shenfield Station were contacted and asked to contribute any views that they had in relation to the study. This included the offer to meet to discuss specific issues in detail.

6.12 Councillors from all of the wards expressed interest in meeting to discuss matters relating to the station and a variety of potential dates were offered; however, to-date, no meetings have taken place.

Taxi Licensing

6.13 The taxi licensing department were contacted to determine whether or not there are any existing issues with taxi ranking at the station that they would like to input into the study. Whilst the official taxi rank is on the station forecourt, which is controlled by Greater Anglia, there is also a feeder rank on the main highway under the railway bridge that is on public highway.

6.14 The taxi licensing group responded with the following comments:

- They confirmed there is a small 6-car Council rank on the public highway that has adapted to become a ‘feeder’ rank to the main Station rank. Whilst technically there is no such thing as a ‘feeder’ rank, drivers appear to have used it as such and unofficially respect the fact that it is not an independent rank.
- They highlighted concerns that have been raised over whether there will be a Station-owned rank under the Crossrail proposals and, if so, to what extent this will be made available to the Hackney Carriage Trade. (Hackney Carriages, and not Private Hire, may pick up from a rank without a booking). Whilst the Council will have no input/say into any Station-owned rank, the principle of Hackney Carriage vehicles being the only ones that may use a rank and pick up non-booked passengers is enshrined in law and will apply regardless of ownership of land.
- They would welcome the opportunity of working with the relevant parties to secure the most appropriate and effective means of clearing passengers from the Station area as quickly, easily and safely as possible.
- They also highlighted other issue relating to permits as drivers are constantly request that plates are issued that have permits attached to them. At the moment permits are issued to the vehicle, it would greatly assist the licensing authority if they could be issued to the person instead and made non transferable.

7 Demand Forecasting

Overview

7.1 A key aspect of the study is to forecast potential growth in demand for car parking at Shenfield Station in order to be able to accurately determine the level of parking supply that will be required in future years.

7.2 There are four elements that need to be considered for future demand;

- Existing levels of parking
- Current suppressed demand for parking
- Future underlying growth in rail patronage
- Additional rail patronage associated with the introduction of Crossrail services

Existing Parking

7.3 The car parking demand surveys presented in Section 3 provide an assessment of existing level of parking associated with Shenfield Station. Surveys were carried out at four car parks in the vicinity of the station; however, two of these are Council operated car parks, which also serve local parking requirements and not just the station.

7.4 The distribution process and results from the Rail User Surveys provided an opportunity to assess the level of demand in the Council car parks that could be attributed to the station and this concluded that only around 10% were station users.

7.5 Assuming only 10% of the council car park demand was attributable to the station, then the estimated level of AM peak station car parking demand is around 450. The Rail User Survey results indicated that the average car occupancy level was 1.28, so the car parking demand translates into around 575 AM peak rail passenger trips.

Suppressed Demand

7.6 One of the key aims of the Rail User Survey was to ascertain the level of suppressed demand for car parking at Shenfield Station. This was done through as series of targeted questions to rail passengers who were dropped-off by car or taxi at the station, or who arrived by a non-car mode.

7.7 These passengers were asked to indicate whether, amongst other potential reasons, a lack of car parking spaces influenced their choice of mode when accessing the station. They were subsequently asked whether they would change their behaviour if, among other options, there was an increase in the availability of car parking space.

7.8 The results of the analysis indicated that around 17% of 'drop-off' respondents stated that a lack of car parking was a reason why they did not drive themselves to the station. However, all of these respondents also stated that the expense of car parking was also a reason.

7.9 When asked if they would switch mode if more car parking was available, only 4% of 'drop-off' respondents indicated that they would.

7.10 Amongst ‘non-car’ users, 11% of respondents indicated that a lack of car parking was a reason why they did not drive to the station. A higher number of respondents, 18%, indicated they would consider changing mode to drive if there was more car parking available. However, the majority of these respondents also stated that parking would need to be cheaper for them to consider switching mode. Only 1% of respondents indicated that the availability of car parking spaces would be the sole reasons why they would change mode.

7.11 The results indicate that whilst there are a large number of current rail passengers at Shenfield who would like to use the station car parks if there was more space, it is also the case that the expense of parking represents a significant constraint. Furthermore, the results of the Rail User Survey generally indicate that the cost of car parking is more of an issue to passengers than the availability of parking spaces. This is partly reflected in the results of the Car Parking Demand Surveys, which indicates that the Mount Avenue NCP car park was not fully utilised until after 9.30am, suggesting that it is price that is deterring some peak period travellers from parking and not the availability of space.

7.12 This is not necessarily a surprising finding as it is likely that NCP and First Capital Connect, the car park operator and train operating company, will have conducted market analysis in order to set their price structures such that they utilise their car parking provision, whilst maximising revenue.

7.13 The results therefore suggest that the level of suppressed demand for parking at the current price structures is relatively limited. A conservative interpretation of the data would suggest that it may be as little as 25 vehicles during the AM peak, although a more liberal assessment, that assumes some passengers, if offered a direct choice, would in fact be prepared to pay the current price, suggests a figure of closer to 125 vehicles. This range of forecasts will be taken forward as a maximum and minimum assumption for suppressed demand with the analysis.

Underlying Rail Growth and Crossrail Demand

7.14 The study team has been in regular contact with Crossrail in order to try and obtain and understand their forecasts of potential future rail demand under an operating Crossrail service. Whilst headline figures have been provided, these give limited detail, with no explanation for the basis of the forecasts.

7.15 It had been hoped that Crossrail forecasts, which will have been generated from a modelling process, would have provided estimates of mode access to rail; however, this data is either not available or has not been forthcoming.

7.16 The forecasts provided indicate a future year 2026 forecast AM peak station entry demand of 2,400 passengers, with operational Crossrail services. This forecast has been compared to current estimated rail demand from the station, from the Office of the Rail Regulator Website, that indicates current AM peak demand from the station is already at around 2,450 passenger trips.

7.17 It is not clear when exactly the Crossrail forecasts were produced, although it is known to be pre-2011, and perhaps as early as 2008. This would partially explain why they appear to demonstrate, at best, no overall growth over and above current demand, as it is known that rail demand has significantly increased across the UK over the last few years. Even taking this into account, the Crossrail forecasts for 2026 appear an underestimate. This might, in part, explain why Crossrail have applied an additional 28% of demand as part of their analytical work as a sensitivity test, to allow for higher growth rates than anticipated.

7.18 Further sources of future rail demand are provided within the Shenfield Urban Integration Study Stage C Masterplan. These project a 2016 AM peak entry demand of 2,500 passengers without Crossrail and an additional 100 passenger trips with Crossrail (+ 4%). These would appear to be more in line with current patronage levels and forecast rail growth rates but again would indicate a limited impact of Crossrail upon patronage levels.

7.19 An assessment of current forecast rail growth rates in London and the South East[1] indicates that commuter routes are predicted to grow by around 1.3% pa. Applying this factor to the current assessment of AM peak station entries would forecast around 2,580 by 2016 and 2,940 by 2026. If we were to apply the same 4% uplift as an allowance for new Crossrail services, these would translate to 2,685 in 2016 and 3,055 in 2026. This latter figure is very similar to the Crossrail sensitivity test forecasts when applying the 28% uplift in demand.

7.20 With the data available it is not easy to draw any strong conclusions of the impact of underlying rail growth and Crossrail on future passenger numbers at Shenfield. There would be reasonable justification, however, to conclude that the forecasts provided by Crossrail would seem to considerably under-represented future demand and that a figure of around 3,050 AM peak station entries is potentially feasible give the current London & South East rail market and the proposed housing growth around the Shenfield area.

7.21 Given the lack of certainty surrounding the forecasts the remaining analysis will utilise a range of rail passenger demand forecasts in order to assess the associated demand for car parking and other modes of station access. A minimum forecast growth to 2026 of 2,600 will be utilised, along with a maximum of 3,050.

Implication for Station Access Demand

7.22 The forecast uplifts in passenger entries at Shenfield station will obviously have a direct impact upon the station access demand by individual modes.

7.23 From the data provided, the Crossrail forecasting work does not appear to consider any potential change in the profile of station access. So for the purposes of the analysis we have assumed that the same mode shift profile remains, as presented in Section 2.

7.24 On this basis, Table 7.1 presents the forecast future year levels of station access demand by mode.

Table 7.1 Future Year Station Access Demand Forecasts (AM Peak)

Mode	Mode Share	Passenger Forecast		
		Existing	2026 Low	2026 High
Car parking	24%	576	611	718
Walk	41%	1,018	1,079	1,268
Drop-off	15%	368	390	458
Taxi	9%	221	234	275
Bus	7%	172	182	214
Cycle	4%	98	104	122
Total	**100%**	**2,452**	**2,600**	**3,055**

[1] Network Rail London and South East Market Study

Car Park Demand

7.25 In terms of car park demand, the above passenger demand forecasts are based upon the current constrained supply of car park spaces. If this constraint was to be released, then the previous analysis has indicated that there is potentially some suppressed demand for car parking, albeit still constrained by the pricing structure, which is assumed to be maintained in line with inflation.

7.26 Table 7.2 presents a range of forecasts based upon both a high and low level of suppressed demand and on high and low growth rates.

7.27 The results are presented as vehicular demand, through the application of a car occupancy factor. The survey results indicated a figure of around 1.28. This allows an assessment of the potential required number of car parking spaces around Shenfield Station in future years.

Table 7.2 Future Year Unconstrained Car Dark Demand Forecasts (Am Peak - vehicles)

Mode	Existing	Existing (Low SD)	Existing (High SD)	2026 Low Growth, Low SD	2026 High Growth, High SD
Car parking	450	475	575	504	716
Mode Share	24%	25%	30%	25%	30%
Increase from existing		25	125	54	266

SD = Suppressed demand for car parking

7.28 These forecasts demonstrate quite a range in the increase in car parking demand, reflecting the uncertainty in some of the Crossrail forecasts. The growth in demand ranges from 12% up to 59%. These numbers will be used to assess potential options for new car park provision and whether such options can accommodate the potential high and low growth predictions.

7.29 The high and low growth rates without any released suppressed demand, as presented in Table 7.1, will be utilised to estimate the impact of future demand for station drop-off facilities.

8 Issues and Opportunities

Introduction

8.1 This section seeks to bring together all of the previous analysis of data in order to identify the key issues and opportunities relating to car parking, drop-off and general station access at Shenfield Station.

8.2 This will provide the basis upon which to develop potential options and to subsequently appraise who each of those options would perform against the indentified need for improvements.

Current Station Access

8.3 All access to the station is currently taken from the forecourt fronting the A129 Hutton Road. There are a number of issues which arise as a result of the current layout and, if considered appropriate, some limited physical improvements could potentially deliver benefits to all station users and also to others using Hutton Road when demand for access to the station is at its peak.

8.4 Although taxi and other “drop off” vehicles are segregated, as described in section 2, the available space is extremely constrained and has to operate as a one-way system. For private vehicles, any vehicle which stops to pick up or drop off a passenger prevents any other vehicles from passing through the space and therefore any halt of more than a few seconds at peak times can quickly cause traffic to tail back on to the main carriageway of the A129 Hutton Road.

8.5 The entry and exit to the station forecourt sit to either side of a signalised pedestrian crossing. Vehicles waiting to turn right into the forecourt do not always position themselves in the optimum location and this can make it difficult or impossible for larger vehicles to pass by, causing them to park over the pedestrian crossing and creating an obstruction. If this combines with tailing-back from the private vehicle drop-off area, the entirety of Hutton Road can become blocked in both directions until the vehicles within the drop-off lane move forward.

8.6 There are additional issues relating to the use and misuse of the bus lay-bys which are positioned on Hutton Road to the east and west of the station. Particularly in the evening peak, there are frequent instances of car users waiting in the bus lay-bys to collect passengers exiting the station; this often prevents buses from using the lay-bys and instead they have to wait on the road, where there is insufficient space for other vehicles to pass. This triggers a similar sequence of events to those described previously. It is also frequently observed that more than one bus is present at a lay-by at a time; since the lay-bys are not large enough accommodate more than a single bus, the second has to park at an angle and again the carriageway becomes blocked.

8.7 There are also issues with drivers seeking to pick up passengers from the station parking in other prohibited areas, such as the disabled and servicing lay-bys adjacent to Hutton Road at Crossways and Friars Avenue; as with the bus lay-bys, this displaces legitimate parking on to the street which reduces the efficiency of operation of the junctions involved, and leads to further delays and blocking of traffic on Hutton Road itself.

8.8 It is noted, for clarity, that a number of the issues cited above are a result of drivers ignoring restrictions which are already in place. The frequency and scale of this behaviour suggests that drivers have little or no fear that the restrictions will be enforced and other drivers who observe this are in turn encouraged to act the same way. Local observation indicates that the same situation does not occur with such frequency during the day and this is considered to be associated with the regular presence of parking enforcement wardens. It is therefore suggested that a modest investment to deploy wardens at intervals in the PM peak in the vicinity of the station could produce a significant reduction in these parking behaviours and improved functioning of the road layout in the immediate station area.

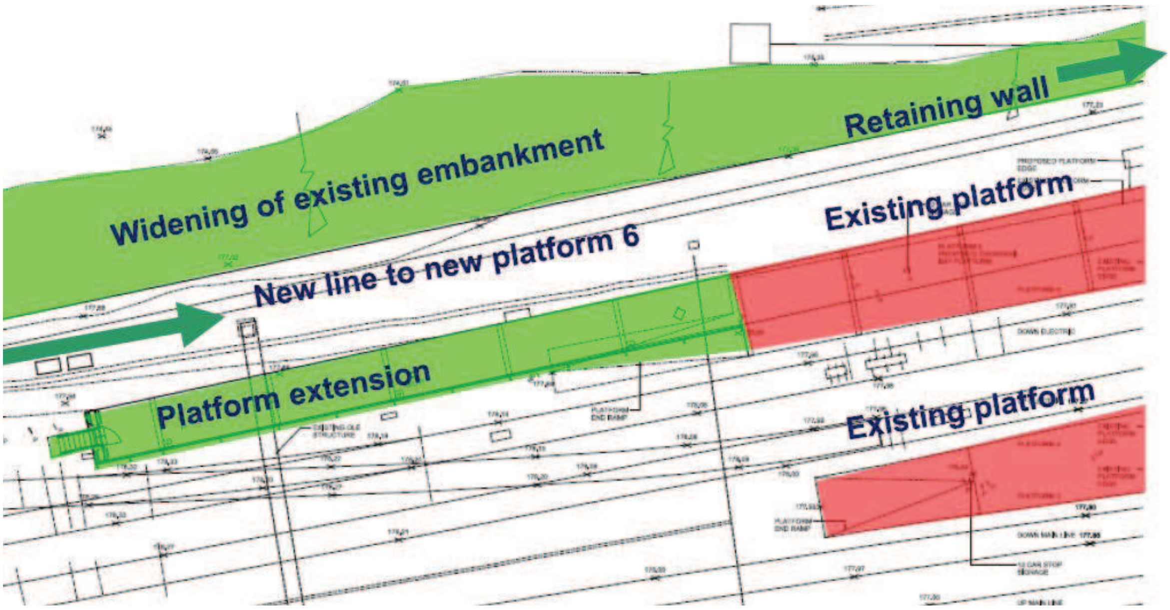
8.9 With regard to the physical layout of the station forecourt it is acknowledged that efforts have already been made to provide extra accommodation for taxis and that the pedestrian crossing occupies the optimal location to cater for the majority of “desire lines” for people approaching and leaving the station. Nevertheless, there may be benefit in taking highway engineering advice with regard to the alignment and width of the road directly adjacent to the forecourt entrance and the bus stop layby to the east; some vehicle tracking of this area may be helpful in identifying specific point(s) where minor alterations would assist drivers to position correctly to turn right, and to have greater confidence to pass waiting drivers on the left hand side.

Impact of Crossrail Construction

Overview

8.10 The Crossrail development will require the widening of the embankment, a platform extension and the construction of a new line to serve the newly created Platform 6. Lorry numbers are expected to reach up to 7 per day during the peak construction period and once per day during off-peak construction. Figure 8-1 shows an extract from the construction plan which was included in the presentation made by Crossrail to the Council on 23rd October 2013.

Figure 8-1: Construction of the Crossrail development



8.11 As part of the construction works, part of Friars Avenue car park will be used for the storage of materials and equipment. It is the current stated intension for all of the track-side car park spaces to be suspended and given over to Crossrail, with the rest of the car park remaining open with at least 20 spaces available. This dates back to a commitment originally made in 2007.

8.12 In practical terms, however, it appears unlikely that it will be possible to maintain partial operation of the car park if there is a requirement for construction vehicles to deliver material and equipment. As described in the site audit, the access to the car park is constrained, with a single track entrance and narrow pedestrian footway. The car park site itself is also relatively small and so it would appear infeasible for any large construction vehicles to be able to enter without safety concerns for both pedestrians and private vehicles.

8.13 The loss of car parking spaces within the Friars Avenue car park is not anticipated to significantly affect station access, as the car park is primarily used for local business activity and shoppers. At this stage, there have been no additional requests from Crossrail for car parking land in any of the other car parks, in particular the main station NCP car parks. Clearly, the loss of shopper spaces will have an impact on the local shops.

8.14 It is understood that Crossrail construction traffic will require access through the Mount Avenue car park; however, this is only to access the railway land at the western end and there has been no stated impact upon car parking spaces at this time. There may, however, be some potential conflicts between pedestrians accessing and egressing the car park and construction traffic as there is a section of the route that currently provides no pedestrian protection from vehicular traffic.

8.15 The only other impact of Crossrail construction upon station access is likely to relate to the additional construction traffic on the local highway network, although Crossrail have indicated that this will be a maximum of 7 lorries per day during the peak construction phase, with the majority of materials to be brought in by rail.

Impact of Crossrail Operations

Overview

8.16 The Crossrail development will see the current peak hour train service increase from 6 to up to 12 trains per hour to Central London.

8.17 The potential impact upon rail passenger demand has been discussed in Section 7, with a high level of uncertainty over absolute forecasts, although the relative impact of Crossrail services themselves have been forecast to be as low as a 4% increase.

8.18 If this forecast is correct then it is the underlying growth in rail demand that is likely to have the most impact upon station access demand, including the car park and drop-off facilities.

8.19 The demand forecasting work has predicted the potential increase in car park demand of between 54 and 266 vehicles by 2026 under a Crossrail scenario. Similarly the level of car park drop-offs has been forecast to increase by between 22 and 90 vehicles.

9 Option Development

Introduction

9.1 The section examines the full range of options that could, in theory, be developed in order to provide additional car parking capacity or drop-off facilitates for station access at Shenfield.

9.2 This section is simply meant to produce an exhaustive list of options (within reason) and does not consider the practicality or deliverability of the schemes, which is discussed in Section 10. In effect, this section provides a long-list of potential solutions to the identified issues and opportunities for car park and drop-off provision outline in Section 8.

9.3 For completeness, a range of non-car options are also discussed as an alternative approach to managing station access demand.

9.4 The options have been broadly segregated into the follow types:

- Expansion of existing car parks
- Identification of new local car parks
- Identification of new park & stride sites
- Identification of park & ride sites
- Improved station drop-off facilities
- Enhanced local bus provision
- Enhanced walking and cycling provision

9.5 A reference map, ST14273-GIS-08, has been prepared which shows the location of the various site options in the context of the station and on-street walking distances. This map is included at **Appendix B**.

Expand existing car parks

9.6 An ideal solution to providing additional car parking capacity would obviously be to expand the capacity of existing car parks close to the station.

At Grade Expansion

9.7 All of the car parks are located within heavily developed areas of the town, with the railway line itself providing a barrier to one side and housing or retail develop located on other sides. There is, therefore, very limited opportunity for at grade expansion of the car parks.

9.8 The Mount Avenue NCP car park does have a limited amount of railway land located to the west; however, this is to be utilised as part of the Crossrail construction process so is not a short term solution.

Option 1a: At grade expansion of Mount Avenue NCP car park

Car Park Decking

9.9 The alternative option to expand existing car parks is to deck them. Modern construction methods mean that this can be done relatively quickly and without great expense. It is more practical for the larger NCP car parks to be decked, as some low level spaces will be lost through the provision of ramps.

9.10 The main issue relating to car park decking is one of visual intrusion.

9.11 The stakeholder engagement process has revealed plans to partially deck the Mount Avenue NCP car park and subsequent to those discussions, an application has been made under permitted development rights and a Lawful Development Certificate has been granted for 125 additional car parking spaces to be provided at Mount Avenue.

Option 2a: Partial decking of Mount Avenue NCP car park

Option 2b: Full decking of Mount Avenue NCP car park

Option 2c: Decking of Hunter Avenue NCP car park

Option 2d: Decking of Hunter Avenue Council car park

Option 2e: Decking of Friar Avenue Council car park

Identify new local car park sites

9.12 The process of identifying sites as part of the preparation of the Local Development Plan indicates that there are no available sites of suitable size within close proximity of the station that could be made available for car parking.

9.13 Any creation of a new local car park could only be achieved through changing the existing land use or re-developing existing sites. No suitable sites have been identified as part of this study.

No identified options

Identify Park & Stride sites

9.14 In the absence of potential car park sites in close proximity to the station, an alternative would be to identify sites further away from the station but still within potential walking distance.

9.15 Previous work undertaken by Steer Davies Gleave (interim report, 27th August 2010) has identified a potential site off Alexander Lane on land owned by Brentwood Borough Council. Whilst this land remains available, the conclusions of the previous evaluation was that Alexander Lane itself would present considerable challenges in relation to the level of vehicular access that would be associated with a park & stride site.

9.16 A variation of this option would be to utilise land further out along Alexander Lane but which would also have access out onto Chelmsford Road. Walk access to the station would still be provided along Alexander Lane.

9.17 Whilst other areas of land are available within a reasonable walking distance of Shenfield Station, the development review identified that these are necessary public spaces and parks, schools, areas of greenbelt or designated housing development. As such, no other options have been identified; however, these discounted sites are shown on map ST14273-GIS-08 for reference.

Option 3a: Alexander Lane (Brentwood Borough Council Land)

Identify Park & Ride sites

9.18 As with a range of potential park & stride sites, most areas of open or undeveloped land that might potentially be utilised for a park & ride site are not suitable due to planning regulations or development requirements.

9.19 Nevertheless, a number of options for park & ride have been identified for the purposes of this report, utilising information from the Local Plan development and Preferred Options consultations, and local mapping data

9.20 The identified options include a variation on the Alexander Lane / Chelmsford Road park & stride, with an additional shuttle bus service provided.

9.21 The proposed development complex at Mountnessing Roundabout could also serve as a potential park & ride site, to be delivered as part of a mixed use development scheme. It is noted for clarity that no such proposals have been put forward as part of the recent Preferred Options consultation.

9.22 A specific submission relating to provision of a 782-space Park and Ride site on the A1023 Chelmsford Road, to the south-west of the A12 Mountnessing Roundabout, has been made to the Preferred Options consultation. This submission is considered alongside other areas of land which front on to the A1023 which would have very similar capacities and means of access.

9.23 Other potential options include utilising excess parking provision around Brentwood Town Hall or a site of an old car dealership out along the A129 Rayleigh Road

Option 4a: Chelmsford Road / Alexander Lane

Option 4b: Mountnessing Roundabout Complex

Option 4c: Other Chelmsford Road sites (including site to south-west of A12 Mountnessing Roundabout)

Option 4d: Brentwood Town Hall Car Parking

Option 4e: Rayleigh Road Site

Improve drop-off facilities

9.24 The options for improving the drop-off facilities for passengers at the station can be described in three categories:

- Alter the existing station forecourt layout
- Create a new drop-off facility at the rear of the station on the access road to Mount Avenue car park; or
- Create a new formalised drop-off facility somewhere further along Hutton Road

9.25 The current station forecourt is significantly constrained with both taxis and passenger drop-offs utilising a relatively smaller forecourt area. There are only a limited range of options which could be considered to improve drop-off facilities, all of which are likely to require either the complete or partial removal of the station taxi rank. This is likely to be highly infeasible unless equivalent or improved ranking provision could be provided elsewhere.

9.26 Proposals have previously been developed to create a new drop-off facility at the rear of the station. For this to be a practical solution it would need to be accompanied by a new station access on the southeast side of the station. This would be most obviously provided via an extension of the existing foot tunnel, although could feasibly be provided by a footbridge as well.

9.27 The creation of a drop-off facility further along Hutton Road would require the displacement of other road-side users: the feeder taxi rank; bus stop facilities; or car parking provision. Any of these solutions would also result in an extended walk distance to the station for passengers.

Option 5a: Alter existing drop-off facilities on the station forecourt

Option 5b: Create new drop-off facility at rear of station

Option 5c: Create new drop-off facility along Hutton Road

Enhance local bus provision

9.28 The Rail User Survey results highlighted the difficulties that some passengers have in utilising bus services to access the station due to the limited service on offer. Whilst not directly related to this commission, options to enhance bus service provision could be utilised to reduce the future demand for car parking or drop-off facilities at the station.

9.29 These enhancements could take the form of:

- Increased frequency of services, particularly on existing low frequency routes
- Extended hours of bus service operation
- Introduction of new routes

9.30 An assessment of any clustering of existing car drivers could identify the bus routes to enhance.

Option 6a: Increase frequency of services

Option 6b: Extend hour of operation

Option 6c: Introduce new routes

Enhance walking & cycling provision

9.31 The Rail User Survey results also highlighted difficulties that some passengers have with cycling to the station, either relating to a lack of cycle parking or a perception of safety on the routes leading to the station. Again, whilst not directly related to this commission, options to enhance cycling provision, or indeed walking provision, could be utilised to reduce the future demand for car parking or drop-off facilities at the station.

9.32 These improvements could include additional, or more secure, cycle parking, dedicated cycle routes or measures to enhanced awareness of cyclists on roads leading to the station, or enhancements to the public realm on route leading to the station to improve the perception of safety when walking, particularly at night.

Option 7a: Increase cycle parking at station

Option 7b: Enhance safety on cycle routes to station

Option 7c: Enhance public realm on walk routes to station

10 Option Appraisal

Introduction

10.1 This section conducts an appraisal of each of the long-list of options generated in Section 9 to determine both the feasibility of deliverability, as well as the performance against the identified needs for car park provision, drop-off and general station access at Shenfield Station.

10.2 The assessment of deliverability considers physical land and construction issues, but also considers any pre-requisite schemes, on-going operational requirements, as well as political and public acceptability of the scheme.

10.3 The performance against the identified needs for station access considers the travel patterns identified from existing behaviour as well as those revealed from the Rail User Surveys. This data is used to determine whether rail passengers would actually utilise the scheme.

10.4 Consideration of the potential financial cost is also presented as part of an assessment of value for money.

10.5 An overall summary is then presented for each potential scheme option considering whether it is likely to be deliverable and the level of benefits that it would generate.

10.6 A series of conclusions are then drawn at the end of the chapter.

10.7 Sites referred to in this section are mapped on JMP drawing ST14273-GIS-08, in **Appendix B**. It is noted that sites are identified where there is a clear means of access to the highway network; sites which do not have this are not included in the analysis.

Appraisal

Option 1a - At grade expansion of Mount Avenue NCP car park

10.8 The land which would be required to undertake the expansion of Mount Avenue car park is understood to be currently used by Network Rail to store materials and as a worksite when works are being undertaken on the tracks in the vicinity of Shenfield station. It is also understood that this land would be utilised as part of the Crossrail construction phase and so would not be available until post-construction.

10.9 It is not clear whether Network Rail is the landowner, although it is assumed that this is the case. Discussions would need to be undertaken with Network Rail, or any third party landowner, to establish whether some or all of the land could be released. If the land were to be available, construction of additional car parking space would be expected to be relatively straightforward. It is highly likely that access to the trackside would need to be retained as part of any scheme.

10.10 Once operational it is envisaged that the maintenance of the additional spaces would be managed as in the same manner for the existing Mount Avenue car park.

10.11 It is not anticipated that there would be any objection to the proposals in terms of visual intrusion as the site is already screened from adjacent properties at ground level. Some objections may be made with regard to the additional traffic generated by the creation of additional parking spaces; however, the number of spaces which could be accommodated on the land is considered to be modest (less than 50) and, therefore, the impacts of additional vehicle movements on the local highway network would also be expected to be minor, and not of a magnitude which would trigger the need for formal assessment.

10.12 The scheme would receive benefits from any moves to create a new passenger access to the station; however, a new access would not be a pre-requisite of the scheme.

10.13 The analysis of current and future parking demand suggests that additional spaces would be well-used by rail travellers; however, the scheme would only be able to accommodate the 2026 low growth forecast of increased car parking demand.

10.14 The costs of construction and maintenance would be relatively low, however it is not possible to accurately estimate any costs associated with the purchase or lease of the land in question. The costs of the land would determine the level of "value for money" delivered by the scheme.

10.15 It is noted that the recently approved partial decking of the Mount Avenue car park would not prevent the future delivery of further at-grade expansion of parking, but that assuming that this development takes place, the need for at-grade expansion would be expected to decrease accordingly.

10.16 In summary, the scheme would deliver a medium level of benefit; the deliverability of the scheme would rest with third parties and be largely dependent on Network Rail's view of their need and utilisation for the site. At best it would not be available until post-Crossrail but it is also considered unlikely at this stage as the site would remain a prime trackside access point.

Option 2a - Partial decking of Mount Avenue NCP car park

10.17 A partial decking of Mount Avenue car park will deliver additional car parking spaces within the footprint of the existing car park site. The deliverability of such a proposal would, therefore, be primarily a matter of Greater Anglia and NCP being able to develop and agree a suitable physical design, as well as to fund the scheme.

10.18 Consultation with NCP has indicated the preliminary design work has been undertaken for this scheme. Designs have, subsequently, been submitted to the Borough Council for a certificate of lawful development for the construction of a decked car park within the existing car park, and as previously noted, this was issued on 6th February 2014.

10.19 It has been confirmed as a result of the application that only a single deck is being proposed at this time; creation of multiple decks would significantly increase the associated scheme costs due to the strength required for the supporting structures. Multiple decks would also significantly increase the visual intrusion of the scheme.

10.20 Some car parking spaces will be lost at ground level to accommodate ramps to the upper level; The single, partial-deck is expected to provide a net increase of 125 car parking spaces at the site.

10.21 The creation of a partial-deck will leave part of the car park closest to the railway tracks as a ground-level only facility. This is expected to have significant benefits in terms of retaining access to the trackside via the car park, particularly if there is a need to maintain a route for large or tall track working vehicles in this location. It is understood that this is one of the key arguments for only partial decking as access will be required by Crossrail construction vehicles.

10.22 It is assumed that Greater Anglia and NCP have undertaken all necessary consultations with Crossrail and Network Rail to address access issues when developing the submitted scheme design. Maintenance of the structure will need to be managed by Greater Anglia and/or NCP and will presumably be funded from parking charges.

10.23 It is expected that, due to its location close to the station, the new spaces provided by a partial decking scheme will be well used. Unless, however, the scheme is accompanied by complimentary schemes to enhance station access, such as extending the foot tunnel, the walk time to the station entrance will remain comparatively high given how physically close the car park is to the station platforms. None-the-less the increased number of additional spaces provided would result in a high level of benefit to passengers and the scheme is likely to provide good value for money.

10.24 The provision of 125 additional spaces will easily accommodated the low forecast growth in car parking demand by 2026, of 54, but would only accommodate around 50% of the high growth rate forecast.

10.25 A decking scheme could also include some new provision for quality cycle parking within or adjacent to the structure, although there is currently no information about whether this would included.

10.26 In summary, the scheme will deliver a high level of benefit and will potentially be a good match with the predicted future and suppressed demand for parking at the station. The delivery of the scheme will rest with third parties (Greater Anglia and NCP). It is also noted that a partial decking scheme could feasibly be delivered before, or at the same time, as the Crossrail works.

Option 2b - Full decking of Mount Avenue NCP car park

10.27 The “Full Decking” option for Mount Avenue presents similar opportunities and challenges to the “Partial Decking” option. For clarity, it is understood that a fully decked car park would be constructed in two phases, with a partial deck delivered first and the remaining space “filled in” once the Crossrail works at Shenfield Station are complete. This is consistent with the recently approved partial-deck scheme.

10.28 A full deck car park would be capable of delivering significantly more spaces than a partial deck (roughly estimated as 100 spaces). This would understandably result in a larger structure, although in terms of visual intrusion this would not be expected to differ radically from a partial deck.

10.29 The need for this level of additional parking would need to be demonstrated as part of any application; JMP’s work indicates that such demand might exist under the high scenario but the likelihood of these occurring would ideally require further evidence from Greater Anglia (and potentially Transport for London (TfL) as future operators of Crossrail services).

10.30 A full deck car park would also be more likely to result in additional traffic generation of a magnitude which would result in a significant highway impact at one or more local road junctions; this should be considered by the Council in the event that a further application for Lawful Development is brought forward in relation to a full deck car park in the future.

10.31 A potential advantage of the “Full deck” option is that it could potentially allow for the provision of a footbridge into the station providing direct access to the platforms. Whilst this would further increase the cost of the scheme it would provide a significant benefit to passengers.

10.32 On balance, it is considered that a full deck scheme would still offer high benefits for rail travellers; its value for money would be dependent on the anticipated level of demand and utilisation of the additional parking spaces.

Option 2c - Decking of Hunter Avenue NCP car park

10.33 The decking of Hunter Avenue car park would follow similar principles to those already described in connection with Mount Avenue, but potential concerns from residents are considered likely to be greater in nature. There is potential for up to around 200 additional spaces to be provided through use of a single decked structure.

10.34 The main difference between the Hunter Avenue and Mount Avenue sites is their proximity and visibility to residents of adjacent roads. The physical distance between the current car park edge and the frontage of properties on Hunter Avenue is relatively small and any decked structure would be very clearly visible to residents, even if screening vegetation were to be provided. (The existing hedges separating the car park from Hunter Avenue itself are of inconsistent height and typically only 6 to 8 feet tall).

10.35 Vehicles accessing Mount Avenue are able to do so directly from the A129 Hutton Road; access to Hunter Avenue Car Park is via residential roads. There are, therefore, likely to be more sustained (and robust) objections from these residents to any significant increase in parking provision.

10.36 It is considered that rail travellers would be willing to use the additional spaces as they are no further from the station than the current car park.

10.37 In summary, the construction of a decked car park at Hunter Avenue would be physically possible and would offer the same benefits to rail travellers as the Mount Avenue decked options. However, the option would raise greater issues of visual intrusion and traffic concern and would directly affect a larger number of residents and so is considered to be more challenging to deliver in practice.

Option 2d - Decking of Hunter Avenue Council car park

10.38 The single decking of Hunter Avenue's council "shoppers" car park would provide only a further 50 additional spaces, which for the purposes of this study are assumed to be used as additional rail station parking.

10.39 The conclusions drawn in relation to this option are very similar to those for the Hunter Avenue NCP car park; additionally, it is noted that a decked structure in this location would be visible from the A129 Hutton Road and would be positioned physically close to properties fronting both Hunter Avenue and Hutton Road. It is also noted that visibility from the existing car park access is poor due to its location on a bend, and any substantial increase in the use of this access would require the exploration of options to improve the access arrangements.

10.40 For these reasons it is considered that achieving planning consent for decking of this car park would be difficult and, therefore, this option is discounted on the basis of it being undeliverable.

Option 2e - Decking of Friar Avenue Council car park

10.41 As with Option 2d, it is assumed for the purposes of this report that a decked structure at Friars Avenue would serve as additional station car parking, although there is potentially also an option to transfer the Hunter Avenue shoppers' car park to station parking use, and dedicate the whole of the expanded Friars Avenue car park to shoppers' needs.

10.42 It is noted that any decking of Friars Avenue would only be able to take place following completion of the Crossrail works and, therefore, would not provide any additional capacity during the construction phase for Crossrail.

10.43 The Friars Avenue car park is largely concealed from view behind the rear of properties which front on to Friars Avenue itself, and Hutton Road. Concerns may be raised by residents of these properties with regard to overlooking and these would need to be very carefully assessed as part of the development of any design.

10.44 The scale of the additional car parking which could feasibly be delivered is considered to be minimal given the access and dimensions of the existing car park. It is considered unlikely that any more than a net increase of 40 parking spaces could be achieved. This would, therefore, provide limited additional overall capacity.

10.45 Whilst the level of additional traffic generated is unlikely to trigger traffic impacts of a scale which would require off-site highway capacity assessment, the existing car park access is narrow with there being no obvious way of improving this, and the increase in traffic movements associated with the additional spaces would increase the potential for conflict between vehicles, and between pedestrians and vehicles. The safe operation of a car park of increased size in this location would therefore require particular scrutiny.

10.46 Although the ownership of the car park is not an issue, its shape and its means of access mean that the development of a workable, safe design may be challenging and costs are likely to be higher than for decked construction at either Mount Avenue or Hunter Avenue. The operation of such a car park would need to be discussed with Greater Anglia and NCP. Recent discussions between Crossrail and the Borough Council have provided strong evidence that local residents and shoppers highly value the parking space provided by Friars Avenue and therefore access for shoppers to parking of at least equivalent numbers to the existing car park would need to be maintained.

10.47 It is considered likely that rail passengers would use spaces made available to them in this location as it is within a 400m walk of the station. The benefits of these additional spaces would therefore be high. The issue of value for money would be determined by the terms of any agreement with regard to the leasing and operation of the additional car park space, and where maintenance liabilities for the structure would lie.

10.48 In summary, the decking option for Friars Avenue, whilst considered feasible in principle is subject to significant technical and commercial issues which would need to be thoroughly discussed and resolved before a robust conclusion on its deliverability could be reached. Furthermore, given the limited additional parking that it would provide, it is considered that this option would only be worth exploring further in the event that the plans for Mount Avenue become stalled by unforeseen issues.

Option 3a – Park and Stride Alexander Lane (Brentwood Borough Council Land)

10.49 The provision of a “Park and Stride” car park at Alexander Lane is partially supported by the results of the rail traveller surveys; 43% of respondents to the car park surveys indicated that they would walk further from an alternative car park if the parking were to be cheaper there. However, the surveys also very clearly demonstrate that a 10-minute walk is the maximum that car drivers are prepared to undertake from an alternative car park site; just 2% of respondents indicated that they would walk for up to 15 minutes. This is a critical finding which has major implications for all of the park and stride / park and ride options.

10.50 Map ST14273-GIS-01 shows catchments around the station of 1km (approximately a 12 minute walk) and 2km (approximately a 25 minute walk). It can be seen from this map that the Alexander Lane site lies just on the edge of the 1km area, and is therefore positioned at a location which is on the upper limit of the walking trips which car drivers would be prepared to make. As a result of this, the potential for car park users to use an alternative facility in this location may be diluted.

10.51 It is also noted that a facility in this location would increase traffic flows on Alexander Lane, which is narrow and has been previously been identified as being unsuitable for large increases in traffic volume. The precise impacts of a facility in this location would therefore need to be discussed fully with Essex County Council and objections from local residents would be expected. Previous comments made with regard to parking numbers and the threshold for off-site highway capacity assessments also remain relevant to this option.

10.52 The creation of a Park and Stride facility in this location would also require the loss of part of the existing recreation ground (which is likely to be contrary to adopted and developing policy and would generate local opposition), and the re-configuration of the existing pedestrian access from Alexander Lane.

10.53 The construction costs associated with a facility in this location would be relatively low as it is a “Greenfield” site. There is a footpath connection from Alexander Lane; this is of average to poor quality and some improvement is therefore likely to be needed (see option 7c).

10.54 The available land would permit the construction of sufficient additional car park spaces to meet the 2026 high growth forecast increase in demand and could, theoretically, accommodate demand from the other Council car parks in Hunter Avenues and Friars Avenue. Again, however the current users of these car parks are unlikely to wish to park that far away from the shops and businesses along Hutton Road.

10.55 On balance, it is considered that the benefit to existing rail users arising from the provision of a Park and Stride facility would be low, and that there are a number of issues which cast doubt on the ultimate deliverability and financial viability of such a scheme. Further investigation would be required (particularly with regard to suppressed parking demand) to develop the planning and business case for such a facility, an activity which would only be worthwhile in the event that all of the previously discussed options were to be ruled out.

Option 4a – Park and Ride Chelmsford Road / Alexander Lane

10.56 The issues associated with a Park and Ride site served from the Chelmsford Road and/or Alexander Lane are, in part, similar to those discussed in relation to option 3a. There are two pieces of information from the rail user surveys which cast immediate doubt on the viability of all the Park and Ride sites; these are that all the sites lie well outside of the 10 minute walking “threshold” and would, therefore, be perceived as remote from the station, and more importantly that only 5% of respondents indicated that they would consider using a bus to get to the station from an alternative car park.

10.57 The Chelmsford Road site is currently used as playing field / athletics space associated with Shenfield High School; the site is physically separated from the main High School site by Alexander Lane. For this reason, it would be physically possible to use part or all of this site without directly affecting the main school site (notwithstanding the loss of the space for school use) and, therefore, it has not been ruled out in the manner of the other school field sites identified on the reference map.

10.58 The Chelmsford Road site is positioned toward the north-western end of Alexander Lane; this is a 15-minute walk from the station if Alexander Lane is used, and at present Alexander Lane has no footpaths between the recreation ground and its western end (except in the immediate vicinity of Shenfield School). The site would, therefore, have to be park and ride only (with those parking there physically prevented from reaching Alexander Lane), or a new footpath would need to be created from the park and ride site to link up with the existing pavement at the recreation ground.

10.59 It is also noted that, as this land is currently part of the green belt (as shown on the 2005 Replacement Local Plan Proposals Map), “very special” circumstances would be required to justify any type of development and to trigger the necessary review of Green Belt extents as part of the Local Plan development process. Some level of public opposition might be expected in response to any encroachment on Green Belt land.

10.60 It is noted that the NPPF does make reference at paragraph 90 to “local transport infrastructure which can demonstrate a requirement for a green belt location”, however, it is unclear, at present, whether the predicted future and suppressed demand (even in the high demand scenario) would support a scheme of sufficient size to be considered a “strategic” project that justifies a review of green belt extents.

10.61 It is noted, however, that this study focuses only on Crossrail and existing station users and, as such, has not included any assessment of wider sub-regional demand for access to Shenfield Station. In particular, there may be unidentified or suppressed demand arising from the Chelmsford area and its hinterland that would provide a strategic basis upon which a park and ride case might be developed.

10.62 The costs of operating any park and ride scheme are significant, even where such services operate only in peak periods. The evidence from the rail user surveys makes it clear that few, if any, existing car park users would choose to use the new service to access the station. It is not possible to say with certainty whether potential additional car park users (i.e. future or suppressed demand) would take a different view; evidence for this would need to be collected via a wider sub-regional study, as described above.

10.63 For time and fare costs to be attractive to existing rail passengers, it is considered highly likely that bus and parking fares would need to be so low as to become unviable as a self-supporting service. The costs which would be acceptable to new or additional rail passengers drawn from a wider area would need to be assessed in the sub-regional study, if this is undertaken.

10.64 Previous comments made with regard to parking numbers and the threshold for off-site highway capacity assessment remains relevant to this option.

10.65 On balance, it is therefore considered that the benefits to existing rail users from a park and ride site in this location would be low and that the challenges associated with securing a planning consent purely on the basis of existing demand may make this site undeliverable. The case for a park and ride that serves a wider sub-regional area may be stronger and would be best examined through a further study. Then, if appropriate, the selection of a site can be progressed through the emerging Local Plan process.

Option 4b – Park and Ride Mountnessing Roundabout Complex

10.66 The Mountnessing Roundabout complex currently has planning consent for a mixed use development, as described in Section 3. The provision of additional car parking spaces and facilities for a park and ride would require an amendment to this consent; however the principle of development on this site is well established. It is noted for clarity that no such proposals have as yet been put forward as part of the Local Plan consultations.

10.67 As the site lies close to the A12, any additional parking facility which results in more than 30 additional vehicle trips through the A12 junction in any one hour would potentially need to be assessed according to the relevant Highways Agency (HA) criteria.

10.68 JMP's assessment is that the long-term viability of a park and ride facility to serve existing rail users in this location would need to be carefully considered. The benefits to existing rail users are expected to be relatively low and so the site would also need to serve a much wider, strategic catchment area. It is understood that the strategic viability of the site will be subject to further assessment within a wider study.

10.69 If a private developer considers that they can operate a fully commercial service without subsidy, and without using the park and ride to justify further unrelated development at the site (in the absence of evidence relating to the wider sub-regional case), then it is recommended that the Council consider the evidence which is put forward to support such an application in the context of the independent analysis presented in this report. Any case which seeks to draw existing users away from the NCP car parks is likely to face opposition from both NCP and Greater Anglia.

Option 4c – Park and Ride Other Chelmsford Road sites

10.70 There are a number of other sites fronting on to the A1023 Chelmsford Road which could potentially accommodate a Park and Ride site. A submission relating to a site located to the south-west of the A12 Mountnessing Roundabout has been made to the recent Preferred Options consultation, which proposes a 782-space facility. A second submission has also been made with regard to the site known locally as "Officers' Meadow", which proposes a mixed use development including housing. At present no planning applications or formal pre-application discussions relating to this site are understood to have taken place.

10.71 These sites lie within the Green Belt and, therefore, this issue would need to be considered in the same manner as has been described for Option 4a. The same conclusions are also drawn in relation to viability, value for money, and rail user benefits as have been presented for option 4B.

Option 4d - Brentwood Town Hall Car Parking

10.72 The use of car parking space at Brentwood Town Hall would be significantly less expensive in terms of capital cost than for the previous Park and Ride options as it would utilise existing car parking space. There would also be likely to be few planning objections to such proposals.

10.73 The walk distance from this site to Shenfield Station of well over 15 minutes, means that it would only be viable if a park & ride bus service is provided. The costs of operating any shuttle bus services would fall to the Council and, as has previously been described, the location of the car park relative to the station and the expense of operating bus services are likely to mean that benefits for rail users will be low and it is expected that such a service would be difficult to operate without subsidy.

10.74 The only alternative option would be to divert an existing bus service to the site, such as the 81/82, however, this would add considerable journey time to this route, as well as being a relatively slow service to the station.

Option 4e – Park and Ride Rayleigh Road Site

10.75 As is the case for option 4D, the Rayleigh Road option would use existing car parking space and would face similar challenges with regard to rail user benefits and viability. It is also noted that most current demand for car parking at the station arises from areas to the north and west of Brentwood, with far less demand to the east – therefore customers using this car park would have to drive through Shenfield and Hutton to access the site. It is, therefore, considered that this option offers few benefits and is not likely to be worth further investigation.

Option 5a - Alter existing drop-off facilities on the station forecourt

10.76 Section 8 has previously discussed the benefits which could accrue from a review of the general arrangement of the highway in the vicinity of the station forecourt. It is considered that increasing the efficiency of the way in which traffic uses the existing forecourt would be expected to offer the most benefits to rail and road users; it is acknowledged that the existing taxi provision is heavily used and, therefore, it is not reasonable to take more space away from taxis in order to provide additional space for other drop-off activity. Equally, the non-taxi “lane” is used for a variety of purposes, including deliveries. It is therefore considered that the current arrangement of the forecourt itself should be maintained, unless a second facility can be created as part of a new second station access (see option 5b).

Option 5b - Create new drop-off facility at rear of station

10.77 The provision of a new drop-off facility within the Mount Avenue car park area would be predicated on the provision of a new station access. This would potentially require relocation of some of the Network Rail “portacabins”; access would preferably be made by way of an extension to the existing station underpass and creation of a “ticket holders only” gate. Some space within the car park could be lost to accommodate a turning and waiting facility; however, if this were to be combined with a decking option, the result would be that demand for access to the station would be split and significant pressure could be relieved on the existing forecourt.

10.78 It is noted that this would be a “high cost” option in relation to the other options discussed in this report and that the additional demand from Crossrail alone is not expected to result in a “step change” in passenger demand at the station. However, JMP’s analysis suggests that wider growth in station patronage will have a more pronounced effect over time; it is also noted that Shenfield is classified in the 2009 DfT report “Better Rail Stations” as a Category B (National Interchange) station and is therefore given similar footing with stations such as Southampton Central, Reading and Clapham Junction in terms of its importance to the national rail network, with that importance expected to grow significantly further when Crossrail opens. It is therefore considered that the case for further improvements at Shenfield should not be dismissed, although it is recognised that finding ways to secure funding in the current financial climate is always challenging.

10.79 The benefits to all rail users (not just car park users) from this option would, therefore, be high, and with careful scheme design could deliver good value for money. It is recommended that dialogue with Crossrail is used where possible as a platform for exploring possible future funding bids and the potential for joint working.

Option 5c - Create new drop-off facility along Hutton Road

10.80 Any new drop-off facility on Hutton Road would potentially displace existing car parking or bus stop facilities, all of which are essential to the proper functioning of Hutton Road for retail and employment purposes. It is noted that informal use of these spaces frequently takes place, and it is recommended that this should continue except where activities have been shown to lead to knock-on negative effects. There may be some limited potential for creating a drop-off zone behind the end of the extended taxi rank; this would need to be assessed to ensure that sufficient space is retained for all other road users, including large vehicles.

Option 6a - Increase frequency of bus services

10.81 The bus stops outside of the station are currently served by the following regular services:

- Service 81 – EnsignBus - Serves Brentwood, Shenfield and Hutton via a clockwise loop. Services are half-hourly between 6am and 7pm, with a 20-minute frequency between 6.30am and 9am. (It is noted that the 82 service will be discontinued on 18th January 2014 so is not considered here).

- Service 9A – First – Serves Shenfield Station and Knights Way via Hanging Hill Lane – weekday evenings only, 5 journeys between 5pm and 7pm
- Service 808 – BCT – Serves Brentwood, Community Hospital, Shenfield and Hutton. Weekdays hourly, 9am to 5pm
- Service AX1 – Stansted Bus – Stansted Airport to Canvey Island – Booked service, operates hourly but only when booked to call at a stop.

10.82 Other services which use the bus stops are school services or have irregular or infrequent timetables.

10.83 To be of most use to rail commuters, service frequency increases would need to be focused on the period between 6am and 9am, and 5pm to 8pm. It is noted that the main bus route serving the station offers a 20 minute frequency during the morning, but only a half hour frequency in the evening. Increasing the frequency of service in the evening peak could potentially make the service more attractive to passengers; however it is noted that the 81 route has previously struggled to operate commercially (having been previously dropped by First) and that it is unlikely that any additional subsidy would be available to increase frequencies.

Option 6b - Extend hours of bus operation

10.84 It is notable that there are no regular bus services serving the Shenfield Station stops after 7pm on weekdays. This potentially removes the bus option from consideration for a significant number of people, particularly as several train services from London arrive at or just after 7pm.

10.85 As with service frequency, it is acknowledged that funding for additional services is likely to be extremely limited. However, there may be some scope to explore the re-timing of the last services on Route 81 so as to provide a greater “window” for connection with key service arrivals at Shenfield from London; this would potentially have little or no cost to the bus operator, but may give existing and potential bus users greater confidence that they can make their evening connection at Shenfield.

Option 6c - Introduce new bus routes

10.86 Current bus route provision is concentrated around the Hutton area, with Shenfield being served only via Hutton Road, and bus services then running directly into Brentwood via the A1023. It is unlikely that there would be sufficient additional demand in Hutton to support a new route and much of Shenfield lies within a reasonable walking distance of the station, which would dilute demand for bus services here.

10.87 One area which currently has a high concentration of car drivers travelling to Shenfield Station is the Doddinghurst and Blackmore area. A “loop” service which travels around this area and then runs “fast” into Shenfield and back in the peaks could feasibly attract a market, although more research would be required to determine the actual likely market size. It is possible that one or more council-run bus services is currently bringing pupils from this area to Shenfield School, and if this is the case, it might be possible to investigate whether these buses could make one or more earlier “runs” to bring commuters to the station. The feasibility of providing a return service in the evenings would also need to be investigated.

Option 7a - Increase cycle parking at station

10.88 Current cycle parking facilities at and near Shenfield station are well used and are regularly maintained; there is a surfeit of cycle parking demand as evidenced by the number of cycles left chained to railings and other street fittings during weekdays. The provision of additional cycle parking space could be considered as part of several of the options previously presented and this may encourage new travellers to cycle to the station. It is noted however that it would not be expected for many current car users to switch to cycling, unless there were also to be a major “push” factor such as an increase in car parking charges.

Option 7b - Enhance safety on cycle routes to station

10.89 The road network around the station area is largely residential in nature and therefore suitable for use by cyclists. Hutton Road and Crossways are designated as on-road cycle routes, and there are segregated pedestrian and cycle paths alongside the A1023 between Crossways and the Mountnessing roundabout.

10.90 The A1023 into Brentwood town centre is a busy route and cyclists are therefore advised to follow the quieter routes through “old” Shenfield; additional marking and promotion of these routes may encourage more cyclists from the areas to the west of the station.

Option 7c - Enhance public realm on walk routes to station

10.91 The pedestrian paths on routes to and from the station are of varying quality. With the exception of Hutton Mount, most of the residential areas have footway provision and there are a number of cut-throughs for pedestrians and cyclists which reduce journey distances for non-motorised travellers. Signage on a lot of routes is very limited and there may be some benefit in providing simple, targeted signs where “short cuts” to the station exist so that walkers are not put off by perceived journey lengths.

10.92 A number of well used pavement routes connecting to Hutton Road have suffered damage over a number of sequential cold winters and pavement repairs appear to be infrequently undertaken in comparison to road potholes. A concise audit of key routes and repairs to any particularly serious or extensive damage would improve the pedestrian environment, not only for commuters but for the wider local populations.

Summary

10.93 Table 10.1 below provides a summary of the appraisal outputs in terms of the potential benefits to rail users to be generated from each scheme and their deliverability.

Table 10.1 Summary of Scheme Benefits and Deliverability

Scheme Option		Rail User Benefits	Deliverability*
Option 1a	Mount Avenue Extended	Medium	Low
Option 2a	Mount Avenue Partial Deck	High	Medium
Option 2b	Mount Avenue Full Deck	Very High	Medium
Option 2c	Hunter Avenue NCP Full Deck	High	Very Low
Option 2d	Hunter Avenue Council Full Deck	Medium	Very Low
Option 2e	Friar Avenue Full Deck	Low	Low
Option 3a	Alexander Lane P&S	Low	Medium
Option 4a	Chelmsford Rd/Alexander Ln P&R	Low	Medium
Option 4b	Mountnessing Roundabout P&R	Low	High
Option 4c	Other Chelmsford Road P&R	Low	Medium
Option 4d	Town Hall P&R	Low	Medium
Option 4e	Rayleigh Road P&R	Low	Medium
Option 5a	Enhance existing drop-off	Medium	Low
Option 5b	Create new drop-off (station rear)	Very High	Medium
Option 5c	Create new drop-off (Hutton Rd)	Low	Low
Option 6a	Increased bus frequency	Medium	Medium
Option 6b	Extended bus hours of operation	Medium	Medium
Option 6c	New bus routes	Medium	Low
Option 7a	Increased cycle parking	Medium	Medium
Option 7b	Enhanced cycle safety	Medium	High
Option 7c	Enhanced public realm	Medium	High

** includes physical, operational and public acceptability but excludes cost*

10.94 The results indicate that the partial and full decking of Mount Avenue NCP car park would offer the high benefits as well being reasonably deliverable. Similarly the creation of a new rear drop-off would offer undoubtedly strong benefits, albeit that it would be a high cost scheme and time-consuming to develop as an option; however, it represents a physically feasible option to improve the accessibility of the station for all users and to deliver benefits to the wider public realm around the station on Hutton Road.

10.95 Regarding deliverability, the Mountnessing Roundabout scheme is given a rating of “High” due to the fact that a park and ride “addition” to the current consented scheme would not be expected to give rise to any major planning issues, and the delivery (and risk) associated with such a scheme would sit with the site’s developer rather than the council. It should, however, be noted that at present the scheme developer is not promoting such a scheme via the Local Plan process and, as noted earlier in this report, JMP remains to be convinced that a fully commercial scheme would prove to be viable. As such any business case presented in future by the developer of the site should be reviewed carefully.

10.96 Enhancements to cycle routes and the public realm are also given a rating of “high” as it is envisaged that useful schemes could be devised to meet criteria for submission to ECC for partial or full funding, or could potentially become part of future discussions with Crossrail, Greater Anglia and TfL.

Appendix A

Rail User Survey Forms

Appendix B

Spatial Distribution GIS Mapping

29 October 2014

Finance and Resources Committee

Treasury Management Mid-Year Review Report 2014/15

Report of: *Jo-Anne Ireland, Acting Chief Executive*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 The Treasury Management Strategy Statement (TMSS) for 2014/15 was approved by Council on 5 March 2014.

1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) issued a Code of Practice for Treasury Management. The Code suggests that members should be informed of Treasury Management activities at least twice a year, but preferably quarterly. This report therefore ensures this Authority is embracing best practice and meeting the statutory requirements.

1.3 The legal status of the Code is derived from regulations issued under the Local Government Act 2003 which require local authorities to "have regard to guidance that the Secretary of State may by regulations specify." The Code and the CIPFA Prudential Code fall into this category.

2. Recommendation(s)

2.1 To note the treasury activity for the period 1 April 2014 to 30 September 2014.

2.2 To approve changes to the credit methodology where viability, financial strength and support ratings will not be considered as key criteria in the choice of investment counterparties.

3. Introduction and Background

3.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) was formally adopted by

Council on 5 March 2014. The primary requirements of the Code are as follows:

- The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- The creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- To provide full council with the following reports:
    a. an Annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead,
    b. a **Mid-year Review Report**.
    c. an Annual Report (stewardship report) covering activities during the previous year.
- The delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

3.2 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first part of the 2014/15 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- A review of the Council's investment portfolio for 2014/15;
- A review of the Council's borrowing strategy for 2014/15;
- The Council's capital expenditure (prudential indicators);
- A review of compliance with Treasury and Prudential Limits for 2014/15.

3.3 A recommended key change to the Treasury and Capital Strategies is to amend the credit methodology in order to remove the following criteria:

- Viability / financial strength – C (Fitch / Moody's only)
- Support – 3 (Fitch only)

Further details of the changes are provided in sections 4.4 to 4.9 of the report.

4 Issues, Options and Analysis of Options

Economic update

4.1 UK GDP growth continued in the first six months of 2014 and forecasts indicate this will continue, however to remain sustainable in the long-term there needs to be sustainable growth in exports, combined with a reduced reliance on consumer spending and growth in the housing market. Weak economic growth in the UK's main trading partners – the EU and the US could inhibit the economic recovery in the UK.

Key indicators / movements for the UK:

- Strong growth has resulted in unemployment falling faster than the initial 7% threshold set by the Monetary Policy Committee (MPC). As a result the MPC is now looking at a much wider range of approx. 18 indicators to form a view on the economy, and when to raise interest rates. Particular focus is on wage inflation and the amount of disposal income consumers have available, in order to sustain the levels of spending and growth.

- Inflation (CPI) has fallen sharply to 1.5% in May, the lowest rate since July 2009. Forecasts indicate this may fall further.

- A rise in geopolitical concerns, over the Ukraine and the Middle East, has caused a flight into safe haven investments such as gilts, this has increased PWLB rates and the cost of borrowing.

- British manufacturing growth has slowed down to the slowest rate in 17 months, partly due to the strength of sterling and weak demand in Europe.

- The financial markets expect the first increase in Bank Rate to be in the first six months of 2015.

Interest Rate Forecast

4.2 The Council's treasury advisor, Capita Asset Services, has provided the following forecast:

	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17
Bank rate	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.75%	2.00%	2.00%
5yr PWLB rate	2.70%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.50%
10yr PWLB rate	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%	4.30%	4.30%
25yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%
50yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%

Treasury Management Strategy Statement and Annual Investment Strategy

4.3 The Treasury Management Strategy Statement (TMSS) for 2014/15, which includes the Annual Investment Strategy, was approved by the Council on 5 March 2014. In line with CLG investment guidance it sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield

4.4 The underlying TMSS approved for 2014/15 requires revision in the light of rating agency changes. The main Rating agencies (Fitch, Moody's and Standard & Poor's) have historically provided some institutions with a rating uplift due to implied levels of sovereign support. As the regulatory regime changes, these implied sovereign support levels are going to be removed. This will make the Support, Financial Strength and Viability ratings redundant. Therefore changes to the credit methodology will be required to remove the following criteria:

- Viability / financial strength – C (Fitch / Moody's only)
- Support – 3 (Fitch only)

4.5 As a result of these rating agency changes, our future methodology will focus solely on the Short and Long Term ratings of an institution. Rating Watch and Outlook information will continue to be considered where it relates to these categories. This is the same process for Standard & Poor's that we have always taken, but a change to the use of Fitch and Moody's ratings. Furthermore, we will continue to utilise other information, such as Credit Default Swaps(CDS) prices, as an overlay to ratings in the revised methodology.

4.6 The revised criteria continues to follow the previously approved minimum rating criteria which uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, then the institution will fall outside the lending criteria.

4.7 Credit rating information is supplied by Capita Asset Services on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

4.8 The criteria for providing a pool of high quality investment counterparties with the time and monetary limits for institutions on the Council's counterparty list are summarised in Table 1:

Table 1: Counterparty minimum criteria			
	Fitch Long Term Rating (or equivalent)	**Money Limit £m**	**Time Limit**
Banks 1 Higher Quality: Credit Suisse International HSBC Bank plc MBNA Bank plc MBNA Europe Bank Standard Chartered Bank UBS Ltd	F1, A	£3m	1yr
Banks 2 Part Nationalised: Bank of Scotland plc Lloyds TSB Bank Royal Bank of Scotland National Westminster Bank	N/A	 £5m £3m £5m £3m	 1yr 1yr 1yr 1yr
UK Building Societies: Nationwide Building Society	A	£5m	1yr
Banks 3 Councils Banker (not meeting Banks 1): Co-Operative Bank	F1, A	£3m	1 day
Debt Management Account Deposit Facility (DMADF)	AAA	Unlimited	6 months
Local Authorities	N/A	£5m	1yr
Money Markey Funds	AAA	£3m	1yr

4.9 Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for CDS, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Investment Portfolio 2014/15

4.10 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. The investment market remains very difficult in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. The potential for a prolonging of the Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.

4.11 In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in higher rates in periods up to 12 months, with highly credit rated financial institutions.

4.12 The Council held £5.6m of investments as at 30 September 2014 (£0.5m at 31 March 2014). During the period 1 April to 30 September 2014, the Council placed the following investments:

Table 2: Investments held as at 30 September 2014				
Date Invested	**Date to be Repaid**	**Invested in**	**Investment Amount £**	**Interest Rate %**
28.08.2014	Call	Bank of Scotland	600,000	0.40
19.06.2014	Call	Royal Bank of Scotland	22,000	0.25
29.09.2014	Call	Royal Bank of Scotland	300,000	0.25
16.09.2014	Call	Royal Bank of Scotland	200,000	0.25
16.05.2014	02.02.2015	Nationwide Building Society	2,000,000	0.69
01.07.2014	19.01.2015	Nationwide Building Society	2,500,000	0.65
TOTAL			**5,622 ,000**	

4.13 Surplus funds were held in call accounts held with Bank of Scotland and Royal Bank of Scotland for cash flow purposes.

4.14 As part of the approved Investment Strategy, the Council has approval to use its own banker for transactional purposes. The Council is in the process of changing banks for operational purposes from Co-Op Bank to Lloyds Bank Plc. During this period of change, the Council has not placed any deposits with the Co-Op Bank and has kept any current account balances to a minimum level.

4.15 The Chief Financial Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2014/15.

Investment Income

4.16 The Council's budgeted investment return for 2014/15 is £63,000, and performance for the year to date is £2,500 below budget. The interest is lower due to a reduction in rates payable on investments and the call accounts.

Table 3: Investment income earned as at 30 September 2014				
Original Estimate £	**Actual at 30 Sept £**	**% at 30 Sept**	**Estimated Outturn £**	**Outturn Variance**
63,000	29,000	46%	63,000	0

Borrowing

4.17 During the period 1 April to 30 September 2014, no new external loans were taken. Details of all loans held by the Council as at 30 September 2014 are shown in Table 4 :

Table 4: Debt held as at 30 September 2014					
Repayment Date	**Period of Loan (Years)**	**Type of loan**	**Fixed / Variable**	**Interest Rate %**	**Amount Outstanding £**
28/03/2017	5	Maturity	Fixed	1.240%	5,000,000
28/03/2022	10	Maturity	Fixed	2.400%	5,000,000
28/03/2027	15	Maturity	Fixed	3.010%	10,000,000
28/03/2032	20	Maturity	Fixed	3.300%	15,000,000
08/01/2028	25	Maturity	Fixed	4.875%	400,000
28/03/2037	25	Maturity	Fixed	3.440%	15,000,000
28/03/2042	30	Maturity	Fixed	3.500%	14,166,000
24/02/2055	60	Maturity	Fixed	8.875%	800,000
30/04/2055	60	Maturity	Fixed	8.875%	800,000
Total					**66,166,000**

4.18 It is anticipated that further borrowing will not be undertaken during this financial year.

The Council's Capital Position (Prudential Indicators)

4.19 This part of the report provides an update on:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of any changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

4.20 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or

- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

4.21 Table 5 below shows the actual capital expenditure together with the expected financing:

Table 5 :Capital Expenditure	2014/15 Original Estimate £m	Current Budget £m	Current Spend 30 Sept £m	At 30 Sept %	2014/15 Estimated Outturn £m
Non HRA	6.676	7.456	0.824	11.1%	3.087
HRA	2.803	3.662	0.905	24.7%	3.662
Total expenditure	**9.479**	**11.118**	**1.729**	**15.6%**	**6.749**
Financed by:					
Capital receipts, grants and contributions	9.479	11.118	1.729	15.6%	6.749
Borrowing for HRA	0	0	0		0
Total financing	**9.479**	**11.118**	**1.729**	**15.6%**	**6.749**
Borrowing need	**0**	**0**	**0**		**0**

The Authorised Limit - is the "affordable borrowing limit" required by section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level.

The Operational Boundary – the Operational Boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Table 6 : Prudential Indicators - Affordability	2014/15 Original Estimate £m	2014/15 Revised Estimate £m
Authorised Limit	**87.0**	**87.0**
Operational Boundary	**85.0**	**85.0**

4.22 Table 7 shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period.

Table 7 :Capital Financing Requirement / External Debt	2014/15 Original Estimate £m	Current Position 30 Sept £m	2014/15 Revised Estimate £m
CFR -Non HRA	7.857	7.857	7.857
CFR -HRA	70.347	70.347	70.347
Total CFR	**78.204**	**78.204**	**78.204**
Borrowing	66.166	66.166	66.166
Other long term liabilities	0.183	0.183	0.183
Total debt @ 31 March	**66.349**	**66.349**	**66.349**
Under/(over) borrowing	**11.855**	**11.855**	**11.855**

4.23 The Council's projected capital financing requirement (CFR) for 2014/15 is £78.204m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. Table 4 shows the Council has borrowings of £66.166m and has utilised approximately £12m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.

Summary

4.24 In compliance with the requirements of the CIPFA Code of Practice of Treasury Management, this report provides members with a half year report of the treasury management activities for 2014/15. As is indicated in this report, none of the Prudential Indicators have been breached, and a prudent approach has been taken in relation to investment decisions taken so far, with priority being given to security and liquidity over yield.

4.25 Whilst investment returns are still low as a consequence of the fall in interest rates, the Authority is anticipating that investment returns will meet those originally budgeted. The Council maintains a positive Capital Financing Requirement and any funding issues associated with this position will be managed in accordance with the approved Treasury Management Strategy Statement (TMSS).

5 Reasons for Recommendation

5.1 This report meets the requirements of the CIPFA Code of Practice of Treasury Management.

6 Consultation

6.1 None.

7 References to Corporate Plan

7.1 Sound financial management underpins all of the priorities within the Corporate Plan.

8 Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email 01277 312712 / jo-anne.ireland@brentwood.gov.uk

8.1 The financial implications are outlined in the report.

Legal Implications
Name & Title: Chris Potter, Monitoring Officer
Tel & Email 01277 312712 / christopher.potter@brentwood.gov.uk

8.2 There are no direct legal implications arising from this report.

9 Background Papers (include their location and identify whether any are exempt or protected by copyright)

9.1 5 March 2014 Treasury Management Strategy Statement 2014/15.

Report Author Contact Details:

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29 October 2014

Finance and Resources Committee

Performance Indicators Second Quarter 2014/15

Report of: *Philip Ruck, Contract and Corporate Projects Manager*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 The report details the Operational Performance Indicators agreed for 2014/15 and gives performance detail for the second quarter of 2014.

2. Recommendation(s)

2.1 That the Committee notes the Operational Performance Indicators for 2014/15

2.2 That the Committee considers and notes the performance and contextual information against the Second Quarter Key Performance Indicators 2014

3. Introduction and Background

3.1 Members will be reminded that the Corporate Leadership Board (CLB) met with a cross party group of O&S Members in January 2014 to discuss performance management.

3.2 It was agreed that key strategic performance indicators for 2014/15 would be reviewed focusing on monitoring the delivery of the Council's Corporate Plan and service plans. These would be reviewed by CLB on a quarterly basis and reported to Members by exception.

3.3 The key Strategic indicators will be measured annually and will involve a customer satisfaction survey to gauge how residents and businesses rate the Council's performance.

4. Issue, Options and Analysis of Options

4.1 Performance data for the second quarter of 2014/15 is available at Appendix A.

4.2 Only exception reporting where indicators are not on target is provided below.

4.3 Strategic Indicators

4.4 The reductions achieved from efficiency reviews and management restructures will be assessed in later reports but are under constant review by senior officers. Officers have continued to target the reduction of back office costs and the provision of services by outside organisations.

4.5 A separate report on the Residents Survey is presented to this committee.

4.6 A number of entrepreneurial initiatives are highlighted in the report to the Asset and Enterprise Committee (17th September 2014). A report is currently scheduled to go to Council in December.

4.7 Environment – Street Scene and Environment

4.8 An increase in fly-tipping has resulted in a higher level of residual waste in Quarter 2 against target.

4.9 This trend is also reflected in the amount of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion, which has decreased.

4.10 Finance and Resources – Human Resources

4.11 Sickness levels are being reviewed on a regular basis. All managers and staff have been contacted to remind them of the Absence Policy. The new Midland HR system will be rolled out to assist monitoring and will prompt management and staff (as an example through email reminders) to take action in line with the absence policy.

4.12 Finance and Resources – Council Tax and NNDR

4.13 The collection of Council Tax is slightly behind target for the end of Quarter 2. To mitigate a potential shortfall in collection an additional court date has been agreed with HM Court Service.

4.14 Finance and Resources – Finance

4.15 Finance is proactive in progressing invoices for payment when the due date is approaching, and in resolving purchase order mismatches.

4.16 **Housing and Health - Environmental Health**

4.17 The indicator has fallen to slightly below target but is still within tolerance.

4.18 Housing and Health - Housing

4.19 KPI workshops with staff continue to be held to help improve performance of average re-let times.

4.20 A KPI workshop has started to review how performance can be improved in rent collection.

4.21 KPI improvement workshops continue to take place to reduce the number of households living in temporary accommodation.

4.22 Planning and Development - Planning

4.23 The drops in performance are due to staff turnover. A report detailing issues concerning recruitment and retention of planning staff to be provided to the Planning and Development Committee

4.24 Appeals allowed against the authority's decision to refuse planning permission for major applications could result in government control & intervention.

5. Reasons for Recommendation

5.1 That the Finance and Resources Committee review the 2014/15 Performance Indicators and the performance for the second quarter of 2014 as required by the Terms of Reference.

6. Consultation

6.1 The Finance and Resources Committee undertakes a quarterly review of performance indicators.

7. References to Corporate Plan

7.1 Performance Indicators should be appropriate to monitoring progress against the Corporate Plan.

8. Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email: 01277 312712, jo-anne.ireland@brentwood.gov.uk

8.1 There are no direct financial implications arising from this report.

Legal Implications
Name & Title: Chris Potter, Monitoring Officer
Tel & Email: 01277 312774, christopher.potter@brentwood.gov.uk

8.2 There are no direct legal implications arising from this report.

9. Appendices to this report

- Appendix A – Performance Indicator Dashboard 2014

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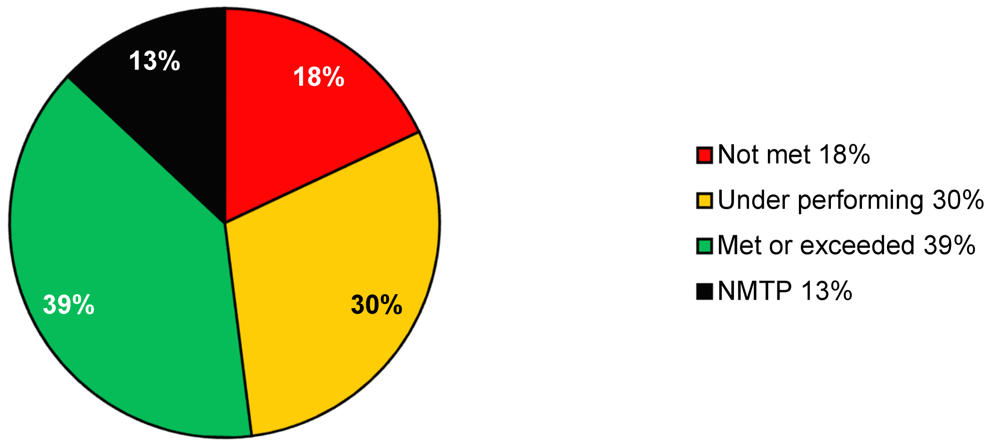
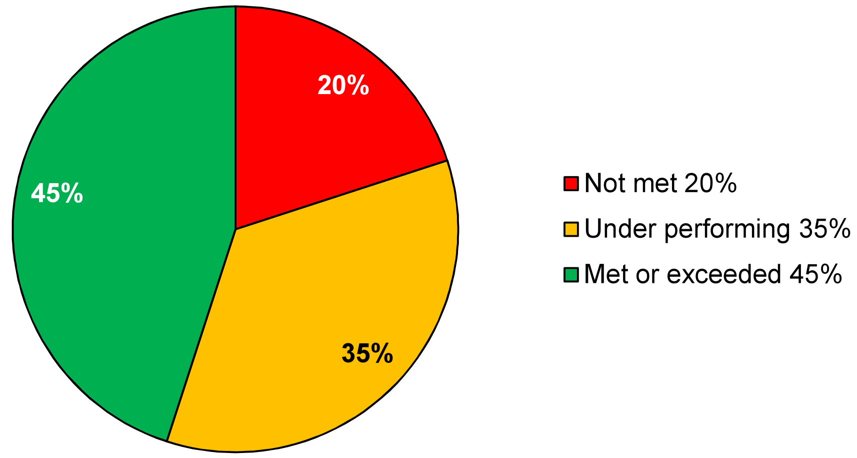
Performance Dashboard - Second Quarter 2014/15

Second Quarter 2014/15 Overall Council Performance



Second Quarter 2014/15 Overall Council Performance excluding NMTP



Second Quarter 2014/15 Performance by Department

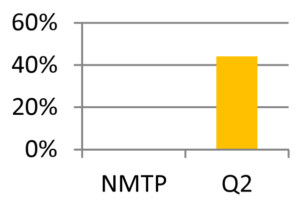
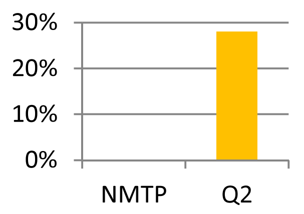
Department							DNR		NMTP		Total
	No	%	No	%	No	%	No	%	No	%	
Council Tax and NNDR	0	0	1	50	1	50	0	0	0	0	2
Corporate Plan	0	0	2	50	0	0	0	0	2	50	4
Environmental Health	0	0	1	100	0	0	0	0	0	0	1
Finance	0	0	1	50	1	50	0	0	0	0	2
Health and Wellbeing	0	0	0	0	1	100	0	0	0	0	1
Housing	2	75	0	0	1	25	0	0	0	0	4
Human Resources	2	100	0	0	0	0	0	0	0	0	2
Planning	0	0	0	0	4	80	0	0	1	20	5
Street Scene and Environment	0	0	2	100	0	0	0	0	0	0	2
Total	**4**	**18**	**7**	**30**	**9**	**39**	**0**	**0**	**3**	**13**	**23**

Key

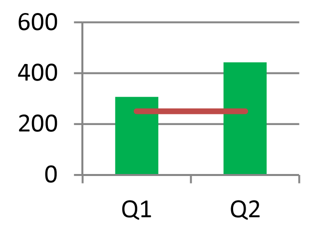
	Current performance is below target by more than the specified target deviation.
	Current performance is below target, but remains within the specified target deviation.
	Current target has been met, or exceeded.
DNR	Data was not received by deadline.
NMTP	Not measured this period.
KPI	Key Performance Indicator
	Performance for the quarter is improving (up) or deteriorating (down) compared to last quarter.

Appendix A

Strategic Indicators

Dept. & PI code	Performance Indicator	Measure	2014/15 Quarterly Results						2014/15 Year to Date			Commentary
			Q1 Result	Q2 Result	Q Target	Q Status	Q Trend	Q Graphic	YTD Result	YTD Target	YTD Status	
Corporate Plan CP01	Reduction in operating costs	Operating budget - annual	NMTP	NMTP	TBC	NMTP	NMTP	NMTP	NMTP	TBC	NMTP	The reductions achieved from efficiency reviews and management restructures will be assessed in later reports but are under constant review by senior officers. Officers have continued to target the reduction of back office costs and the provision of services by outside organisations (As an example the HR service is now totally outsourced and commenced with Midland HR 1st October- just outside of the reporting period)
Corporate Plan CP02	Increase in customer satisfaction	3 year customer satisfaction survey – annual sampling	NMTP	44%	TBC	NMTP	NMTP		44%	TBC	NMTP	A separate report on the Residents Survey is presented to this committee. Comparison is not made here to the most recent resident survey, the 2008 Place Survey, due to disparities in the survey sample size and the length of time between the two surveys. Further benchmarking is required before a target can be set.
Corporate Plan CP03	Increase in customer view that the Council provides value for money	3 year customer satisfaction survey – annual sampling	NMTP	28%	TBC	NMTP	NMTP		28%	TBC	NMTP	A separate report on the Residents Survey is presented to this committee. Comparison is not made here to the most recent resident survey, the 2008 Place Survey, due to disparities in the survey sample size and the length of time between the two surveys. Further benchmarking is required before a target can be set.
Corporate Plan CP04	Increase in income and/or entrepreneurial activities	TBC	NMTP	NMTP	TBC	NMTP	NMTP	NMTP	NMTP	TBC	NMTP	There are a number of entrepreneurial initiatives highlighted in the report to the Assets and Enterprise committee (17th September 2014). A report is currently scheduled to go to Council in December.

Operational Indicators - Community

Dept. & PI Code	Performance Indicator	Measure	2014/15 Quarterly Results						2014/15 Year to Date			Commentary
			Q1 Result	Q2 Result	Q Target	Q Status	Q Trend	Q Graphic	YTD Result	YTD Target	YTD Status	
Health and Well-being HW01	Number of homes assisted to enable independent living	Adaptations and other works to assist vulnerable residents	307	443	250				750	500		Due to the summer's good weather, an abnormally high number of gardening jobs were completed in the second quarter. This has bolstered the performance of this indicator considerably. It is expected that this performance will reduce over the winter months.

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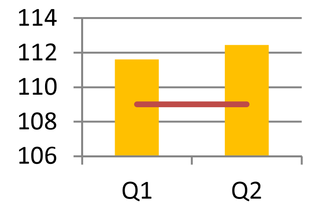
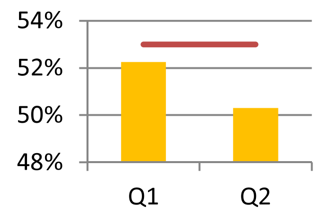
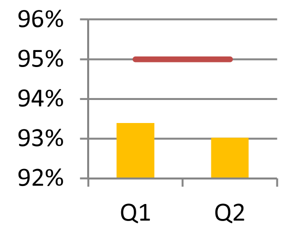
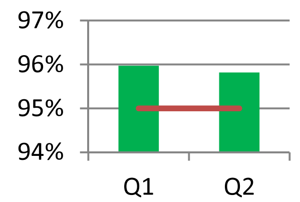
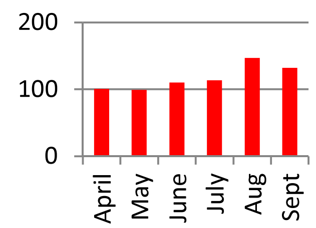
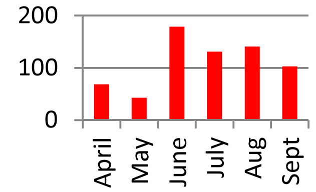
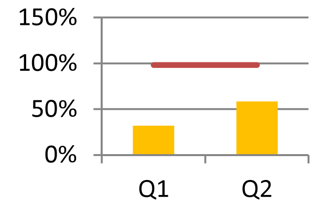
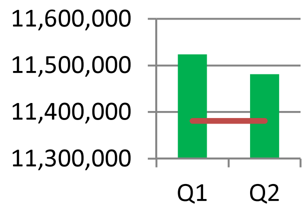
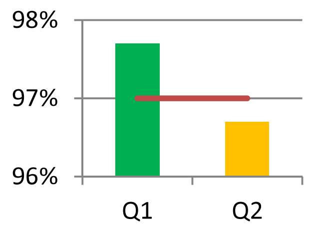
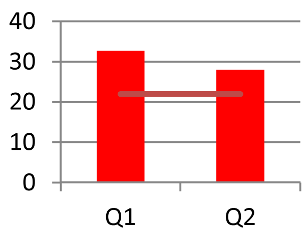
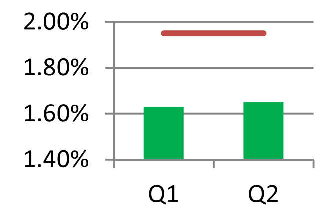
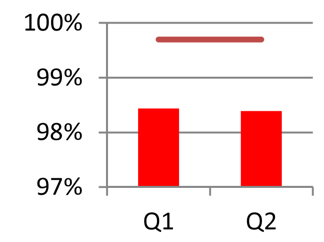
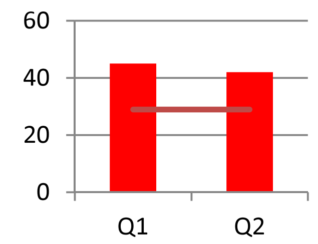
Operational Indicators - Environment												
Dept. & PI Code	Performance Indicator	Measure	2014/15 Quarterly Results						2014/15 Year to Date			Commentary
			Q1 Result	Q2 Result	Q Target	Q Status	Q Trend	Q Graphic	YTD Result	YTD Target	YTD Status	
Street Scene and Environment E01	Residual household waste per household	kg per household - Quarterly	111.61kg	112.45kg	109kg				224.06kg	218kg		An increase in fly-tipping has resulted in a higher level (3%) in residual waste in Quarter 2 against target.
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	% of total arisings - Quarterly	52.25%	50.30%	53%				51.27%	53.00%		See E01 above. An increase in fly-tipping has led to a 5% decrease in recycling against the target for Quarter 2.

Operational Indicators – Finance and Resources												
Dept. & PI Code	Performance Indicator	Measure	2014/15 Quarterly Results						2014/15 Year to Date			Commentary
			Q1 Result	Q2 Result	Q Target	Q Status	Q Trend	Q Graphic	YTD Result	YTD Target	YTD Status	
Finance F01	% of invoices to local suppliers within 20 days	Monthly	93.39%	93.02%	95%				93.47%	95%		Officers have added an extra column in the report circulated to all invoice authorisers, showing clearly the date invoices are due. Finance is proactive in progressing invoices for payment when the due date is approaching, and in resolving purchase order mismatches. This action taken in F02 (below) should have the effect of increasing performance in later quarters.
Finance F02	% of invoices to all suppliers within 30 days	Monthly	95.97%	95.82%	95%				95.89%	95%		Officers have added an extra column in the report circulated to all invoice authorisers, showing clearly the date invoices are due. Finance is proactive in progressing invoices for payment when the due date is approaching, and in resolving purchase order mismatches. .
Human Resources HR01	Working days/shifts lost to short term sickness	Monthly	April 100.5 May 99 June 110	July 113.5 Aug 147 Sept 132	No target. Trend to be analysed				702	No target. Trend to be analysed		Sickness levels are being reviewed on a regular basis. All managers and staff have been contacted to remind them of the Absence Policy. The new Midland HR system will be rolled out to assist monitoring and will prompt management and staff (as an example through email reminders) to take action in line with the absence policy.

Operational Indicators – Finance and Resources												
Dept. & PI Code	**Performance Indicator**	**Measure**	**2014/15 Quarterly Results**						**2014/15 Year to Date**			**Commentary**
			Q1 Result	**Q2 Result**	**Q Target**	**Q Status**	**Q Trend**	**Q Graphic**	**YTD Result**	**YTD Target**	**YTD Status**	
Human Resources HR02	Working days/shifts lost to long term sickness	Monthly	April 68.5 May 42.5 June 179	July 131 Aug 141 Sept 103	No target. Trend to be analysed				665	No target. Trend to be analysed		Sickness levels are being reviewed on a regular basis. All managers and staff have been contacted to remind them of the Absence Policy. The new Midland HR system will be rolled out to assist monitoring and will prompt management and staff (as an example through email reminders) to take action in line with the absence policy.
Council Tax/NNDR CT01	Council Tax collection	Monthly	31.8%	58.47%	98% annual				58.47%	98% annual		Collection of Council Tax is slightly behind target at 0.13% below the profiled collection figure for the end of Quarter 2 for the service. To mitigate a potential shortfall in collection an additional court date has been agreed with HM Court Service.
Council Tax/NNDR CT02	Business rates collection in line with or exceeding Government Assumptions	Quarterly	£11,524,000	£11,481,000	£11,381,000				£11,481,000	£11,381,000		This represents potential additional income of £71,500 in 2015/16 or 50% of the projected excess to our original assumptions. The increased income reflects the current increase in the total rateable value for business in the Borough.

Operational Indicators – Housing and Health												
Dept. & PI Code	**Performance Indicator**	**Measure**	**2014/15 Quarterly Results**						**2014/15 Year to Date**			**Commentary**
			Q1 Result	**Q2 Result**	**Q Target**	**Q Status**	**Q Trend**	**Q Graphic**	**YTD Result**	**YTD Target**	**YTD Status**	
Environmental Health EH01	Food safety/hygiene standards in food premises	% of broadly compliant food premises - Quarterly	97.7%	96.7%	97%				97.2%	97%		This small fluctuation in the percentage of compliant premises is within tolerance
Housing H01	Average re-let times for Local Authority Housing	Monthly	32.67 days	28 days	Top Quartile 22 days				30.33 days	Top Quartile 22 days		KPI workshops with staff continue to be held to help improve performance. We are pleased to report a reduction of 4.67 days in the average re-let time for Quarter 2.

Operational Indicators – Housing and Health													
Dept. & PI Code	**Performance Indicator**	**Measure**	**2014/15 Quarterly Results**						**2014/15 Year to Date**			**Commentary**
			Q1 Result	**Q2 Result**	**Q Target**	**Q Status**	**Q Trend**	**Q Graphic**	**YTD Result**	**YTD Target**	**YTD Status**	
Housing H02	% rent arrears of current tenants as a proportion of the authority's rent roll	Monthly	1.63%	1.65%	Top Quartile 1.95%				1.64%	Top Quartile 1.95%		Officers have been looking at improving processes and different ways of dealing with cases, which has enabled this KPI to achieve top quartile performance.
Housing H03	% rent collection	Quarterly	98.44%	98.39%	Top Quartile 99.70%				98.41	Top Quartile 99.70%		This KPI has continued to remain static. A KPI workshop has started to review how performance can be improved in rent collection.
Housing H04	Number of households living in temporary accommodation	Monthly	45	42	29				43.5	29		KPI improvement workshops continue to take place. Performance at end of Quarter 2 shows a slight improvement.

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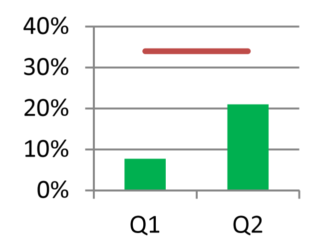
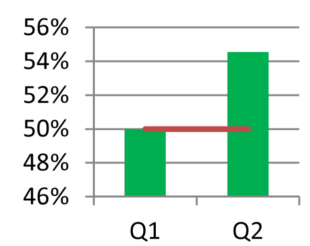
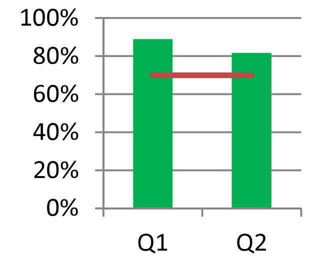
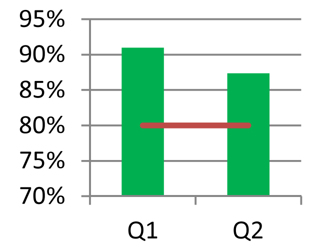
Operational Indicators – Planning and Development													
Dept. & PI Code	**Performance Indicator**	**Measure**	**2014/15 Quarterly Results**						**2014/15 Year to Date**			**Commentary**
			Q1 Result	**Q2 Result**	**Q Target**	**Q Status**	**Q Trend**	**Q Graphic**	**YTD Result**	**YTD Target**	**YTD Status**	
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	NMTP	TBC	NMTP	NMTP	NMTP	NMTP	TBC	NMTP	NMTP
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications	Quarterly	7.69%	21%	34%				14.34%	34%		Major applications in this category could result in government control & intervention which would impact future performance levels.
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	50%	54.55%	50%				52.27%	50%		Exceeding target due to the lower level of complexity of the applications processed.

Operational Indicators – Planning and Development													
Dept. & PI Code	**Performance Indicator**	**Measure**	**2014/15 Quarterly Results**						**2014/15 Year to Date**			**Commentary**
			Q1 Result	**Q2 Result**	**Q Target**	**Q Status**	**Q Trend**	**Q Graphic**	**YTD Result**	**YTD Target**	**YTD Status**	
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	89%	81.72%	70%				85.36%	70%		Q2 drop due to staff turnover. A report detailing issues concerning recruitment and retention of planning staff to be provided to the Planning and Development Committee
Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	91%	87.35%	80%				89.17%	80%		Q2 drop due to staff turnover. A report detailing issues concerning recruitment and retention of planning staff to be provided to the Planning and Development Committee

Date: 29 October 2014

Finance and Resources Committee

Election Review

Report of: *Carole Tatton-Bennett*

Wards Affected: All

This report is: Public

1. Executive Summary

1.1 This report outlines issues relating to the election process raised in the Finance and Resources Committee of 30 June 2014.

2. Recommendation(s)

2.1 Council to note the election processes as prescribed in legislation and criteria set by the Electoral Commissions performance standards.

2.2 The Returning Officer for the combined elections in 2015 considers any changes in legislation and the recommendations of the Council, elected members and political parties.

2.3 The Council and Returning Officer considers the implications of commencing the Borough count on Friday 8th May and Parish count on Saturday 9th May after consultation with interested and political parties to ensure proactive engagement.

2.4 Funding for voter encouragement subject to the identified resources (£5,100) being agreed as part of the 2015/16 budget setting process.

3. Introduction and Background

3.1 The Representation of the People Act 1983(1) requires every non-metropolitan county council to appoint an officer of the Council to be Returning Officer for elections of councillors and ensure borough and parish elections are conducted in accordance with rules made by the Secretary of State.

(1) Representation of People Act 1983 (35.1)

3.2 A Returning Officer holds office in an individual capacity which is not linked to the position held as an officer of the Council. This gives him/her an independent status to make decisions without interference as they are only answerable to the courts in terms of the way in which they conduct their official duties. This is a personal, not Council appointment.

3.3 The Secretary of State can make provision for combining elections. Where a local government election is combined with the poll at a further electoral event, one Returning Officer or Counting Officer will take on responsibility for the combined electors of the poll including the provision of polling stations, combined postal votes and verification of ballot papers with the support of the Local Returning Officer of the council.

4. Issue, Options and Analysis of Options

Polling Stations, polling day practices and processes.

4.1 Under legislation the Council allocates the polling districts and places however, the Returning Officer allocates and reviews the location of the polling stations within the polling area.

4.2 The Returning Officer must provide a sufficient number of polling stations and must allot the electors to the polling station in such manner as he/she thinks most convenient.

4.3 The location of polling stations within the polling place should be suitable for the purpose of voting and accessible to all electors. Legislation does not require additional facilities for tellers or other campaigners. The Returning Officers' hire agreement often limits access and use of these facilities to tellers and members of the public for security reasons.

4.4 Tellers have no formal status at a polling station (3) and should always remain outside the polling station. Their voluntary role is to assist campaigners, election agents or political parties by recording elector numbers visiting the polling station. The Electoral Commissions guidance for teller's states there should be no more than one teller at a polling station for each campaigner, agent or political party at any time (3).

4.5 Whenever possible tellers at polling stations are provided shelter from the elements. Where this is not possible they are encouraged to provide their own portable shelter.

(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

4.6 It is the responsibility of the presiding officer to keep order at the polling station and ensure the secrecy of the ballot with the power to request a person or campaigner be excluded from the polling station and surrounding area. (2)

4.7 All polling station staff receive training in accordance with the Electoral Commissions guidelines to ensure the poll is administered in accordance with legislation and the election is not called into doubt.

4.8 Candidates, agents, official notices and the Council's webpage's provide a list of polling stations and information relating to forthcoming elections.

Verification and count procedures.

4.9 Legislation requires the Returning Officer to make arrangements for the counting of votes in the presence of the counting agents as soon as practicable after the close of poll.

4.10 Count management requires an accurate and efficient result to support a transparent verification and count ensuring confidence in the results for both voters and those standing in the elections.

4.11 The Returning Officer will review and evaluate the management and challenges for the verification and count process at each election.

4.12 Count processes vary according to the type of election or referendum and directions from the lead authority.

4.13 Overnight counts have an impact on electoral administrators, key members of staff and counting staff. The complexity of combined elections, coterminous boundaries, increasing number of postal votes and the requirement to verify 100% of returned postal votes has added to the pressure of administering a well run election.

4.14 The Electoral Administration Act 2006 gave the Electoral Commission powers to set and monitor performance standards for electoral services and the count process. The Council is mindful to follow their guidance, tools and templates to ensure the legislation and expectations of the electorate are delivered and performance standards met.

(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

4.15 The Election Office undertakes an annual recruitment programme to encourage internal and external staff to work on election day. However, it is becoming increasingly difficult to recruit accurate, reliable staff to work long hours within the government fees & charges order. Feedback and performance questionnaires are encouraged from polling station and count staff to assist with future training and job allocations.

Count Timing

4.16 Under legislation the timing of the count is the discretion of the Returning Officer, however legislation requires the Parliamentary verification and count to commence within four hours of the close of poll. All ballot boxes must be verified before the count can commence including ballot boxes from Ongar polling stations.

4.17 In 2010 the Parliamentary election turnout was 73% with Borough wards varying from 67-75% turnout and in 2011 the parish turnout was 50 %.

(Appendix A provides the advantages and disadvantages of the count timing).

Marketing campaigns to encourage voter registration and engagement

4.18 It must be observed the Returning Officers deliberate and positive need to be impartial during election campaigning.

4.19 The Returning Officer and Electoral Commission work closely to encouraging elector awareness through media campaigns via TV, Radio and Social Media.

4.20 The Council works closely with the Electoral Commission following an active engagement policy through twitter, news release and other social networks. The early delivery of poll cards and official election notices provide electors with election dates, registration and absent voting deadlines, times and polling places.

4.21 The Council's web-pages and links to external websites are kept updated with details of the election office helpline and election information.

4.22 Future work on the Council's website will enable electors to access information about their polling station and provide pictorial information about completing postal packs. The Council's contact centre and Borough bulletin will assist with general enquiries and provide information.

(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

4.23 Additional financial resources could ensure household information leaflets are delivered to households with poll cards and several banners sited within the Borough advertising election day could be displayed.(estimated leaflet cost £2,000 – £3,000 and estimated banner cost £600).

4.24 Additional financial resources would enable birthday cards and election information to be sent to attainers (18 year olds) encouraging voter participation. (estimated cost £1,500)

4.25 A recent Electoral Commission survey suggested electors were satisfied with the information made available from parties and candidates via leaflets or flyers from political parties and candidates.

4.26 It is the intention of the Returning Officer to provide more timely announcements as the count progresses. The Council is proactive in its use of Electoral Commissions guidance and good practice guides provided to candidates, agents and those attending the count.

Individual Electoral Registration (IER)

4.27 In June 2014 recent changes to electoral legislation saw the introduction of IER and the way electors register to vote.

4.28 The Council's result after the initial DWP and local data matching exercise was 90% match ensuring those electors were automatically registered under IER.

4.29 The potential impact of IER and effect on the electoral registration and number of postal votes is unknown. However, the Cabinet Office, Electoral Commission and Political parties are working closely to ensure the accuracy of the register under IER.

5. Reasons for Recommendation

5.1 The Council continues to follow recommendations best practice and procedures set by legislation and the Electoral Commission which forms the basis for achieving the performance standards set by the Electoral Commission.

6. Consultation

6.1 None.

(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

7. References to Corporate Plan

7.1 This report seeks to assist in improving service delivery under the 'A Modern Council' heading of the Corporate Plan.

8. Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email 01277 312712 / jo-anne.ireland@brentwood.gov.uk

8.1 The marketing campaign would require an additional budget provision of up to £5,100. This would need to be considered as part of the budget setting process for 2015/16.

8.2 The option to count the Local ballot papers on the Friday could attract additional costs of up to £6,000 since these costs would not be able to be shared. These costs would also need to be considered as part of the budget setting process for 2015/16.

Legal Implications
Name & Title: Christopher Potter, Monitoring Officer & Head of Support Services
Tel & Email 01277 312860 / christopher.potter@brentwood.gov.uk

8.3 None except to note that there is a tight legal framework governing the holding of elections.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.4 Improved participation within the election process promotes greater community cohesion.

9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

9.1 None.

10. Appendices to this report

- Appendix A - Brentwood Borough Council - Parliamentary & Local Election counts - 7th May 2015.

(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

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(2) Representation of People Act 1983 (33)
(3)Electoral Commission Guidance for Tellers May 3, 2007

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Brentwood Borough Council
Parliamentary & Local Election counts - 7th May 2015.

In recent years there have been a number of legislative and other changes which should be considered when deciding when an election count should take place.

The following should be considered by the appointed Returning Officer when deciding whether to conduct the verification and count of all polls immediately after close of poll on Thursday 7th May or to complete some local election activities before conducting the actual count on Friday 8th May and the counting of parish ballot papers on Saturday 9th May.

- Parliamentary Boundaries - the area of Ongar taken from Epping Forest District Council (EFDC) increases the electorate by approx 16,000 electors & 16 polling stations.
- Distance between polling stations and count venue in particular where ballot boxes are transported from Ongar polling stations to the count.
- Time taken for 60 ballot boxes to arrive from BBC polling stations and 16 Ongar polling stations.
- Recent legislation stipulates the need to verify personal identifiers for 100% returned postal votes.
- The postal vote verification process includes cross boundary issues.
- Time taken for the postal vote verification process including the checking of personal identifiers for combined Parliamentary and local postal packs for BBC and EFDC.
- There are now additional clerical duties on polling day.
- The increased number of postal votes brought to the count requiring verification can cause timing and staffing issues.
- Electors can now be issued ballot papers if they are in a polling station queue at 10pm which could delay ballot boxes arriving at the count venue.
- Legislation has now ended the automatic postponement of parish elections that currently fall on the same day as ordinary local government and UK Parliamentary or European Parliamentary elections increasing the number of combined polls.
- Verification of BBC and EFDC Parliamentary and local ballot boxes.
- Reconciliation of unused Parliamentary, BBC and EFDC local and parish ballot papers.
- Secure storage and transportation of BBC and EFDC reconciled local and parish ballot papers to the Town Hall.

Advantages of counting Local ballot papers on Friday 8th May 2015

- Ballot papers and postal votes will already be verified ready at the start.
- Health and safety issues are limited where core election staff have often been working in excess of 20 hours on election day in addition to excessive hours during the pre-election weeks.
- Key staff are fresher and there is less risk of errors due to core staff tiredness and exhaustion.
- Staff attention is directed towards individual ward elections.
- Local postal votes can be counted, sorted and securely stored during the Parliamentary count.
- Any late arrival of postal votes from Royal Mail sweep (discretion of the RO) will not delay the start of the count.
- Local ballot papers can be securely stored ready for transportation while the Parliamentary count is commencing.
- Election staff are able to verify Parliamentary postal votes as a priority
- Greater first time accuracy from fresher count staff.
- Willingness for count staff to work sociable hours.
- Availability of polling station staff to count on Friday.
- Ability for key staff and management to trouble shoot if necessary.
- More publicity and public interest through daytime radio and social media.

Disadvantages of counting Local ballot papers on Friday 8th May 2015

- Availability and cost to BBC for the hire of count venue (approx £2500).
- Count staffing cost (approx £3500).
- Appointing Friday counting staff, impact on BBC staffing levels and council services.
- Delay in the declaration of local results and appointment of elected members
- Lack of availability for a further day (or part of the day) of count venue to members of the public.

29 October 2014

Finance and Resources

Subscriptions and Membership Review

Report of: *Jo-Anne Ireland, Acting Chief Executive*

Wards Affected: *N/A*

This report is: *Public*

1. Executive Summary

1.1 A review of all subscriptions and memberships has been undertaken by all Council departments.

1.2 Appendix A lists all those considered non-essential and which could be cancelled and Appendix B those that are essential and which therefore should be maintained.

2. Recommendation(s)

2.1 Members agree to cancel all subscriptions and memberships considered non-essential producing an annual saving of £7,680 as shown in Appendix A.

2.2 Members agree to identify any further subscriptions and memberships for deletion.

2.3 Members agree to maintain all subscriptions and memberships considered essential at an ongoing cost of £82,587.39 annually as shown in Appendix B.

2.4 Members agree to review the subscriptions and memberships list on an annual basis.

3. Introduction and Background

3.1 Administration Members asked Officers to conduct a Council wide review of subscriptions and memberships with a view to ascertaining which were essential i.e. legally required or of vital business need and which were non-essential.

3.2 Heads of Service have reviewed their own departments and produced business reasons for each subscription/membership.

3.3 Appendix A lists all non-essential subscriptions and memberships with Appendix B showing all essential subscriptions and memberships and categorises them under essential, for each department.

3.4 Non-essential subscriptions and memberships have been recommended for cancellation.

4. Issue, Options and Analysis of Options

4.1 Where a vital business need has been identified or where the Council is legally required to subscribe or be a member of certain organisations this has been noted as an essential business need.

4.2 Non-essential items may still be good practice but services would not be adversely impacted if these were to be cancelled.

5. Reasons for Recommendation

5.1 It is good practice to regularly review subscriptions and memberships to ensure that the business needs of the authority are being met.

5.2 Those listed as non-essential subscriptions/memberships will not have an adverse business effect once cancelled.

6. Consultation

6.1 All Heads of Service were asked to compile the information for their departments.

7. References to Corporate Plan

7.1 Being a modern council requires an ongoing review of the value for money received through subscriptions and memberships.

8. Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive/Section 151
Tel & Email: 01277 312712 jo-anne.ireland@brentwood.gov.uk

8.1 The budgets for the current subscriptions and memberships are already included within service budgets.

8.2 Any savings agreed by Members will be considered as part of the Medium Term Financial Plan (MFTP).

Legal Implications
Name & Title: Christopher Potter, Monitoring Officer
Tel: 01277 312860
Email: Christopher.potter@brentwood.gov.uk

8.3 None

9. Appendices to this report

- Appendix A – List of Non Essential Subscriptions and Memberships
- Appendix B – List of Essential Subscriptions and Memberships

Report Author Contact Details:

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Appendix A **NON ESSENTIAL Subscriptions and Memberships**

Subscription/Publication	Cost	Business Need
Corporate		
Localis: local government think tank	£ 4,000.00	
	£ 4,000.00	
Housing		
Legal Action	£ 330.00	Subscription not being renewed from end of September 2014
Association of retained council housing	£ 2,000.00	Good practice; yet decided not to renew upon expiry at the end of March 2015
TPAS (Tenant Empowerment Organisation)	£ 1,350.00	Membership
	£ 3,680.00	
Total Non-Essential Subscriptions	**£ 7,680.00**	

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ESSENTIAL Subscriptions and Memberships

Subscription/Publication	Cost	Business Need
Corporate		
Local Government Association	£ 7,317.84	Access to national lobbying on behalf of local government. Access to Peer Review and other support mechanisms
East of England Local Government Association	£ 10,440.00	Access to Talentbank and recruitment support as well as regional political and officer support.
Local Government Information Unit	£ 2,505.00	Policy briefings, daily news update
District Council Network	£ 200.00	Lobbying and interest group for district/borough councils
Brentwood Gazette (2 copies)	£ 780.00	Review of local news items
Local Government Chronicle	£ 780.00	LGA published journal, access to local government news and announcements,
Municipal Journal	£ 140.00	Access to local government news, opionions and announcements
	£ 22,162.84	
Housing		
Housing Ombudsman	£ 3,083.85	Requirement : New legislation from April 2014
Arden & Partington Housing Law	£ 261.00	Housing Law updates
Housemark	£ 4,514.43	National Benchmarking Service
Housing Partners	£ 4,510.00	Requirement: National Mutual Exchange Scheme
Locata	£ 12,000.00	Requirement - Sub Regional Partnership - Choice based lettings IT software
Social Landlords Crime & Nuisance Group	£ 407.00	Recent subscription to National Group geared to deal with ASB. Providing advice & best practice. Relevent given the law changes coming in. Sum is pro rata for this year.
	£ 24,776.28	
Street Scene and Environment		
British Parking Association	£ 840.00	Best Practice provides legal information and case studies
East Anglian Parking Forum	£ 100.00	Best Practice provides legal information and case studies
Mallard	£ 1,140.00	Best Practice: Used by Street Scene and Environmental Health
	£ 2,080.00	
Borough Health, Safety and Localism		

Appendix B

ESSENTIAL Subscriptions and Memberships

Croner	£	905.00	Legal resource and access to relevant case law
CIEH	£	480.00	Confidential exchange of information between Las
Lexis Nexis	£	1,015.00	Legal resource and access to relevant case law
Sweet & Maxwell	£	1,783.00	Legal resource and access to relevant case law
Thomson Reuters	£	474.00	Legal resource and access to relevant case law
Ferret Information	£	190.00	Electronic forms for disabled facilities grants
Ferret Information	£	99.00	Computer program to assess means test
Mallard Consultancy	£	950.00	Legal information for planning, licensing, env health and waste
The Institute of licensing	£	70.00	Legal resource access to relevant case law and course discounts
CCTV User Group	£	275.00	CCTV Managers group - information resource
Events Industry Forum	£	25.00	Purple guide which sets out best practice for the planning, managing and delivrey of events.
Grant Finder / Grant Net	£	5,612.27	External funding search engine that the Council, organisations and individuals can search on
	£	**11,878.27**	
Finance			
KPMG - VAT helpline	£	2,000.00	Provides specialist advice on VAT that cannot be provided in house on a cost effective basis
LG Futures - finanicial intelligence tollkit	£	3,340.00	Provides specialist financial advice and forecasts as well as legislative updates to inform financial planning
CIPFA 0 Tis online	£	2,515.00	Provides access to CIPFA guidance and discussion forums with other members including email alerts
CIPFA - Housing Network	£	1,135.00	Specifically focused on housing it provides technical advisors access to publications and latest developments as well as national events
CIPFA - Publication	£	3,100.00	Statutory guidance
	£	**12,090.00**	
Planning			
Local Authority Building Control (LABC)	£	1,000.00	Best practice
East Anglia Local Authority Building Control	£	100.00	Best practice

Appendix B

ESSENTIAL Subscriptions and Memberships

Essex Building Surveyor's Association	£	50.00	Best practice
The Planning Jungle	£	200.00	Appeal analysis website
DCP	£	1,045.00	Planning resources website for development managers
Trevor Roberts	£	600.00	Planning admin process manual
Essex Planning Officers Society	£	2,000.00	Extensive training from Anglia Ruskin University
Planning Officers Society	£	200.00	Council Membership Essential
	£	**5,195.00**	
Customer Services (Revs and Bens, IT, HR)			
National Anti Fraud Network (NAFN)	£	2,437.00	Essential as we do not have fully authorised officers. NAFN also used to undertake tracing of absconders
Housing benefit Info	£	399.00	Nationally recognised provider of up to date information regarding HB legislation and is used by managers to cross reference with other Councils to determine best practice.
SOCITM	£	1,085.00	Helps provide public service organisations and citizens maximum value from IT and digital services
	£	**3,921.00**	
Strategic Asset Management			
Estates Gazette	£	339.00	Weekly property newspaper in print and digital formats. Provides news and legal and property updates
ACES	£	145.00	Association of Chief Estates Officers (Public sector senior officer body to share practices and knowledge.
	£	**484.00**	
TOTAL Essential Subscriptions	**£**	**82,587.39**	

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Agenda Item 9

29 October 2014

Finance & Resources Committee

Resident Survey Report

Report of: *Steve Summers, Head of Customer Services*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

1.1 This report provides Members with the results of a Residents Survey undertaken by Westco on behalf of the Council between the 9th and the 25th July 2014 and options for future engagement with residents.

1.2 The Council had not undertaken a comprehensive resident's survey since the 2008/09 Place Survey. In order to measure and understand residents' satisfaction and views about the Council, its services and the local area Westco were commissioned to undertake a residents' survey. Set out below are the main headlines from the results with the comparable Place Survey results in brackets.

1.3 Brentwood residents' satisfaction with their local area as a place to live is equal to the national average, with four in five, 82%, (90%) residents being satisfied. All other key reputation measures though, are considerably below national averages, for example, just over two in five, 44%, (57%) Brentwood residents are satisfied with the way their council runs things; compared to the national average of 70% and 28% (42%) Brentwood residents agree that the council provides value for money; compared to the national average of 51%.

1.4 Around two in five, 44%, (39%) residents feel they are informed about the services and benefits that the Council offers. However, this figure is substantially lower than the national average of 65%. If the Council is to improve its reputation scores, it will be necessary to increase the extent to which residents feel informed.

1.5 Feeling informed about the Council has a significant impact on how residents feel about the Council. Among those who feel informed, satisfaction with the Council increases to 63%. Furthermore residents, who do not think that the Council takes account of their views, are more likely to feel dissatisfied with the Council. This suggests that the Council needs to look into ways of improving its communication with residents, and the way it engages with them.

1.6 The majority of residents believe how the Council involves them in local decision making, the value for money they receive from the council and the quality of services overall, is at the same standard as 12 months ago. Although a notable minority of residents believe that standards have declined.

1.7 Residents who have contacted the Council recently are significantly more likely to have levels of dissatisfaction with the Council across all reputation measures. This is an important area for the Council to address. Currently around half of those who have contacted the council have been dissatisfied with the handling and outcome of their enquiry.

1.8 The proportion of residents who feel that the Council is viewed positively by the media is well below the national average, (10% as opposed to 32%). Brentwood residents are more likely to feel that the media has a neutral view of the council than the national average (51% as opposed to 40%). If the council can increase the number of residents who feel that the media has a positive view of the council, this is likely to have a significant effect on key reputation measures.

1.9 An option for future resident's consultation and engagement is set out in Section 4 of this report for Members consideration.

2. Recommendation(s)

2.1 That Members note the results of the 2014 Residents Survey.

2.2 The results are used to inform development of the Council's service and delivery plans.

2.3 The Council develops a Residents e-Panel for future satisfaction surveys and a number of other engagement and consultation projects and also considers other engagement methods as appropriate to enable satisfaction responses to be received on an ongoing basis.

3. Introduction and Background

3.1 The results of the survey are based on 200 telephone interviews with Brentwood residents aged 16+. Interviews were completed between the 9th and the 25th July 2014. Infocorp conducted the fieldwork and the data is weighted to the known profile of Brentwood. The cost of the survey was £4,750. Where applicable results are compared to LGA national polls carried out 18th – 20th April 2014, via telephone with 1005 British Adults.

3.2 A presentation with details of the responses to questions from the survey is attached as Appendix A.

4. Issue, Options and Analysis of Options

4.1 Receiving information from residents regarding the Council's services is one of many ways which enables a local authority to identify and review its approach to service delivery.

4.2 The findings of the Residents Survey provide the Council the opportunity to review a number of key areas. This review work includes mapping of activity that may have contributed to high/low levels of satisfaction across the Council and looking at links to cost and quality of service.

4.3 In addition the survey findings indicate that the Council could consider its approach to Communications and Engagement, Media, Customer Service and Segmentation of residents.

4.4 Since the survey was undertaken in July 2014 the Council has introduced the Customer Contact Centre, the Borough Bulletin, weekly meetings with the media and has increased its number of press releases, and use of twitter and Facebook.

4.5 One option to be able to continue to receive feedback and levels of satisfaction from residents on the council's services is to undertake an Annual Residents Satisfaction Survey. However there is the annual cost of the survey and also there would be restricted ability of obtaining residents views on a variety of issues throughout the year.

4.6 Another option to achieve regular feedback and views on Council services and projects in a more cost effective way is the introduction of a Residents Panel. Other authorities have introduced Residents (Citizens) Panels which enables residents to give views on consultations, providing opinions and getting involved in community engagement. Panel Members can be contacted (by email because of its speed, low cost and convenience for the panel) for views and opinions on a variety of topics.

4.7 The introduction of an online panel of resident's would be a cost effective and speedy approach to obtaining views and opinions and would supplement other traditional and existing consultation and engagement methods.

4.8 Brentwood residents over 16 could be invited to join the panel through a recruitment process and the panel would be managed by the Council's Communications Team.

4.9 Residents under 16 will be able to provide views on the Borough and Council services through the already existing Youth Strategy Group, Brentwood Youth Council and individual School Councils.

4.10 In addition consideration could be given to obtaining resident's views and satisfaction on the Council's services through the Council's website and other publications as appropriate. Any such options will be managed within existing budgets and resources.

5. Reasons for Recommendation

5.1 To enable further improvements to Council's services and develop further cost effective resident consultation and survey methods.

6. Consultation

6.1 No consultation required.

7. References to Corporate Plan

7.1 Feedback on the Council's services and initiatives will help meet the Modern Council key priority.

8. Implications

Financial Implications
Name & Title: Jo-Anne Ireland, Acting Chief Executive
Tel & Email 01277 312712 / jo-anne.ireland@brentwood.gov.uk

8.1 The costs of the Residents Survey (£4,750) has been met from an existing Communications Budget. Any future agreement to establish an electronic based Residents Panel will require officer input only.

Legal Implications
Name & Title: Christopher Potter, Monitoring Officer and Head of Support Services
Tel & Email 01277 312860/christopher.potter@brentwood.gov.uk

8.2 There are no direct legal implications arising from this report.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.3 None.

9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

9.1 Residents Survey Report – August 2014

10. Appendices to this report

10.1 Appendix A - Presentation with details of the responses to questions from the survey is attached as Appendix A.

Report Author Contact Details:

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E-mail: steve.summers@brentwood.gov.uk

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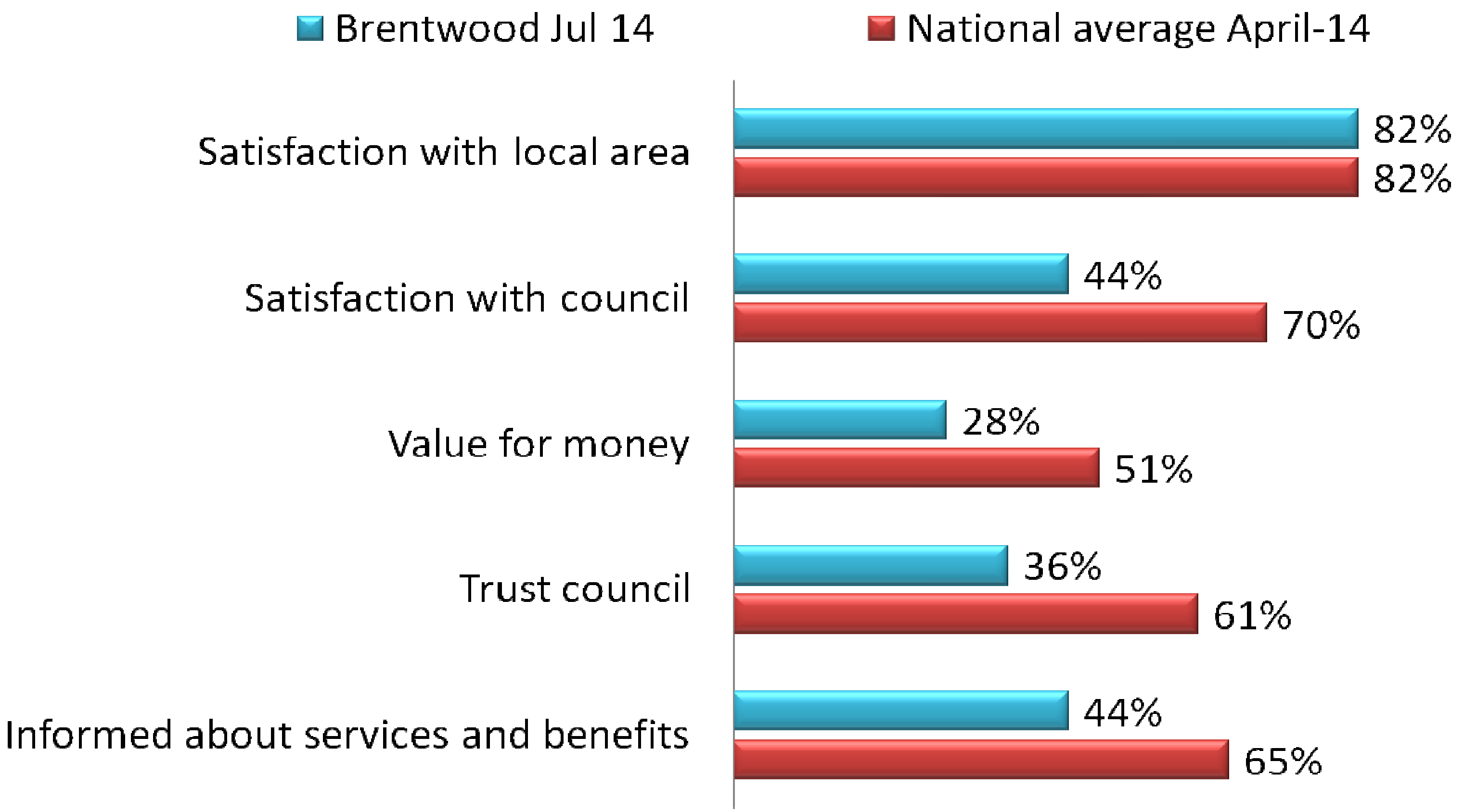
Brentwood Borough Council
Resident Survey Findings

August 2014

BRENTWOOD BOROUGH COUNCIL

westco

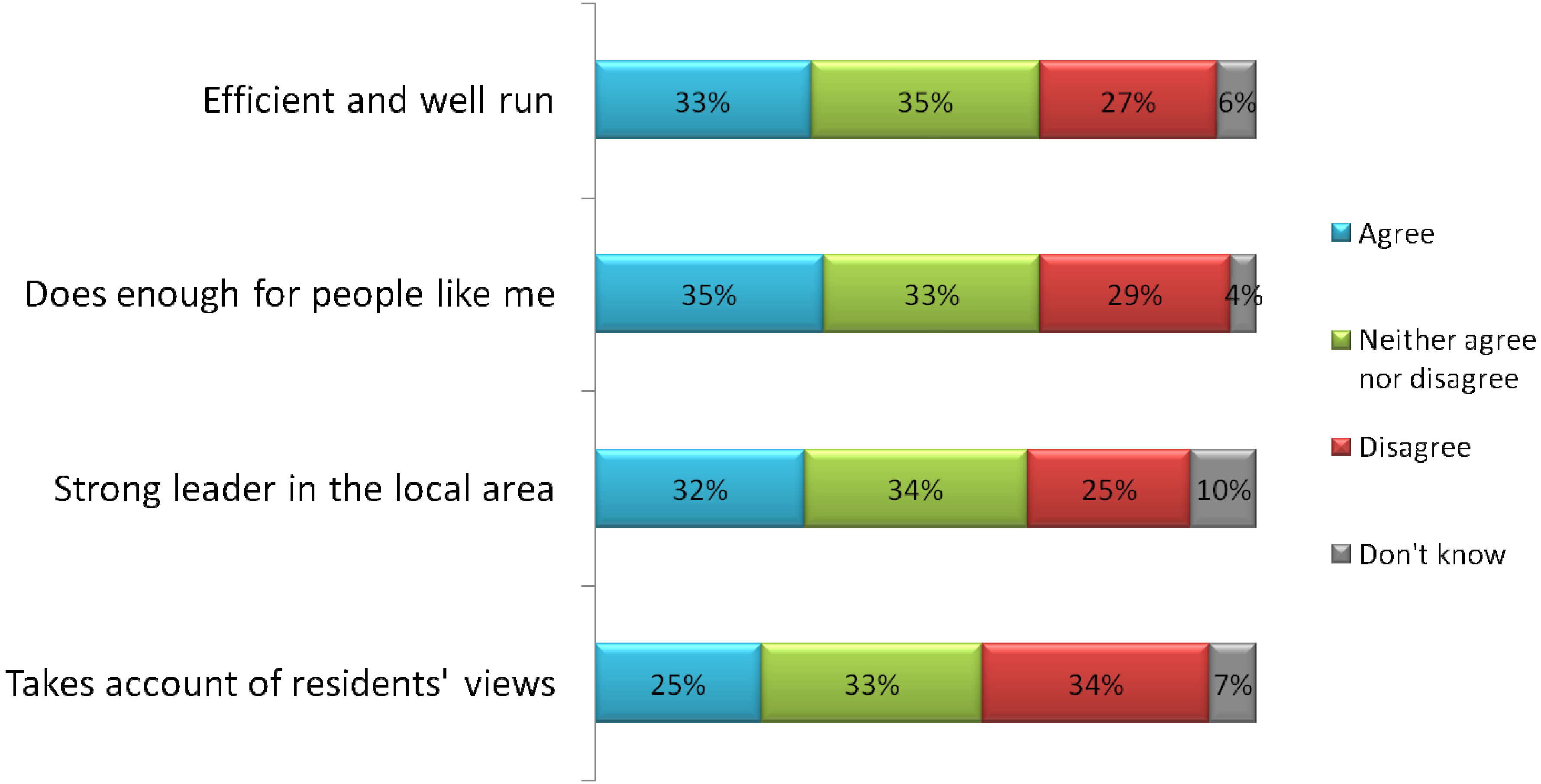
Most key reputation measures are considerably lower than national averages



Q. Overall, how satisfied or dissatisfied are you with ..your local area as a place to live? ..are you with the way the council runs things? Q. To what extent do you agree or disagree with the following statements about Brentwood Borough Council? .. It provides good value for money.. I trust the council Q. Overall, how well do you think Brentwood Council keeps residents informed about the services and benefits it provides?

Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014; 1005 British adults, aged 18+, interviewed between 18th and 20th April 2014, LGA

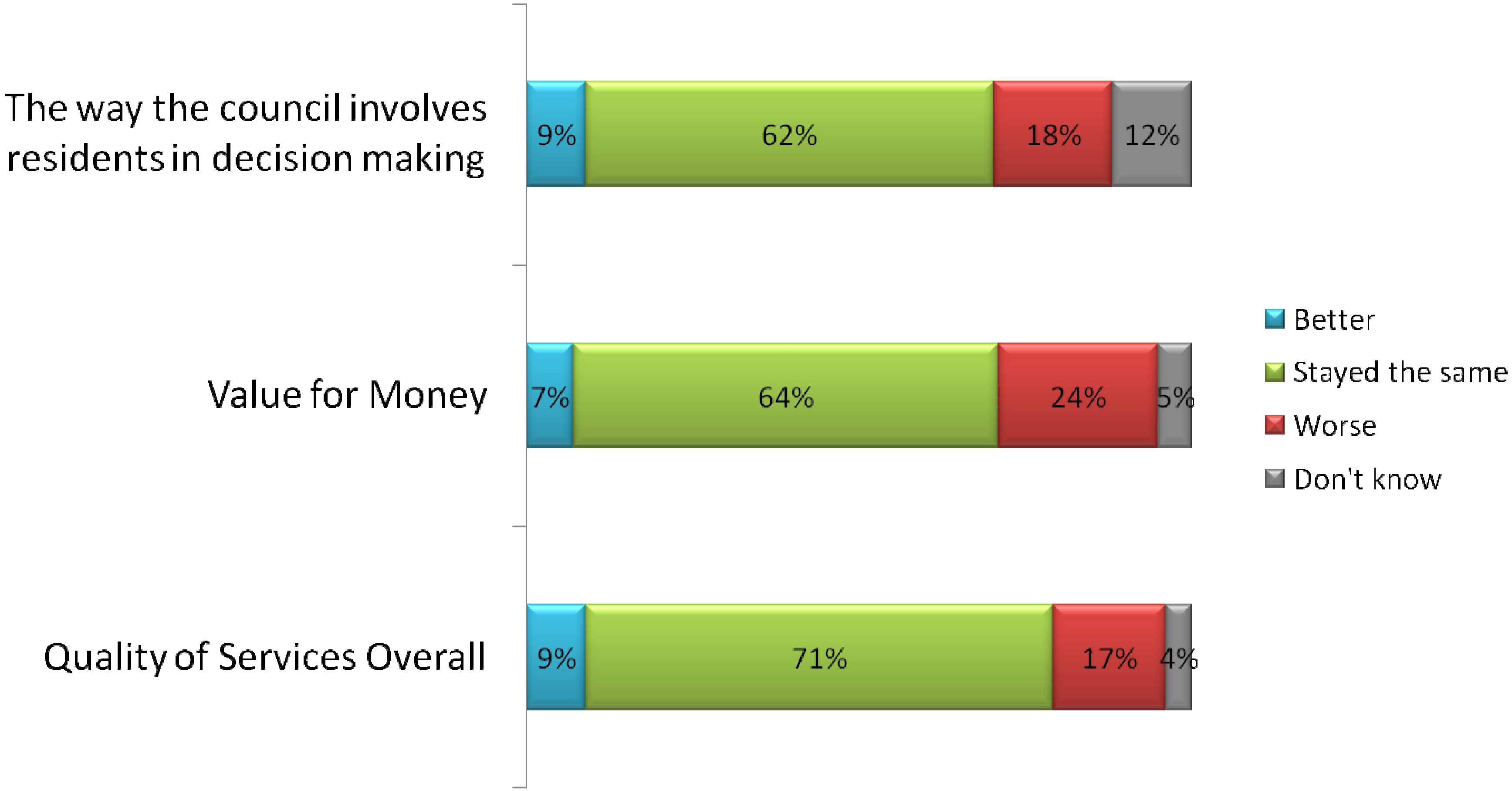
Residents' views on other key metrics are split



Q. To what extent do you agree or disagree with the following statements about Brentwood Borough Council? ...

Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

The majority of residents think that standards are the same as they were 12 months ago

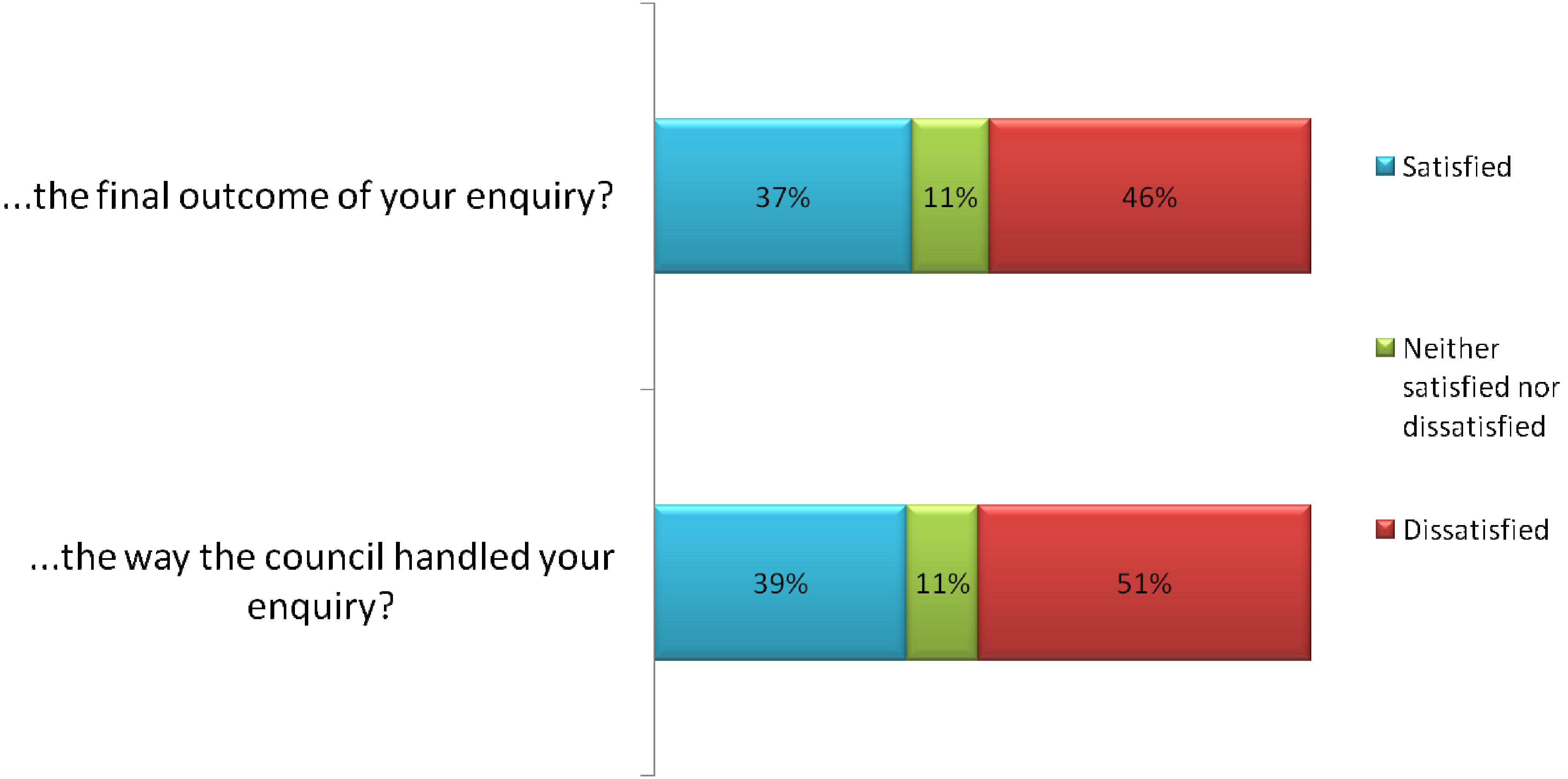


Q. Thinking about the council generally, do you think the following have got better, stayed the same or worse compared to 12 months ago?.. The quality of services overall.. Value for money received from the council.. The way the council involves residents in decision making.

Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

Residents are more likely to be dissatisfied than satisfied with the way the council deals with enquiries

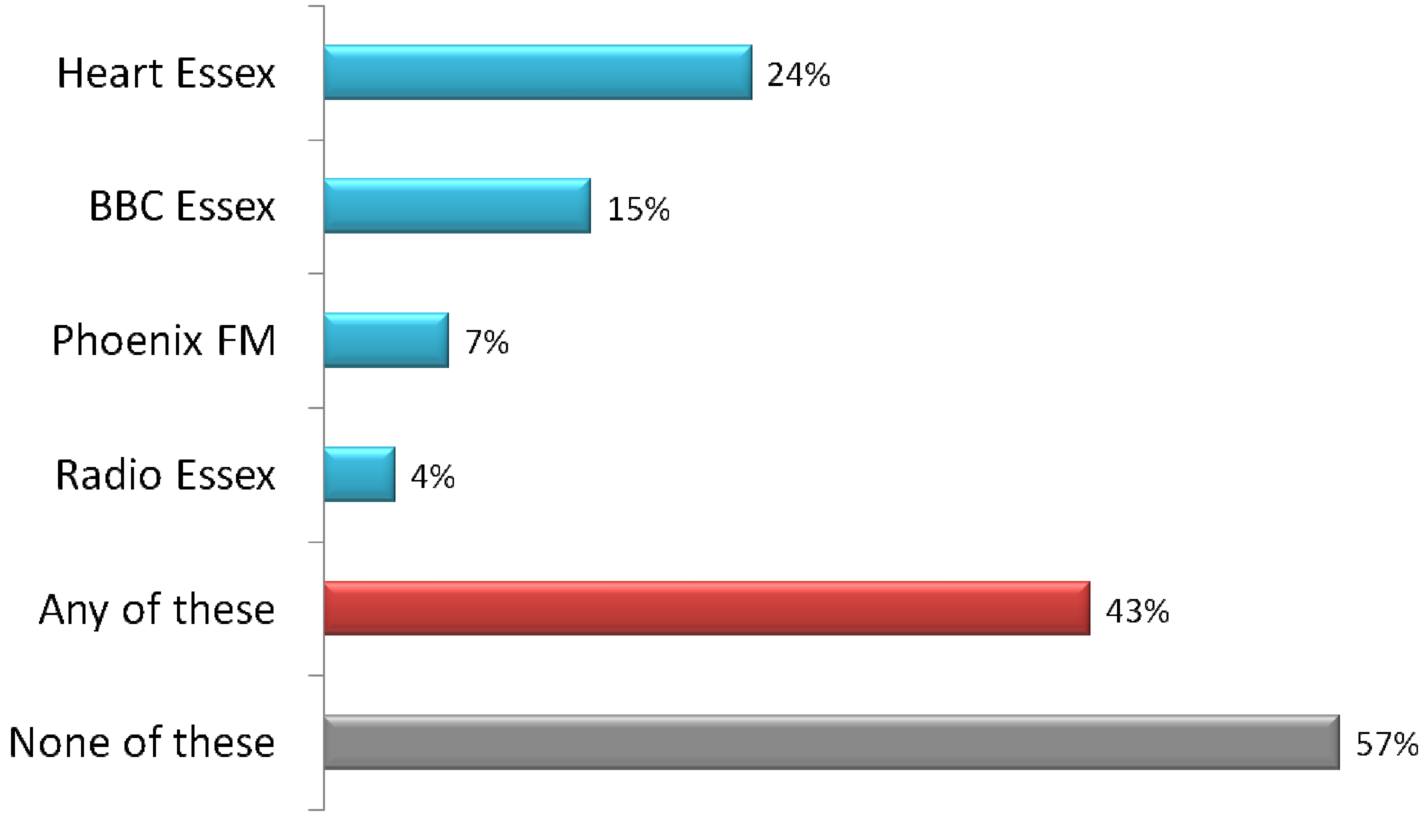
Were you satisfied or dissatisfied with...



Q. Overall, were you satisfied or dissatisfied with.. …the way the council handled your enquiry?.. …the final outcome of your enquiry?

Source: 51 Brentwood residents aged 16+ who have contacted the council within the last 3 months, interviewed by telephone between 9th – 25th July 2014

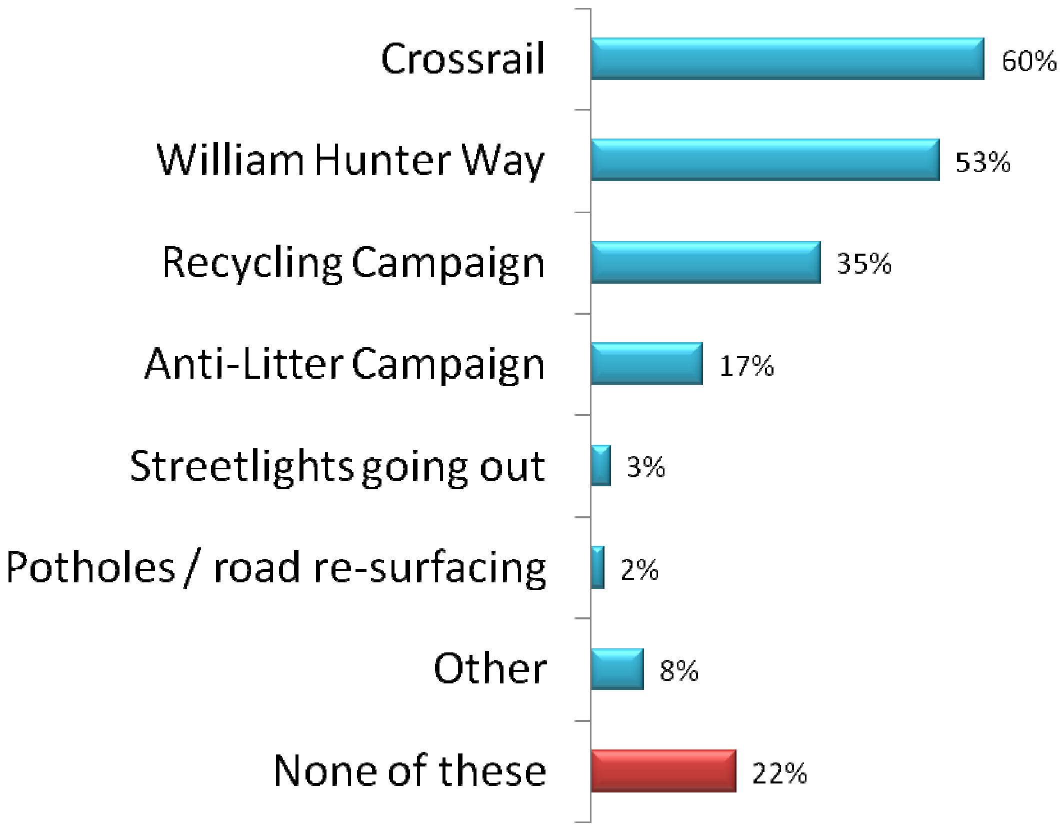
Local radio stations listened to in past 7 days



Q. Which, if any, of the following local radio stations have you listened to at least once in the last seven days?
Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

Recall of Council related stories

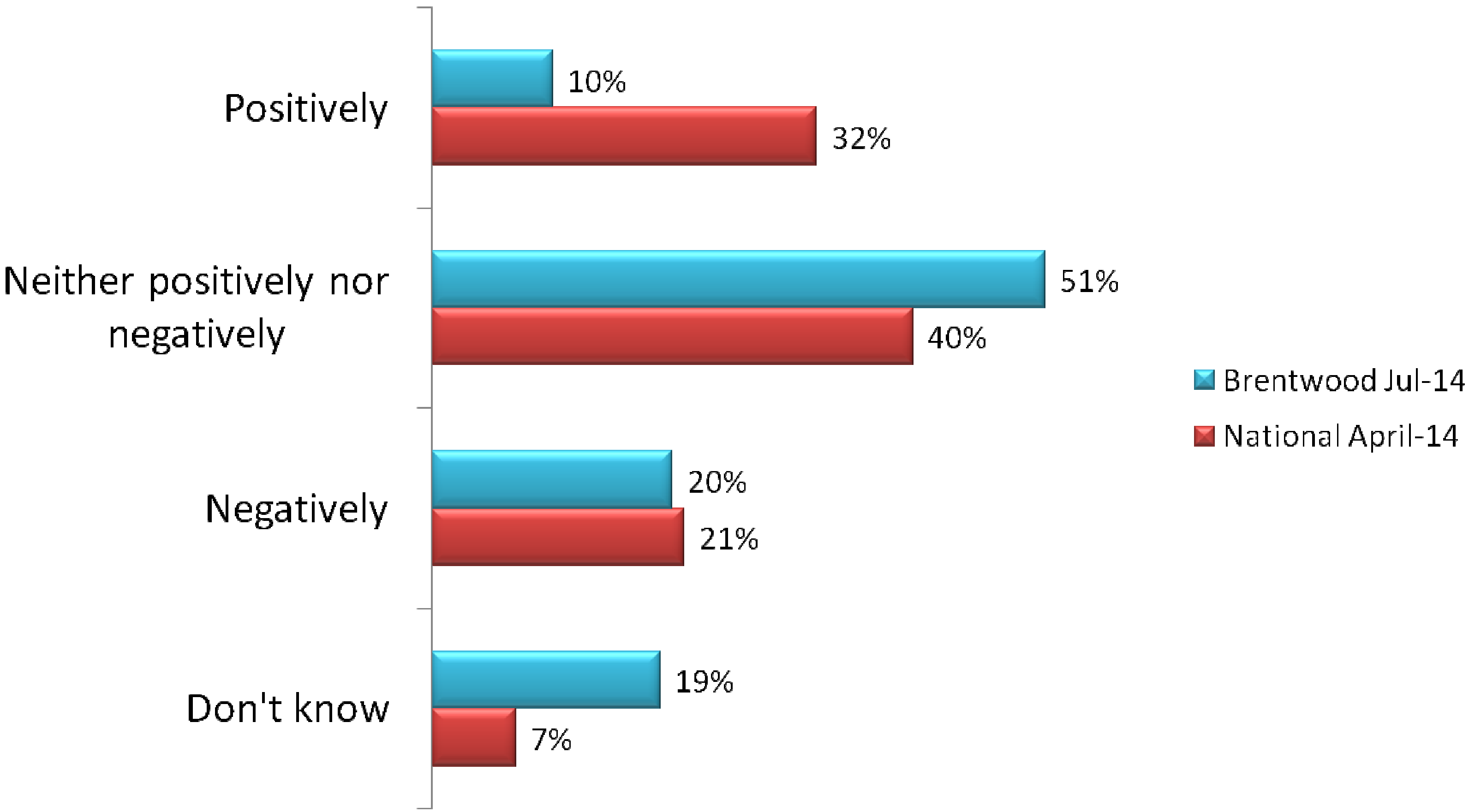
Q. Have you recently seen or heard any of the following about Brentwood Borough Council



Q. Have you recently seen or heard any of the following about Brentwood Borough Council?
Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

Residents are most likely to feel that the media views the council in a neutral light

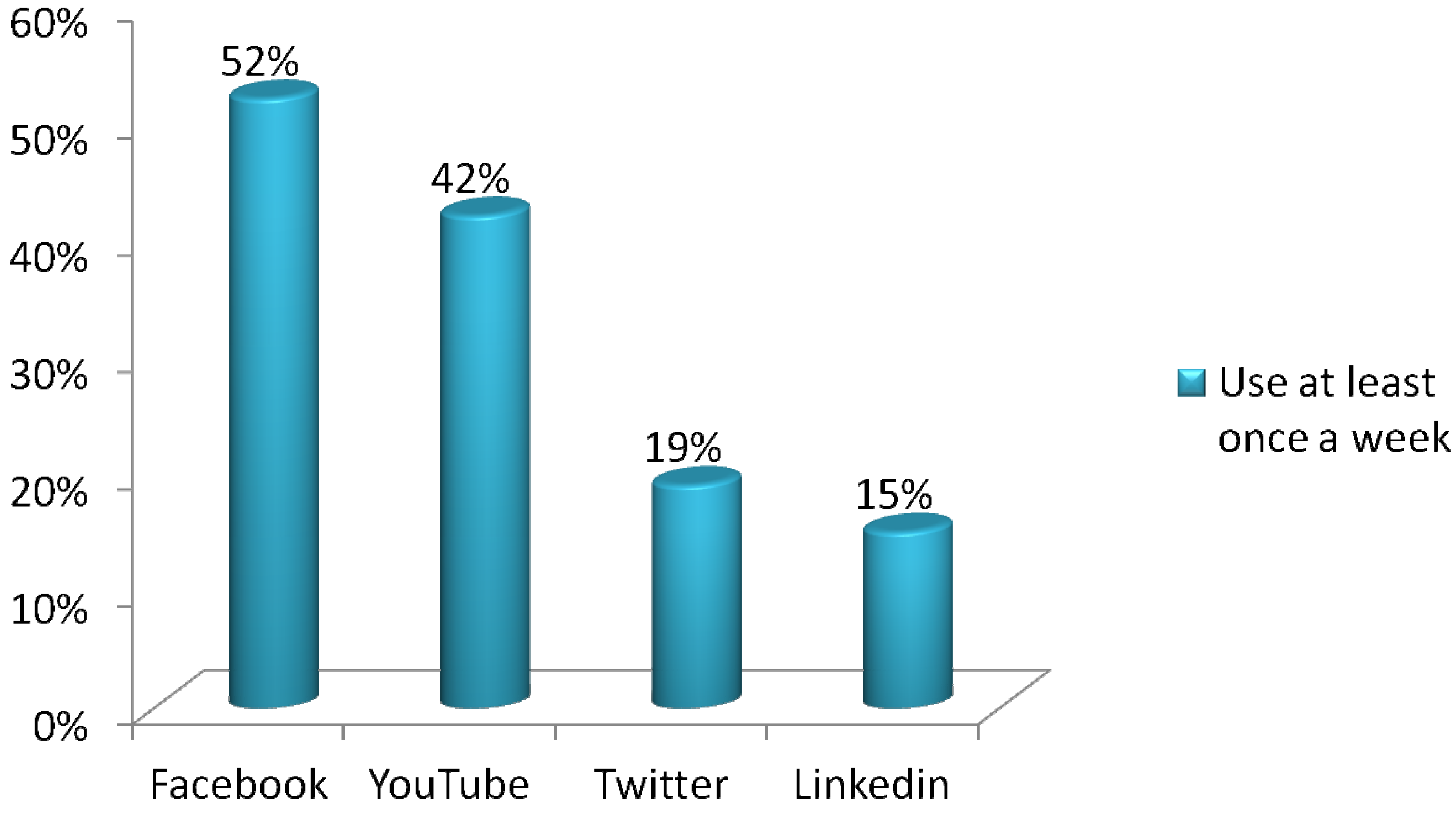
Overall, do you think that the media has viewed Brentwood Borough Council positively or negatively in the past few months?



Q. Overall, do you think that the media has viewed Brentwood Borough Council positively or negatively in the last few months?

Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014; 1003 British adults, aged 18+, interviewed between 18th and 20th April 2014, LGA

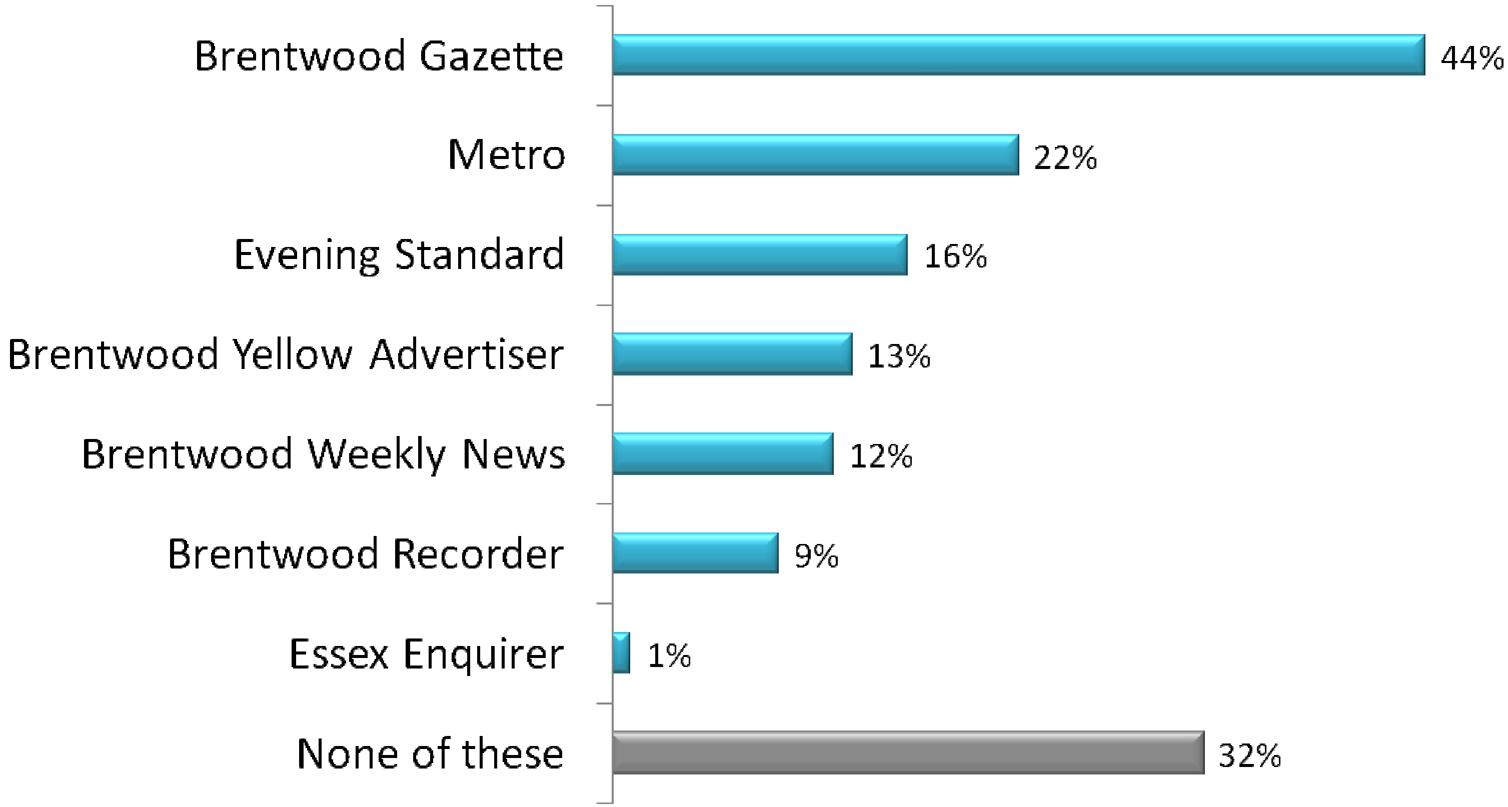
Residents' use of social media



Q. How often do you use the following social media websites?

Source: 164 Brentwood residents aged 16+ who use the internet, interviewed by telephone between 9th – 25th July 2014

Local and London newspapers read in the past 7 days

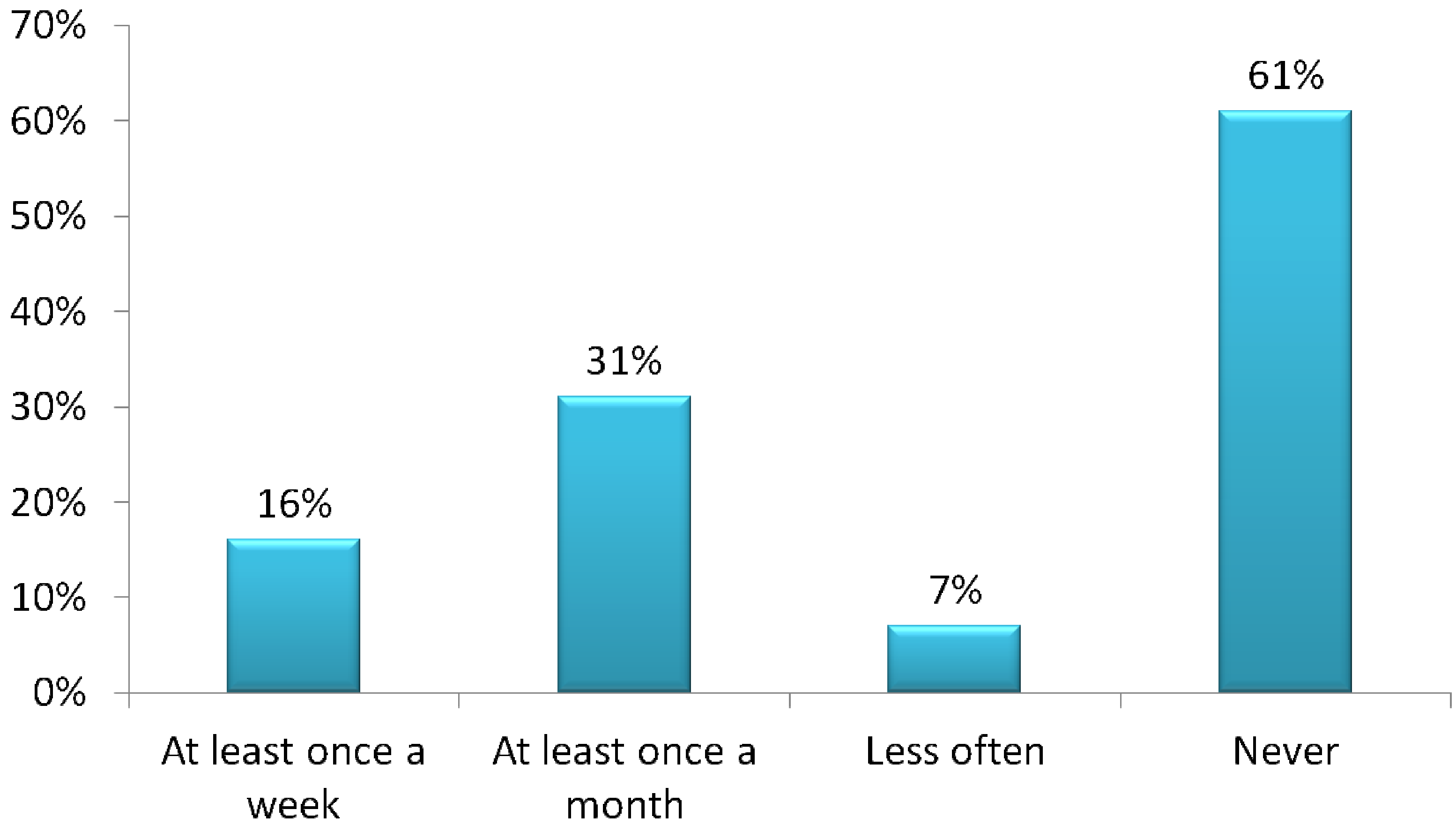


Q. Which, if any, of the following local or London newspapers have you read at least once in the last seven days?

Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

The majority of residents who use the internet do not read local news online

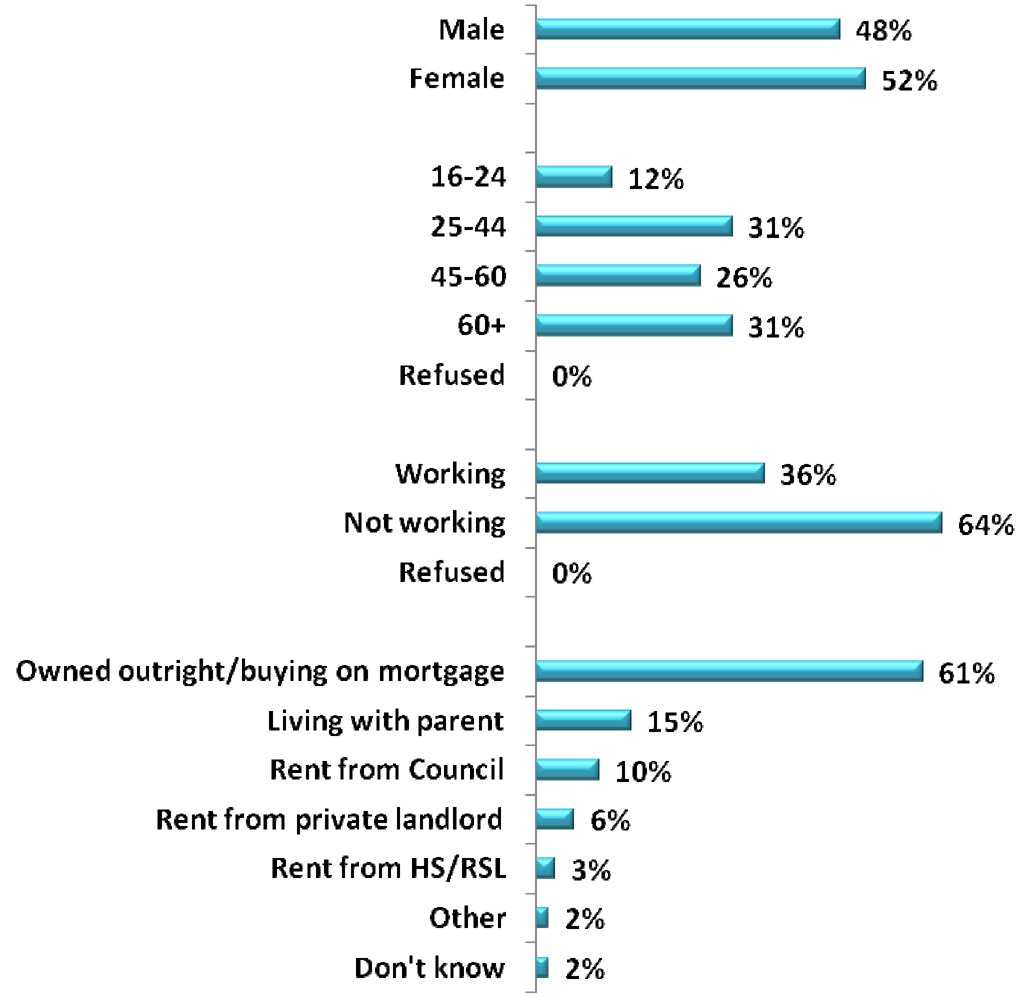
How often do you read local news online?



Q. And how often do you read local news online?

Source: 164 Brentwood residents aged 16+ who use the internet, interviewed by telephone between 9th – 25th July 2014

Demographic Breakdown of Survey



Source: 200 Brentwood residents aged 16+, interviewed by telephone between 9th – 25th July 2014

Members Interests

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

  A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

  You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

  If you are present at a meeting of your council or authority, of its executive or any committee o the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

  - participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
  - participate in any vote or further vote taken on the matter at the meeting.

  These prohibitions apply to any form of participation, including speaking as a member of the public.

  - **Other Pecuniary Interests**

  Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

  If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A ‘relevant person’ is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

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Finance and Resources Committee
Terms of Reference

General Powers of Committees

This scheme of delegation sets out the functions of the Council to be discharged by its Committees and Sub- Committees and includes the terms of reference of statutory and non statuary bodies set up by the Council.

Each committee or sub committee will have the following general powers and duties:

(a) To carry out the duties and powers of the Council within current legislation;

(b) To comply with the Council's standing orders and financial regulations;

(c) To operate within the budget allocated to the committee by the Council.

(d) To guide the Council in setting its policy objectives and priorities including new initiatives, and where appropriate make recommendations to Council

(e) To develop, approve and monitor the relevant policies and strategies relating to the Terms of Reference of the Committee;

(f) To secure satisfactory standards of service provision and improvement, including monitoring of contracts, Service Level Agreements and partnership arrangements;

(g) To consider and approve relevant service plans;

(h) To determine fees and charges relevant to the Committee;

Finance and Resources Committee

The functions within the remit of the Finance and Resources Committee are set out below.

1) Financial Services

2) Contracts, commissioning, procurement

3) Legal services

4) Health and safety at work (in so far as it relates to the Council as an employer)

5) Corporate communications and media protocols

6) Corporate and Democratic services

7) Member Development

8) Data quality

9) Human resources

10) Information Communication Technology

11) Revenues and Benefits

12) Customer Services

1. Overall responsibility for monitoring Council performance.

2. To formulate and develop relevant corporate policy documents and strategies including the Corporate Plan.

3. To formulate the budget proposals in accordance with the Budget and Policy Framework, including capital and revenue spending, and the Housing Revenue Account Business Plan (including rent setting for Council homes), in accordance with the Council's priorities and make recommendations to Council for approval.

4. To formulate the Council's Borrowing and Investment Strategy and make recommendations to Council for approval.

5. To take decisions on spending within the annual budget to ensure delivery of the Council's priorities.

6. To approve the making of a virement or payment from the Council's reserves with a maximum value of £200,000.

7. To approve the write-off of any outstanding debt owed to the council above the delegated limit of £5,000.

8. To determine capital grant applications.

9. To make recommendations on the allocation and use of resources to achieve the Council's priorities.

10. To manage and monitor the Council approved budgets;

11. To provide the lead on partnership working including the joint delivery of services.

12. To consider any staffing matters that are not delegated to Officers, such as proposals that are not contained within existing budgetary provision.

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