



Agenda

Policy, Resources & Economic Development Committee

Wednesday, 2 February 2022 at 7.00 pm

Council Chamber, Town Hall, Ingrave Road, Brentwood CM15 8AY

Membership (Quorum – 3)

Cllrs Hossack (Chair), Parker (Vice-Chair), Barrett, S Cloke, Lewis, Mynott, Mrs Pearson, Poppy and Wagland

Substitute Members

Cllrs Aspinell, Dr Barrett, Mrs Hones, Kendall, McLaren and Russell

Agenda

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Live broadcast

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Jonathan Stephenson
Chief Executive

Town Hall
Brentwood, Essex
25.01.2022

Information for Members

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.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

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A Member who is not a member of the Committee may speak at the meeting. 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.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

Point of Order/ Personal explanation/ Point of Information

Point of Order

A member may raise a point of order at any time. The Mayor 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 Mayor on the point of order will be final.

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 Mayor on the admissibility of a personal explanation will be final.

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 Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate. If the Mayor 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 Mayor on the admissibility of a point of information or clarification will be final.

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 **Evacuation Procedures**

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Minutes

Policy, Resources & Economic Development Committee Wednesday, 24th November, 2021

Attendance

Cllr Hossack (Chair)	Cllr Mrs Pearson
Cllr Parker (Vice-Chair)	Cllr Poppy
Cllr Barrett	Cllr Wagland
Cllr Mynott	

Apologies

Substitute Present

Cllr Aspinell (substituting for Cllr S Cloke)
Cllr Kendall (substituting for Cllr Lewis)

Also Present

Cllr Mrs Hones
Cllr Barber
Cllr Bridge
Cllr Gelderbloem
Cllr Mrs Pound
Cllr Reed
Cllr Tanner
Cllr White

Officers Present

Phoebe Barnes	- Corporate Manager - Finance
Greg Campbell	- Corporate Director (Environment & Communities)
Russell Clinker	- Senior Asset Manager
Phil Drane	- Corporate Director (Planning and Economy)
Zoey Foakes	- Governance & Member Support Officer
Amanda Julian	- Corporate Director (Law and Governance) and Monitoring Officer
Nichola Mann	- Corporate Manager - Human Resources
Jane Mitchell	- Senior Procurement Officer
Jonathan Stephenson	- Chief Executive
Steve Summers	- Strategic Director (Deputy Chief Executive)

Jacqueline Van - Corporate Director (Finance & Resources)
Mellaerts
Richard Wilson - Commercial Consultant

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183. Apologies for absence

Apologies were received from Cllr Lewis with Cllr Kendall substituting and Cllr S Cloke with Cllr Aspinell substituting.

184. Minutes of the previous meeting

The minutes of the Policy, Resources and Economic Development meeting held on 30th September 2021 were approved as a true record.

185. Ingatestone and Fryerning Neighbourhood Plan (2020-2033), Regulation 15

The 2011 Localism Act introduced new powers for local communities to produce neighbourhood plans, which can be used to guide and shape future development in an area. Once adopted a neighbourhood plan forms part of the statutory Development Plan for the area and it is used in the determination of planning applications.

Brentwood Borough Council approved the designation of the Ingatestone and Fryerning Parish as a Neighbourhood Plan Area in October 2017. The draft neighbourhood plan was published for consultation (Regulation 14) in September 2020. The Council responded to the consultation offering support of the neighbourhood plan but highlighted a that a Strategic Environmental Assessment (SEA) and Habitat Regulations Assessment (HRA) Screening Report was needed to comply with the Neighbourhood Plan Basic Condition. An SEA Screening Report has since been completed (Appendix B), and the environmental bodies consulted as required by the Neighbourhood Plan Regulations and guidance.

The neighbourhood plan was formally submitted to the Council under Regulation 15 (Appendix A). As set out in the Neighbourhood Planning Regulations, once a neighbourhood plan has been submitted and accepted by the Council under Regulation 15, the Council is then responsible for taking the plan through to adoption. Once adopted a neighbourhood plan forms part of the statutory Development Plan for the area and is used in the determination of planning applications alongside the Brentwood Local Plan and other material planning considerations, including the National Planning Policy Framework.

Jane Winter from the Parish Council came and spoke to the Committee on the plan. Cllr Hossack thanked Mrs Winter on the plan that had been received and would welcome neighbourhood plans from other Parish Councils or areas within the Borough.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1. Approve the formal submission of the Ingatestone & Fryerning Neighbourhood Plan under Regulation 15.

R2. Permit the Council to undertake a consultation on the neighbourhood plan as required under Regulation 16.

R3. Grant delegated powers to the Corporate Director (Planning and Economy) to make modifications to the neighbourhood plan as identified within the Basic Conditions Statement and determined through the examination process.

R4. Grant delegated powers to the Corporate Director (Planning and Economy in consultation with the Chair of Policy, Resources and Economic Development Committee, to authorise the neighbourhood plan referendum process (Regulation 19).

Reasons for Recommendation

The Parish Council had met all the criteria as outlined within the Neighbourhood Planning (General) Regulations (as amended), including the Basic Conditions, to proceed to Regulation 15, where the plan would now become the Borough Council's responsibility to take the neighbourhood plan through to adoption.

The Council is responsible for undertaking a consultation of the Neighbourhood Plan (Regulation 16). Once the public consultation has concluded and representations on the Neighbourhood Plan have been received, the Council should submit the Plan and any proposed changes considered appropriate along with the supporting documents to the Planning Inspectorate for examination on behalf of the Secretary of State. This is Regulation 17 stage. Submitted documents should include the Neighbourhood Plan, Basic Conditions Statement, SEA Screening Opinion Report, and Consultation Statement. The Council must also include details of the representations made from Regulation 16 and a summary of the main issues raised.

Delegated authority for the Corporate Director (Planning and Economy) is sought to make modifications to the neighbourhood plan as determined to be necessary through the examination process and authorise the neighbourhood

plan referendum. This is recommended as the most efficient way of progressing the Neighbourhood Plan towards adoption, consistent with planning practice guidance to undertake this work swiftly

186. Corporate Strategy 2021-22 Key Objectives Update

The Council's Corporate Strategy 2020-25 was agreed at Ordinary Council on the 22nd January 2020, (Min 353 refers). The Corporate Strategy sets out the council's ambitions for a 5-year period. An Annual Review of the plan was undertaken and Key Objectives for 2021-22 were approved by Ordinary Council on the 10th March 2021. (Min 723 refers).

This report sought to update members on the progress of the Corporate Strategy 2021-22 key objectives. The details of the update are set out in Appendix A.

Members discussed and asked questions based on the update within Appendix A.

This item was for information only and no voting was required.

187. Procurement Strategy

This report asked Members to approve the Council's Procurement Strategy (the Strategy) for 2020 to 2025.

During the discussion, Members asked officers if some questions could be added/amended at the evaluation level to include questions on any association to Council Members and/or employees.

Members also wanted the wording "and contribute to the Council goals" included within the "Protecting our Environment" section of the policy.

Amendments would also be required in relation to the carbon neutral agreement inline with the Councils carbon neutral agreement.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1. Approve the Procurement Strategy for 2020-2025.

R2. Delegate authority to the Monitoring Officer to make amendments if required.

188. 2022-23 Budget Consultation Response

The report provided information on the budget consultation exercise for 2022/23 that was undertaken with residents and businesses. The purpose of

the report is for committee members to review its contents and consider the outcomes from the consultation.

This is for information only so no voting was required.

189. 2022/23 Medium Term Financial Forecast and 2020/21 Mid-Year Review

The Medium-Term Financial Strategy (MTFS) sets out the key financial management principles and budget assumptions. It is then used as the framework for the detailed budget setting process to ensure that the Council's resources are managed effectively to meet its statutory responsibilities and deliver the priorities of the Council, over the medium term.

The current draft forecast as outlined in the report is to aid Members in understanding the basis of what is known now, the financial trajectory of the Council and identifying actions that can be taken to address the continuing deficit of resources over expenditure. These actions may involve Members having to take difficult decisions to address the budget gap.

The report also provided the Policy, Resources & Economic Development Committee with an update to the 2020/21 General Fund Revenue budget, Housing Revenue Account and Capital program as well as the Treasury Management Mid-Year Review 2020/21.

This is for information only so no voting was required.

190. Fees & Charges

The Chair deferred this item to the next Policy, Resources and Economic Development Committee meeting.

191. Review of Local Council Tax Discounts

In March 2021, following a motion at full Council by the Labour group which was accepted in February 2021, PRED resolved to review Council Tax Discretionary Discounts and report options to a future PRED Committee.

In September 2021, Members reviewed the options available and agreed to consult with residents on three discretionary discounts to make amendments to the scheme of Council Tax Discounts and Premiums with effect from 1 April 2022, using discretionary powers granted by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.

The report outlined the results from the consultation and proposed changes to the scheme.

After a full discussion, Cllr Hossack **MOVED** and Cllr Barrett **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1.

A) Remove the Council Tax discretionary discount for Empty and unfurnished properties from 1 April 2022.

B) Remove the Council Tax discretionary discount for Second Homes from 1 April 2022.

C) Not change The Council Tax discretionary discount for Empty & Uninhabitable properties from 1 April 2022.

Reasons for Recommendation

Properties that are vacant for long periods of time, can lead to problems with squatters, anti-social behaviour and have a direct impact on the amount of housing available in the Borough. The removal of these discounts would incentivise the owners to bring properties back into use and occupation with less delay.

Currently two local Council Tax discounts the Council were reviewing to remove are costing Brentwood Council £13,519 per annum, and the precepting authorities collectively £113,344 per annum. This would generate additional income to the collective Councils to reinvest within their services.

Legislation will still allow the Council to award discretionary support to people in exceptional circumstances and each request will be given due care and consideration and assessed on its own merits.

A vote was taken on Standing Orders and it was **UNANIMOUSLY AGREED** to extend the meeting for half an hour.

192. Equality, Diversity and Inclusion Policy

The report was to introduce the Council's updated Equality, Diversity and Inclusion Policy (the policy) for 2021 to 2024. The Council has a statutory obligation to implement the Equality Act 2010 (the Act) provisions into its working practices which the updated policy does.

During discussion on the report, Cllr Kendall **MOVED** a recommendation which was **SECONDED** by Cllr Mynott that:

“All Members of Brentwood Borough Council buy into the Equality, Diversity and Inclusion Policy.”

A vote was taken and the motion was **LOST**.

Cllr Hossack **MOVED** a motion and was **SECONDED** by Cllr Parker that:

“Members note the Equality, Diversity and Inclusion Policy”.

A vote was taken and the motion was **CARRIED**.

193. Staff Values and Behavioural Framework

The Council's Corporate Strategy is primarily delivered by our number one resource: people. The delivery of any strategy is dependent on people and their organisational culture. As part of encouraging a positive team culture and to consider how we can deliver strategic objectives, a staff Values and Behavioural Framework has been developed.

Following workshops led by a range of staff across the organisation and subsequent internal consultation, we have arrived at four corporate values:

- Nurture
- Belong
- Smart
- Dynamic

These values are defined and supported by behaviours (Appendix A).

It was recommended that Members endorse these values and consider how they might be formally implemented in Council policy and guidance regarding member/officer engagement.

The Chair thanked Mr Drane and officers for the work that had gone into this and contributing to how they want to operate as an organisation.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1. Endorse the Values and Behavioural Framework for staff, set out in Appendix A.

R2. Approve that the Council considers ways to integrate the values and behaviours as part of officer and member engagement, through the review of relevant Council policy and/or guidance, and to be reported back to Policy, Resources and Economic Development Committee.

Reasons for Recommendation

Much effort has been made to identify and communicate these values, including ongoing work to achieve staff buy-in. It is important that Members endorse the framework as part of integrating the values in a positive Team Brentwood culture and to make them more prominent across the organisation.

There is an opportunity to consider how these values can be expanded to apply to Members when engaging with officers. Therefore, it is recommended that this be further considered and reported back to Policy, Resources and Economic Development Committee.

194. Economic Development Strategy 2021-2025

The Council's Corporate Strategy 2020-25 was adopted in January 2020 and outlined the Council's key corporate priorities and objectives. A key priority is to grow our economy. The report sought approval to adopt an Economic Development Strategy 2021-2025, which will complement and underpin the Corporate Strategy.

The Economic Development Strategy provides greater detail on how we will grow the economy, combined with other priorities to protect our environment, develop our communities, improve our housing, and deliver an effective & efficient council.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED**.

Members are asked to:

R1. Adopt the Economic Development Strategy as set out in Appendix A.

R2. Approve that delegated authority be given to the Corporate Director of Planning and Economy, in consultation with the Chair of Policy, Resources and Economic Development Committee, to make minor artwork and formatting changes to the Economic Development Strategy in advance of publication.

Reasons for Recommendation

The Economic Development Strategy 2021-2025 is critical to the delivery of the Corporate Strategy 2020-2025.

A vote was taken on Standing Orders and it was **UNANIMOUSLY AGREED** to extend the meeting for half an hour.

195. Brentwood Business Growth Grant

Since November 2020, central government had provided £2.99m to Brentwood Borough Council as part of its Additional Restrictions Grant (ARG) fund allocation. To date five rounds of Additional Restrictions Grants had been distributed totalling £2.72m.

With the remaining £250,000 of ARG funding, (Subject to final reconciliation) it is recommended that a new Brentwood Business Growth Grant is created to support local businesses who are looking to scale and grow within the Borough post-pandemic.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1. Approve the Brentwood Business Growth Grant policy, set out in Appendix A.

Reasons for Recommendation

To create a level playing field, this new ARG policy encourages businesses of any size or sector to put forward growth projects for funding. Grant applicants will be asked to detail how their project will create new jobs, safeguard existing jobs, increase turnover and bring new skills into the businesses.

Businesses can apply for up to £10,000 of ARG funding to support their projects.

Backing Essex Business, fully funded by Essex County Council, offers up to 12 hours of free business support. Their advisers can assist Brentwood businesses with analysing viable project options before submitting their grant applications.

The Brentwood Business Growth Grant can be used by local businesses as matched funding to help them unlock further grants from organisations such as Low Carbon Across South Essex (LoCASE) or South East Business Boost (SEBB).

Increasing new jobs, safeguarding existing jobs, increasing turnover and bringing new skills into the borough helps meet the Council's corporate objectives.

196. Southend Local Plan, Refining the Options consultation (Regulation 18)

The report sought approval on a formal to the Southend Local Plan, Refining the Options consultation (Regulation 18). This conveys broad support of Southend's aims in preparing a new local plan. The Southend Plan was currently at the early stages of the plan-making process with little specific details provided on the strategic approach for the area.

The Refining the Options consultation document made it clear that Southend Borough was unable to meet its full housing needs. Southend had formally asked if Brentwood Borough Council were able to take any of Southend's unmet housing need. The proposed response highlighted the Brentwood Borough limitations to doing so being wholly within Green Belt. Both authorities are members of the Association of South Essex Local Authorities (ASELA) and there is ongoing joint working regarding cross-boundary issues such as unmet needs.

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED UNANIMOUSLY**.

Members are asked to:

R1. Approve the response to the Southend Local Plan, Refined Options consultation (Regulation 18), as set out in Appendix A

Reasons for Recommendation

Southend Council is at the early stages of the plan-making process. No policies or site allocations have been proposed as part of this consultation and so the proposed response focuses on high-level strategic issues.

It is considered appropriate that the Council express broad support for Southend Council's efforts to develop a local plan in accordance with national policy and guidance, and the commitment to continue collaboration through the duty to cooperate on strategic planning matters that affect South Essex.

197. Urgent Business

There were no items of urgent business to discuss.

198. Exclusion of press and public

The public were excluded from the meeting for the item of business on the grounds that the disclosure of exempt information as defined in Schedule 12A of the Local Government Act 1972 was involved.

The Chair closed the meeting to press and public and continued the meeting in private session.

199. Hutton Community Centre - EXEMPT

After a full discussion, Cllr Hossack **MOVED** and Cllr Parker **SECONDED** the recommendations in the report. A vote was taken and it was **RESOLVED**.

A vote was taken on Standing Orders and it was **UNANIMOUSLY AGREED** to extend the meeting for half an hour.

200. Seven Arches Investments Limited 2020/21 Business Plan

The report presented the 2020/21 SAIL annual directors report and quarterly health check for Seven Arches Investments Limited (SAIL) to Committee.

The item was for information only and no voting was required.

The meeting concluded at 22.30.

Committee(s): Policy, Resources & Economic Development Committee	Date: 2 February 2022
Subject: South Essex Parking Partnership – Proposed New Term for the Partnership Agreement	Wards Affected: All
Report of: Greg Campbell – Director of Environment & Communities	Public
Report Author/s: Name: Michael Dun Telephone: 01277 312669 E-mail: mike.dun@brentwood.gov.uk	For Decision

Summary

The current 11-year term of the South Essex Parking Partnership (SEPP) Joint Committee Agreement ends on 31 March 2022. The purpose of this report seeks approval from the Council to a new offer from Essex County Council (ECC) to continue the operation into a new term under a new Joint Committee Agreement, commencing on 1 April 2022. The proposed term is five years with the option to extend a further twelve months on three consecutive occasions.

The proposed Agreement was considered by the SEPP Joint Committee on 28 October 2021. It unanimously supported its proposed terms and recommended that its constituent councils formally approve them

Recommendation

That Members formally agree to the proposed terms of the new offer from Essex County Council to enter into a new South Essex Parking Partnership Joint Committee Agreement from 1 April 2022. Refer to Appendix A for details of the proposal.

Main Report

Introduction and Background

1. Essex County Council is the authority responsible for the enforcement of decriminalised on-street parking contraventions. Since 2011, these functions have been discharged through two Joint Committees: South Essex Parking Partnership (SEPP) and North Essex Parking Partnership (NEPP).
2. The operations delivered by SEPP are governed by a Joint Committee Agreement signed up to by the following partners: Basildon Borough Council, Brentwood Borough Council, Castle Point Borough Council, Chelmsford City Council (Lead Authority) Rochford District Council and Essex County Council.

3. The Joint Committee Agreement also provided the scope for the Partnerships to take responsibility for the maintenance of parking related signs and lines and the implementation of relevant Traffic Regulation Orders (TRO).
4. The current Joint Committee Agreement commenced 1 April 2011, and will expire on the 31 March 2022.
5. Prior to the current agreement on-street parking enforcement arrangements were operating with a deficit of £900,000, and there was minimal investment. This situation has been reversed by the Partnership; to date, it has exceeded its aims and ambitions and successfully developed an operational model which fully funds and delivers the core parking enforcement operation. The year on surplus achieved from this operation has enabled suitable funding to cover the cost of the TRO operational costs (£172,000) and provide an annual budget of £200,000 for the essential maintenance of parking related road signs and road markings and for the introduction of new parking schemes which require a new TRO.
6. The operational and financial performance of the Partnership has provided a solid foundation to continue the operation and maintain the essential level of investment into a new agreement considering both the needs of ECC and the Partnership. **Appendix B** lists the achievements and benefits of the partnership.
7. On the proviso that the Agreement is extended; the Service Level Agreement (SLA) between Corporate Enforcement and SEPP will continue to be reviewed annually. The SLA has been a very successful partnership, with over 76 enforcement patrols undertaking annually outside of core working hours.
8. The partnership (refer 1.7) will be reinforced with the creation of the Community Hub, based at the Town Hall. SEPP will relocate from the multi-storey car park to the Community Hub, joining other agencies. This involvement of the partnership will embrace complementary skills and knowledge.

Issue, Options and Analysis of Options

9. In November 2020 the SEPP and NEPP Chairmen received a letter from the Cabinet Member for Highways setting out an initial proposal to set up a project

team with the view to providing some recommendations for a new working model to take forward into a new agreement.

10. ECC acknowledged that the Parking Partnerships had been a great success and were keen to continue this working relationship with a new proposal that would specifically include:

- a surplus sharing model for the new arrangement
- plans and ideas for innovation and technology
- how cost efficiencies could be delivered in future

11. A project team consisting of nominate officers from ECC, NEPP and SEPP in consultation with the NEPP and SEPP Chairmen and the Cabinet Member for Highways, collectively agreed a new working proposal for a new term of a Joint Committee Agreement. The agreed officer proposal is summarised as **Appendix A** to this report.

12. On 21 September 2021, a report was presented to the ECC Cabinet with a proposal to agree to enter into joint committee agreements under which the Council (ECC) delegates civil parking enforcement to the two area Joint Committees with the same areas as the current joint committees. This will be under the terms of the proposal at **Appendix A** for a period of five years with an option to extend for a further twelve months on three consecutive occasions.

13. A formal letter of offer setting out this proposal was sent to the SEPP Chairman on 17 October 2021.

14. On 28 October 2021 the SEPP Joint Committee approved the proposed new working arrangements and accepted the formal offer from ECC to enter into a new Joint Committee Agreement under the terms of the proposals contained in **Appendix A**.

15. The Committee authorised the SEPP Manager to agree the terms of the new Joint Committee Agreement in consultation with each of the SEPP partner authority lead officers and the lead authority (Chelmsford City Council) legal representative.

16. Each Joint Committee Member is now asking their respective councils to formally approve continued membership of the SEPP under the terms of the new offer; this will also be subject to the new Joint Committee Agreement being signed. Each partner council has been asked to provide written notice of its decision, to the SEPP Manager, no later than 31 January 2022. Please note, that the SEPP Manager is aware that Brentwood Borough Council Members will make their decision on the 2 February 2022.

Consultation

None

References to Corporate Plan

17. The Agreement meets the key priority, 'Delivering an efficient and effective council', whereby services offer value for money and meet the needs of our residents.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)
Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

18. The SEPP annual business plan for 2022/23 recommends an allocation of £300,000 of the Joint Committee to be held in reserve to mitigate any risk of a deficit position to the partners, so as long as in the unlikely event deficits are contained/managed within this reserve, there is no adverse effect to Brentwood Council.
19. The new arrangements include a surplus sharing model, whereby any surpluses generated at the end of every financial year will be applied across three key areas, split into three parts highlighted in Appendix A. There is a likely surplus of £1.3m under the current Joint Committee which will be transferred over the new Joint Committee and the seven members will potentially benefit from this in time.
20. Discussions are currently ongoing with SEPP for the change of office space from the Multistorey car park to the Community Hub within the Town Hall.
21. It should be noted should the Council withdraw from the Agreement; the SLA between SEPP and Corporate Enforcement would not be renewed and by consequence the Council would lose c£33,000 pa of revenue.

Legal Implications

Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer

Tel & Email: 01277 312500/amanda.julian@brentwood.gov.uk

22. The Service Level Agreement is a binding contract that will enable the Council to legally enter into the partnership with the other local authorities. By reviewing from time to time the Council will ensure that it is not disadvantaged by any terms and conditions contained within. Any further SLA with Essex County Council will be subject to legal advice as required.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning and Economy)

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

23. There are no direct economic implications, although positive maintenance of parking management arrangements can contribute indirectly to the attractiveness of the local environment, both physically and in terms of the economy.

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

Background Papers

None

Appendices to this report

Appendix A: Proposed new working arrangements for a new term of the Joint Committee agreement.

Appendix B: Benefits of Partnership working

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Proposed new working arrangements for a new term of the Joint Committee Agreement.

1.1 The proposals reflect a joint officer approach discussed by all partners for taking forward as the recommended approach for the future of on street parking arrangements in Essex.

1.2 The proposed operational model has been developed to introduce two financial models for different aspects of the services being provided. The first model applies to the current operational services being delivered by The South Essex Parking Partnership which are covered by the Joint Committee Agreement. The second model is for new Essex County Council (ECC) services that may be added to the Parking Partnership under separate arrangements such as a service level agreement.

2: Term of the new agreement

2.1 The proposed term is five years with the option to extend a further twelve months on three consecutive occasions.

3: Business model to deliver the current services covered by the Joint Committee Agreement.

For current services it is proposed that the surplus generated at the end of every financial year will be applied across three key areas split into three parts.

Part 1

3.1 The principle in Part 1 ensures the maintenance of a suggested deficit reserve of up to £400,000 per partnership (agreed by the Parking Partnership Managers). This level of reserve must be maintained (and topped up as appropriate) before any surplus is moved into the second and third parts. The level of reserve will be monitored through the quarterly meetings. Provided that this reserve is maintained (which is the priority), this minimises the deficit risk to all members of the partnership, which was an issue at the outset of the original joint committee agreements.

Any surplus generated after any calls to maintain the Part 1 deficit reserve at the agreed level will be split on the following basis between Part 2 (55%) and Part 3 (45%) subject to the conditions of part 2 below.

Part 2

3.2 Part 2 is used for local needs as set out in the annual business plan and specifically; a) the operational and funding costs for TROs and the essential maintenance of parking related signs and lines and; b) innovation around different ways to manage parking within each partnership. This reflects the existing arrangements within the joint committee agreement. Any capital / innovation funds required above the level agreed in the annual business plan that cannot be contained within Part 2 can be

bid for in Part 3 and will be considered on merit against other county-wide priorities.

3.3 It is recognised that there are fixed and ongoing commitments in relation to ongoing TRO costs therefore any in year surplus must cover the below costs (see **table 1** below, Part 2 Breakdown). Therefore, a priority is to ensure that these costs are always covered within the 55% split.

3.4 In the event that the 55% share does not cover the required costs in the table below, those costs will be covered but the remainder will be allocated to Part 3.

Table 1 -Part 2 breakdown	SEPP
a) TRO delivery (operational and funding costs plus essential maintenance of parking related signs and lines)	*£372,000
b) Innovation to manage on street parking	*£56,000
TOTAL ANNUAL CAP	*£428,000

*These figures will be reviewed on an ongoing basis and any changes will be agreed between ECC and the Lead Authority

Note: The surplus generated in one year will be allocated for spend in the subsequent year.

Part 3

3.5 The principle in **Part 3** is to cover Essex wider strategic highways priorities and is proposed to be governed through a new Strategic Panel. It is proposed the new Panel is led by the ECC cabinet member, with the two chairmen possibly with one other member from each of the three partners. Any surplus achieved in this area from NEPP and SEPP will be directed towards county-wide priorities within the respective areas, still in line with section 55 of the RTRA 1984. ECC will work with the two Lead Authorities to develop the assessment criteria for bids for this funding. Bids will be put forward by officers from both the partnerships and ECC.

4: SEPP Operational surplus - carry forward into new arrangement

4.1 Any surplus remaining at the end of the current Joint Committee Agreement will transfer into the new arrangement but will remain the sole responsibility of the SEPP Joint Committee to determine how this surplus is used and allocated in accordance with Section 55 of the RTRA 1984.

5: Management of deficit under the new arrangement

5.1 In the unlikely event that an operational deficit presents itself, which is not able to be contained by the current business plan (i.e. the deficit reserve or by cessation of spending in part 2 and part 3 or reducing any other part of operational expenditure as appropriate), then the remaining deficit will be supported on an equal basis by each of the seven members of the SEPP Joint Committee.

5.2 The SEPP Annual Business Plan for 2022-23 to be presented to the Joint Committee at its meeting in December 2021 will recommend the allocation of £300,000 of the Joint Committee held reserve fund to mitigate any risk of a deficit position to the Partners.

6: Service delivery of other functions and new initiatives on behalf of ECC

6.1 In addition to the functions covered in the Joint Committee Agreement there is the opportunity for the Partnership to deliver other functions and initiatives on behalf of ECC.

The additional functions that have jointly been agreed in principle with the parking partnerships are:

- the rollout of the Park Safe project (to promote safe parking outside school clearways, monitored in real time by civil enforcement officers (CEOs) viewing cameras located in optimum locations close to the school)
- additional on street Pay & Display (P&D) parking

The model for these projects is detailed in detailed in **Table 2** – these are not included within Parts 1, 2 and 3 above as they will be delivered under a separate arrangement to be agreed.

Table 2

Description	SEPP
On Street P&D Parking: a) existing sites	All expenditure and income remains in the SEPP account and contributes to parts 1,2&3
b) additional sites	Equipment investment and on-going maintenance costs funded by ECC
	Income (P&D) to ECC; No SEPP management or operational costs to be charged to ECC but SEPP will retain all PCN income
	Where ECC don't want to pursue any proposed new sites but the Joint Committee do, the Joint Committee will fund the implementation of the schemes and the income contribute to parts 1, 2 and 3 of the new working arrangements.
Park Safe (outside schools):	Camera equipment investment and maintenance cost, plus agreed SEPP management cost for SEPP to operate the function to be funded by ECC. ECC retain PCN income

7: Possible future initiatives

7.1 The agreement will also set out a basis for other activities to be incorporated in the future – e.g. discretionary disabled badge holder bays, enforcement on highways outside country parks, Traffic Management Act 2004 Part 6 moving traffic offences and electric vehicle charging points, should ECC wish to pursue any of the above. This list is not intended to be exhaustive and these will be reviewed on a case-by-case basis in line with the appropriate procurement and subject to separate arrangements.

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This note provides an update on the benefits of Partnership working since launching on 1st April 2011.

1. Financial aims

- Reduce the 2010/11 £378,000 annual deficit under previous agency agreements
- Achieve an overall financial account to operate parking enforcement and the Traffic Regulation Order (TRO) function at zero deficit, while maintaining a high level of service provision and supporting the core principles of the Traffic Management Act 2004
- Maintain a reserve of £300,000
- Utilize any surplus in accordance with Section 55 RTRA 1984 to create an operational fund to invest back into the enforcement and TRO function and maintain the long-term business plan.

2. Allocation of operational fund to manage the TRO function

- Surplus carefully managed to date ensuring the cost of operating the TRO function could be realistically achieved without the risk of operating the overall function in a deficit position. Since 2015 this has enabled the withdrawal of financial support from ECC for the TRO function.
- Annual TRO operational costs of £172,000 and £200,000 budget allocated annually for the essential maintenance of signs and lines and the implementation of traffic management schemes which require a TRO
- Since 2015 a total of £1,624,000 from the SEPP account has been allocated to cover these costs.
- Level of reserve to be maintained, increased from £200,000 to £300,000 to offset any future risks to the account.

3. Joint Committee approved funding from SEPP operational fund.

- £14,000 for new Response Master System
- £120,000 for new handheld computer (HHC) equipment and printers for CEOs
- £18,000 for new CCTV car and associated equipment for Basildon
- £27,000 for new CCTV body worn cameras to improve CEO safety and wellbeing
- £85,000 for replacement of on-street pay and display
- £80,000 to launch and the on-going delivery of the new School Parking Initiative (3PR) at zero cost to the schools
- £150,000 to complete a review of all existing parking restrictions for compliance and the introduction of a new digital TRO mapping system.
- £76,000 to engage in partnership working arrangements with partner councils to provide additional enforcement coverage in known problem areas outside of normal core working hours.
- £816,000 allocated to the seven partner authorities (£116,000 each) to invest in local highway and car parking schemes within their respective areas in accordance with Section 55 of the RTRA 1984

4. Improvements and projects implemented

- A Partnership working model, ensuring partners maintain an influence on local parking matters.
- Response Master System installed and linked to the Partnership Discretion Policy providing a consistent outcome and response to letters of challenge against a Penalty Charge Notice
- New virtual resident permit system introduced across all Partnership areas, offering a quick, flexible and convenient method for residents to manage their permit allocation via an on-line account.
- Central back office, central TRO team and area-based CEOs - offering consistent working practices, across the Partnership areas
- Central policies providing consistency and transparency on how and why the Partnership operates parking enforcement
- Staff welfare improvements with the introduction of CCTV body worn cameras for CEOs
- New HHC equipment, issued to all CEOs, with built in camera and real time data, streamlining and improving the administration process.
- Good working practices shared between the North and South Partnerships.
- Dedicated staff resource introduced to manage new projects, review current, new and best practice, develop and maintain the website and support the various Partnership IT functions
- Introduction of the award-winning School Parking Initiative called 3PR, the 3 parking rules [3PR UC – Care, Caution & Consideration](#)
- MiPermit cashless payment solution available on all on-street pay and display machines
- New TRO digital mapping system, all TROs across the Partnership are now digital and mapped and checked for compliance and available to view on-line via the Traffweb portal
- Off-street parking enforcement arrangements with Chelmsford, Basildon and Castle Point to deliver enforcement coverage in public car parks offering greater staff resilience and patrol coverage.
- Service level agreements with Brentwood and Maldon to utilise their community safety officers to deliver parking enforcement on behalf of and in partnership with SEPP outside of core operational hours

5. Current enforcement projects

- Enforcement of resident permit zones using Automatic Number Plate Recognition (ANPR) equipment to validate permits
- Exploring the merits of parking bay sensors for a data led enforcement approach
- Implement wave and pay credit / debit card payments on pay and display machines to move to a totally cashless solution

6. Benefits of Partnership working

- Maintaining local influence on parking and enforcement matters
- Achieving an overall financial account to operate parking enforcement and the Traffic Regulation Order (TRO), maintaining a surplus position to invest back into the operation and essential traffic management schemes.
- Maintaining a high level of service provision and supporting the core principles of the Traffic Management Act 2004
- The provision of traffic management schemes which meet the aims and objectives of the Parking Partnership and are fit for purpose
- Greater consistency of the application of TROs across the Partner areas
- A higher level of consistency with maintaining signs and lines ensuring compliance for enforcement purposes.
- Partnership lead officers contributing to the development of the Annual Business Plans, the allocation of the operational fund and the implementation of essential traffic management schemes within their respective areas
- Partnership working with partner authority community safety teams to co-ordinate joint patrols

7. Risk if a partner authority withdraws from the Partnership

One of the key benefits of the Parking Partnership has been the ability for Joint Committee Members and Lead Officers to retain influence and input regarding parking matters within their respective areas. The success of SEPP to date has been the contribution of the Joint Committee Members and Lead Officers, from each partner area, providing valuable input into the development of the Annual Business Plans, formulating high level Risk Assessments and approving policies and procedures which meet the aims and objectives of the Parking Partnership. In addition, all new proposals for new Traffic Management Schemes are subject to local decision by the respective area officers and Joint Committee Members for final decision and approval.

The Joint Committee Members recognise the benefits of this Partnership working model and have indicated support to continue into a new Joint Committee Agreement from 1 April 2022. This will enable the Joint Committee to build on the successes achieved to date and to develop the Partnership further.

If a Partner Authority decides to withdraw from SEPP at any time, the delegated functions for on-street parking enforcement, TROs and signs and lines maintenance would still be delivered within that geographical area by SEPP but without an elected Member from that Authority being part of the Joint Committee.

Committee: Policy, Resources and Economic Development Committee	Date: 2 February 2022
Subject: Financial Initiatives Group (FIG)	Wards Affected: All
Report of: Steve Summers, Strategic Director (Deputy Chief Executive)	Public
Report Author: Name: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) Telephone: 01277 312 500 E-mail: jacqueline.vanmellaerts@brentwood.gov.uk	For Information

Summary

Members will be aware that one of the key objectives within the Council's Corporate Strategic Plan 2020-2025 is to sustain £1 million revenue via commercial activities to reduce the council's revenue budget gap.

To assist with this objective and meet the targets set out in the Council's Medium Term Financial Strategy and build on the initiatives already developed it was considered appropriate to introduce a member's cross working party, re-named Financial Initiatives Group (FIG) to review and develop financial initiatives for presentation to and consideration by this committee.

On 30 September it was resolved at this committee to set up formal cross party members Financial Initiatives Group (FIG) and the Terms of Reference were agreed.

Main Report

Introduction and Background

1. The Medium-Term Financial Strategy (MTFS) is agreed annually as part of the Budget cycle at Ordinary Council at the end February/early March.
2. Several revenue income making proposals have already been developed over several years by the Council including the introduction of a wholly owned company and various asset management initiatives.
3. To assist in meeting the targets as set out in the Council's MTFS and build on the revenue generating initiatives already in place it was agreed that a cross party Members working group is developed ensure that all opportunities are considered.

4. On 30 September 2021, Terms of Reference were agreed which set out the purpose, scope, membership and reporting arrangements of the working group.
5. The terms of reference agreed that the working group would consist of two Conservative members and two opposition members.
6. Leaders were asked to put forward nominees for the group. After internal discussions, Labour Group and Liberal Democrats Group decided not to put forward any members. Conservative Group representatives are Cllr Hossack and Cllr White.

Issue, Options and Analysis of Options

7. On 29 November 2021, FIG met and discussed various initiatives put forward by Cllr White.
8. A total of 20 opportunities were identified in the meeting. Seniors Officers have reviewed further and identified 13 potential opportunities that could be taken forward and worked on in more detail.
9. The 13 opportunities have been identified in various classification groups and categorised by what could be potentially achievable in the short to medium term, as well as identifying what could deliver a High/Medium/Low financial return (see Table 1).
10. The financial classifications are:
 - a) Innovative Income Generation;
 - b) Commercialisation of existing services;
 - c) Grants;
 - d) Internal Culture;
 - e) Efficiencies; and
 - f) Demand.

Table 1: Opportunities Identified

No	Subject	Impact	Priority
Innovative Income Generation			
1	Regeneration fund	High	Short
2	Using leisure facilities to deliver services funded by public health budgets; thereby supplementing council income while enhancing the contribution that these services make to supporting health & active lifestyles.	Medium	Medium
3	Tapping into the events and filming industries. Councils have identified additional demand has been created in the community for other goods and services such as accommodation.	Medium	Medium
Commercialisation of existing services			
4	CCTV – Provide service to other public/private organisations	Medium	Medium
5	Environmental Health Officers – use with other authorities	Medium	Medium
Grants			
6	Dedicated Grant Officer resource	Medium	Medium
Internal Culture			
7	Participation in knowledge transfer programmes to share lessons, challenges and opportunities from local authorities taking an entrepreneurial approach to delivering services.	Low	Medium
8	Move to a 10-year, rolling budget that could be easily accessed and used by all to understand the impact of each decision to spend or save	Low	Medium
9	Use of the 4-yearly LGA challenge to get expert informal advice on strategy and direction.	Low	Short
Efficiencies			
10	Encouraging volunteers to form friends of parks groups, in order to offset direct resources.	Medium	Medium
11	Sharing services with other authorities.	High	Short
12	Purchasing groups based on a proposal to simplify the current process for procuring goods and services by each authority to a single process.	Medium	Medium
Demand			
13	Move election cycles to all-out reducing the cost of electoral service activities.	High	Short

11. Three opportunities have been identified as potentially high impact opportunities; however further detail is still required to ascertain what potential financial return is possible.
12. Four Opportunities have been identified that could be reviewed within the short-term using existing resources.

13. FIG will meet regularly (next meeting to take place in February – date TBC) and will monitor the progress of the identified opportunities and report further updates to the Policy, Resources & Economic Development Committee (PRED).

Consultation

14. None.

References to Corporate Plan

15. Delivering an efficient and effective council – Sustain £1 million via commercial activities to reduce the revenue budget gap.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)
Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

16. There are no direct financial implications arising from this report. The member Financial Initiatives Group (FIG) have identified potential ideas that could have future financial implications. Opportunities that have been identified will be worked on in further detail and monitored by FIG, who will in turn bring update reports to PRED Committee.

Legal Implications

Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer
Tel & Email: 01277 312500/amanda.julian@brentwood.gov.uk

17. The Council has various statutory provisions that enable us to trade, charge and make a profit.
18. The Local Authorities (Goods and Services) Act 1970 facilitates municipal trading, the Localism Act 2011 General Power of Competence enables us to do what an individual can do if there is no provision in any other legislation to prevent the activity. This means we can charge for discretionary services and can use commercial companies for trading purposes. There are also the powers under the Local Government Act 2003 s93 charging and s95 commercial trading.
19. The Council by working within the statutory framework available when exploring different solutions to reduce the revenue gap, will ensure any decisions made are transparent and within its powers.

Economic Implications**Name/Title: Phil Drane, Corporate Director (Planning & Economy)****Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk**

20. It is important to create a forum for the discussion of ideas that could generate new forms of income so that this can be reinvested in the local economy consistent with corporate strategy objectives to grow the economy.

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

None

Background Papers

None

Appendices to this report

None

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Committee(s): Policy, Resources and economic Development Committee	Date: 2 February 2022
Subject: Brentwood Regeneration Fund	Wards Affected: All
Report of: Ian Winslet, Strategic Director (Housing and Regeneration)	Public
Report Author/s: Name: Ian Winslet, Strategic Director (Housing and Regeneration) Telephone: 01277 312644 E-mail: ian.winslet@brentwood.gov.uk	For Decision

Summary

The Council, in its 'Brentwood 2025' Corporate Strategy, has stated 'Growing our Economy' as a central plank of its ambition and has committed to developing a culture that supports the creation of new enterprise, inward investment and the growth of existing business. Regeneration of housing and other sites in the Borough is central to this ambition and the Council is already directly delivering affordable housing to support local families and, in turn, their contribution to the local economy. The Council is now looking at how it might go further with this social purpose activity and proactively facilitate regeneration projects where sites are stalled and where some financial intervention, through a dedicated 'Regeneration Fund' might unlock development and help accelerate delivery.

Recommendation(s)

Members are requested to:

- R1. Approve the establishment of a 'Brentwood Regeneration Fund' to support commercial regeneration projects in the Borough. Subject to approval of the fund, specific opportunities for the allocation of fund finance will brought to this committee for consideration as they arise.**

Main Report

Introduction and Background

1. A proposed fund, with the working title 'Brentwood Regeneration Fund' focuses on the Council's desire to accelerate delivery and fast track regeneration that otherwise might take longer to materialise. The Council does not see that it has a role in replacing the proper activity of mainstream lenders and investors in the market, simply instead, acting as a lender to discrete local projects where regeneration would not take place without the Council's intervention. External advice on the proposal has been sought from:
 - a) Anthony Dearing of Radcliffe Chambers (Legal Counsel) – Legal and Vires
 - b) Arlingclose Ltd – Treasury and Financial

2. A new regeneration strategy currently in early development will, amongst other things, demonstrate this appetite for taking a proactive role in regenerating sites within the Borough using prudential borrowing after carefully assessing terms, anticipated return and risk, and due diligence.
3. Through a blended approach to investment, the Council will support the delivery of a range of commercial regeneration schemes and attempt to influence market conditions in Brentwood to create an increase in private sector investment in stalled sites. The principal driver for this activity is to achieve the Council's social purpose and strategic regeneration ambitions and is therefore activity which falls outside of the definition of 'investment for yield' which, if that were the case, might preclude the use of PWLB or other prudential borrowing for such activity. A formal view on this critical point has been sought both from legal and treasury advisors and both are confident that the Council can rely upon this activity being excluded from the investment for yield definition.

Primary Objectives

4. The primary objectives of the Council's fund are to support delivery and to provide access to appropriate 'Regeneration Funding' to pump-prime development activity within Brentwood Borough. In summary the main objectives being pursued are:
 - a) To provide targeted social purpose investment using prudential borrowing to kick start regeneration and help to bring forward projects that produce new homes or other economic benefit as outlined in the Council's Corporate Strategy.
 - b) To ensure that there is no additional pressure on General Fund as a result of this activity.
 - c) To ensure that any funding provided by the Council is flexible, attractive to the market but recoverable.
 - d) To ensure that any funding decisions are taken based upon robust appraisal processes and due diligence to manage risk and optimise the deployment of Council resources for its regeneration ambitions and social purpose.
 - e) To allocate Council resources to unlock third party investment that would not otherwise have come forward and increase the pace of delivery than would otherwise have been the case.

Legal Consideration

5. The Council has taken specific legal advice on the proposal. In Summary, the Council has the power to invest relevant to its functions under any enactment, or for the purposes of the prudent management of its finances under Section 12 of the Local Government Act 2003. The council has a general power to borrow under Section 1 of the Local Government Act 2003. The Council intends to borrow from

the Public Works Loan Board or in the form of other prudential borrowing and provide debt finance under Section 12 of the Local Government Act 2003.

Financial Considerations

6. Financial and treasury advice been taken on the proposal. In summary, the advice received confirms that the Council can undertake this activity within set principles and subject to detailed due diligence and assessment of individual opportunities for on-lending. The financial principles proposed to be adopted and upon which advice has been sought are:
 - a) The Council will use its LA to LA or PWLB borrowing capacity to support local private sector regeneration activity through loans to support SME developers that cannot, for whatever reason, obtain mainstream borrowing.
 - b) Activity be undertaken within CIPFA guidance on PWLB borrowing for housing and regeneration activity.
 - c) Specific on-lending to be within strict criteria for schemes, total exposure, minimum and maximum lending, planning in place and other risk criteria satisfied as agreed by Members.
 - d) After proper due diligence is undertaken as any lender might.
 - e) That on-lending is undertaken at market compatible rates and that security, either against the asset within the project, or a floating charge on other assets, are in place.
7. In addition, it is proposed that criteria for the 'portfolio' be also put in place so that total exposure does not fall outside of parameters set initially by this committee.

Initial investment criteria considerations

8. There are, as with all investments, risks associated with on-lending. Investment criteria will be set specifically to mitigate risk in the portfolio of activity and detailed due diligence undertaken on project opportunities before being presented to members for consideration. The following key criteria are recommended to mitigate risk in the overall on-lent portfolio. *Table 1* below.
9. Other project specific criteria will develop through analysis and discussion, and individual projects may have additional criteria applied after due diligence.

Table 1: Indicative Investment Criteria and Risk Mitigation

Attribute	Detail
Market Compatibility in lending criteria	To meet the Council's cost of activity and ensure it meets Subsidy Control criteria
Maximum total fund investment £100m and Individual project debt finance no less than £1m and no greater than £20m.	No one project exposure should be over 20% of the portfolio at full investment
Fund to be allocated by 'investment class' (i.e., housing, care, retail)	No one 'investment class' exposure should be over 35% of the portfolio at full investment
Planning Consent	Scheme must have Planning consent in place at the point of investment
Securitisation	All investment to be matched with asset security, floating charge, or a combination.
Lending term and delivery timetable	The maximum delivery timetable for a project is no more than 3 years from the date of investment and no loan will exceed a 3-year term.

Approval process for specific fund opportunities

10. Once a project has been identified as meeting the primary objectives outlined in paragraph 4 of the report, full assessment of the financial opportunity and due diligence will be undertaken specific to the opportunity. This will include but not be restricted to,
- a) A description of the scheme, opportunity, and proposed outcomes for the Council
 - b) A description of the body/person as loan recipient
 - c) Impact on the Council's Capital Funding Requirement (CFR)
 - d) A demonstration that the loan is part of an in-area regeneration scheme and that the loan is not being made for yield.
 - e) A demonstration that the opportunity complies with the wider prudential code
 - f) Calculation of a market complaint interest rate involving a full analysis of the loan counterparties financial strength as well as an understanding of the market in which it is operating in along with an understanding of any parent/group relationships. (Specialist external support will be engaged for this process)

- g) Fees, charges and cashflow predictions and risks over the life of the loan
- h) Proposed draft Heads of Terms for the loan agreement (specialist legal advice will be engaged for this purpose and for the loan agreement)
- i) How the portfolio meets the criteria outlined in paragraph 9 of the report (commencing once two loans are in progress)
- j) Confirmation that the section 151 officer is satisfied with the proposal

Consultation

11. Consultation has taken place with the Financial Initiatives Working Group and agreed proposals should be worked through and brought back to Committee.

References to Corporate Plan

12. The Council's Corporate Strategy 'Brentwood 2025' refers to 'Growing our Economy' as a central plank of its ambition and has committed to developing a culture that supports the creation of new enterprise, inward investment, and the growth of existing business

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) and S151 Officer

Tel/Email: 01277 312500 jacqueline.vanmellaerts@brentwood.gov.uk

13. The Financial considerations have been addressed within the report. A £20m fund has been allocated within the capital programme of the Council's Budget 2022/23 and the Capital Financing Requirement has been amended accordingly. However, the fund will not be drawn down on until specific proposals for the use of the fund are brought back to this Committee.

Legal Implications

Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer

Tel & Email: 01277 312500 amanda.julian@brentwood.gov.uk

14. The Council has the power, under the Local Government Act 2003, to set up this fund and to on loan as the main objective is not for yield but for regeneration and housing purposes. In setting the interest rates the Council will have regard to primary market rates to avoid State Aid and Subsidy Control issues.

Further legal advice will be provided as to the content of the loan agreements, to ensure that the necessary consents are obtained to satisfy the requirements of Part 8 of the Local Government Act 2003.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning & Economy)

Tel/Email: 01277 312500 philip.drane@brentwood.gov.uk

15. The Regeneration Fund proactively facilitates regeneration projects where sites have stalled through financial intervention to unlock development and accelerate delivery. This contributes to the Council's corporate priority to grow the economy. The Council is committed to developing a culture that supports the creation of new enterprise, inward investment and the growth of existing business. Regeneration of housing and delivery of development in the borough is a way to deliver economic growth, in addition to other corporate priorities such as developing communities and improving housing.

Background Papers

- Anthony Dearing Radcliffe Chambers– Legal Opinion
- Arlingclose Ltd – Financial and Treasury Advice

Appendices to this report

None

Agenda Item 6

Committee(s): Policy Resources & Economic Development	Date: 2 nd February 2022
Subject: Fees and Charges	Wards Affected: All
Report of: Phoebe Barnes, Corporate Manager (Finance)	Public
Report Author/s: Name: Phoebe Barnes, Corporate Manager (Finance) Telephone: 01277 312500 E-mail: phoebe.barnes@brentwood.gov.uk	For Decision

Summary

Fees and charges made by the Council for various services are reviewed on an annual basis by the relevant Committees relating to the services provided. During the municipal year Chairs of the relevant committees deferred the proposed fees and charges pending further review of the proposed charges considering the current economic climate and the increase in inflationary costs. Officers alongside chairs have reviewed and revised the fees and charges since they were deferred, and they are being brought in totality to the Policy Resources and Economic Development committee for approval. Recommended amendments to the fees and charges are incorporated into the budget setting process to take effect from the following financial year.

Recommendation(s)

Members are asked to:

R1. Agree to the proposed charges for 2022/23 as attached in Appendix A-E and recommend for approval at Ordinary Council on 23rd February 2022.

Main Report

Introduction and Background

1. The Council's has several fees and charges relating to the services it provides. As part of the budget setting process, these charges are reviewed on an annual basis. Whilst some of the fees and charges are statutory, and therefore determined through legislation., the Council must also review its charges for discretionary services to ensure that they reflect the current costs of service provision.

2. The individual charges that are being proposed are set out in Appendix A-E of this report.
3. As part of the Council's budget assumptions reported to this committee in June 2021, inflation was forecast at 1.9%. Since then, the financial climate has seen inflation raise to current highs of 5%.
4. Original Fees and Charges taken prior to this committee used 1.9% as minimum increase. Chairs felt that this increase was too low based on the financial climate and deferred the agenda item whilst officers reviewed their fees and charges and determined a suitable increase to ensure cost recovery was achievable.
5. HM Treasury Forecast as at November for CPI is tabled below, which officers used as a basis and to benchmark against.

2022/23	2023/24	2024/25
4%	2.6%	2.1%

6. As the Fees and Charges were deferred by the relevant committees, this committee is asked to review all the fees and charges for the Council broken down by the fees and charges that relate to the relevant individual committees.

Issue, Options and Analysis of Options

7. The proposed fees are based on a calculation of the costs involved in administering the various areas of work, apart from where there is statutory charge or where the fees are set by Government.
8. The Council where possible will adopt a full cost recovery of fees and charges.
9. It is proposed that all current non statutory fees and charges are increased by inflation. This is to reflect increase in costs to maintain the services. However, managers can increase fees and charges above this recommended percentage increase as long as the change can be justified within the supporting covering sheet to the appendix.
10. Within each appendix a covering sheet explains the following

- Objectives and rationale behind the fees and charges
- The proposed change in fee
- Justification for this revision
- Any benchmarking undertaken to aid in informing the level of charge
- Whether any consultation needs to be considered
- Expected income from the proposed fees and charges.

11. The fees and charges with proposed changes are:

Community & Health Committee

12. The schedules for this committee are set out within Appendix A. A summary of changes are as follows

Community Events

- Charges have been increased by 5.0% and rounded to the nearest whole number. This increase is based on the CPI inflation increase for 2022/23.
- The hot catering unit price has been increased to reflect a commercial charge to a commercial vendor.

Golf Course

- Increase proposed is 5% however realignment of some charges have been to reflect a better offering of the golf provision. This includes setting a concession for over 65's and aligning weekday and weekend charging with other local courses.

Open Spaces

- Charges have been increased by 5.0% and rounded to the nearest whole number

Food & Health Safety

- Food Hygiene Rating has increased by 1.6%
- No changes proposed to the other charges.

Environment Housing & Enforcement Committee

13. The schedules for this committee are set out within Appendix B. A summary of changes are as follows:

Cemeteries

- Charges to be increased by 5% and rounded to the nearest whole number.

Waste Management

- Majority of charges have increased by 5% and rounded to the nearest whole number.
- Garden bin hire is to increase from £55 to £60. To support the increase costs of running the service
- Hire of containers have increased above 5% to reflect the rising cost of plastic containers
- Trade waste charges are exempt attached in Appendix E. These are charges as a basis.

Environmental Health & Corporate Enforcement

- Fees have been benchmarked against other Local Authorities and charges have remained the same for non-statutory charges.
- Statutory charges are inline with recommended charges.

Housing Standard

- HMO's licenses and Housing Act Notices have been increased by 1.9% and rounded to reflect the increase in oncosts from salaries.

Street Naming & Numbering

- Charges to be increased by 5% and rounded to the nearest whole number.

Homelessness

- Accommodation providers have kept rates stable, therefore increases have been based on the market range.

HRA Estates

- Increase in costs are derived from the Axis contract which is based on 3.1%

HRA Repairs

- Some charges have been increased by 1.9%
- Other charges have been increased to reflect the cost of replacing equipment

HRA Special Services

- Small increase of 1.9% and rounded to reflect the increase in oncosts from salaries.

Planning & Licensing Committee

14. The schedules for this committee are set out within Appendix C. A summary of changes are as follows:

Land Charges

- Increase proposed is between 2% and 6% and rounded to the nearest whole number.

Licensing (including Taxis)

- No increase is proposed to the fees this year. COVID-19 has had a significant impact on the licensed businesses so no increases are proposed in order to continue to support local businesses.

Building Control

- Increase proposed is 4% and rounded to the nearest pound, increase proposed is to help maintain the high level of service provision in the Borough.

Planning Development Management

- Primary objective of the charge is cost recovery. Charges were reviewed and deemed not appropriate to increase.
- The PPA's will remain negotiable to ensure full cost recovery.

Policy Resources & Economic Development Committee

15. The schedules for this committee are set out within Appendix D. A summary of changes are as follows:

Parking

- No change to parking fees this year pending the outcome of the car parking strategy.
- Introduction of charges at King Georges Park, an explanation of this introduction can be found at paragraph 13 within the report.

Design & Print

- Costs have been increased by costs of supplying the service and rounded to the nearest whole number.

Facilities Management

- Increase proposed is 4% and rounded to the nearest whole number.
- Wedding fees are set by Essex and have increased by up to 3.4%

Economic Development

- Sponsorship packages will look to be negotiable depending on the sponsor.

Legal

- Realigned charges that are more transparent have been introduced.
- The schedule ensures that all costs can be recovered and charged for in an open and transparent way.
- By having a schedule listing the charges applicable to legal services this should standardize the process in recovering fees and charges.

Background to KGPF parking charges

16. The Pavilion at King Georges Park is fast approaching completion along with the 'Adventure Play' and 'Splash Pad'. The Pavilion with its 'Tag Active' and 'Sensory Room' along with the Parks other free and pay and play activities will create a fantastic space for visitors. The business model that supported this development included car park revenue.
17. Whilst we appreciate that we want to encourage and not discourage visitors to the park the facilities that have been introduced need to be paid for and maintained. Parking which formed part of the business case for King Georges Pavilion Build is considered in the following paragraphs setting out charges specifically for King Georges Park as from the 1st April 2022.
18. The Council has contracted a parking specialist to bring together a parking strategy for the borough which will include a direction of travel and method of

charging which will include King Georges. However, as this work will not be complete before April 1st it is proposed to bring in an interim charging structure for the park until the new strategy and direction of travel are adopted later this year.

19. In order to keep costs to a minimum and not invest in technology until after the strategy and direction of travel are agreed the suggestion is that parking at King Georges Park will be cash and Pay By Phone. The parking will be supported by Civil Enforcement Officers whose scheduled rounds will be altered to include the car parks at King Georges.
20. Concern has been expressed over visitors to the park using local roads to park causing local issues and avoiding the parking tariffs within the park. The Council has met SEPP who enforce on the local roads around King Georges Park and will continue to enforce. Restrictions are already in place on surrounding roads, and this has so far limited use of the surrounding roads for parking. The Council's Civil Enforcement Officers and SEPP officers will continue to monitor the situation and report back any issues.
21. To assist the parking at the site the overflow car park is being improved to create better parking spaces and increase eventually the Electronic Vehicle Charging points in the borough. This overflow car park will provide an additional 217 parking spaces. Further should the park become even more busy the field near to Hartswood Splash Pad can be opened for more overflow parking.
22. In order to service the requirements of the parking at the park it will be necessary to improve the present parking infrastructure and increase the number of 'pay on display' (POD) machines and to effect repairs to an existing machine. In order to achieve this and to keep cost low we will relocate two PODs from elsewhere in the borough to King Georges Playing Fields. This will cost c. £4,000, to allow for civil engineering works and the necessary tariff changes. Additionally new tariff boards will be required, which will cost c. £1,200.
23. It is therefore recommended that the standard parking tariffs presently in operation in Council car parks across the borough should be introduced for 2022/2023. These are set out in Appendix D. Further we are recommending the residential discount card would also apply. We also propose that members of Hartswood Golf Club and the Bowls Clubs that already use and pay membership fees are not charged for parking. And lastly it is recommended that golfers who use the park and pay to park are charged a lower green fee on presentation of the parking payment ticket. The green fee will therefore be reduced by £4 per car park paying customer

Conclusion

24. The Fees and Charges exercise that has been undertaken has resulted in generating an additional £130k towards budgeted costs for 2022/23. This increase has been assumed in the Medium-term Financial Strategy 2022/23.

Reasons for Recommendation

25. Officers review fees and charges annually and this will be used to inform the 2022/23 budget setting process.

Consultation

References to Corporate Plan

26. To ensure the provision of efficient and effective services of our residents and businesses.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Director of Corporate Resources
Tel/Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

27. Financial implications are set out within the report.

Legal Implications

Name & Title: Amanda Julian, Director of Law & Governance and Monitoring Officer
Tel & Email: 01277 312705/amanda.julian@brentwood.gov.uk

28. The Council is able under the relevant legislation to recover costs for services it provides. The Council can charge for discretionary services under the Local Government Act 2003 section 93 and the Localism Act 2011 general power of competence, and is able to review the fees and charges in line with these provisions.

Economic Implications

Name/Title: Phil Drane, Director of Strategic Planning
Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

29. It is important that the Council review fees and charges as part of the budget setting process, which identifies how corporate priorities will be delivered, including growing our economy.

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

Background Papers

Appendices to this report

- Appendix A: Proposed fees and charges – Community & Health
- Appendix B: Proposed fees and charges – Environment, Housing & Enforcement
- Appendix C: Proposed fees and charges – Planning & Licencing
- Appendix D: Proposed fees and charges – Policy Resources & Economic Development
- Appendix E: Waste Management – Commercial (Exempt)

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COMMUNITY & HEALTH

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: COMMUNITY & HEALTH
Service Area: Community events

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed is 5% in line with the council's corporate increase regarding fees & charges. This is based on the forecast CPI inflation increase for 22/23

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against neighbouring authorities. The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

The hot catering unit price has been increased to reflect the income generation that they are likely to get at the events

Expected budgeted income

The expected budget of £40,150 is based on 2019, as 2020 and 2021 events were disrupted by the Covid pandemic. It will also be dependent of the style of delivery of community events such as Lighting Up Brentwood and sponsorship income generation.

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: COMMUNITY INITIATIVES AND PARTNERSHIPS

CHARGING AREA: COMMUNITY EVENTS

Stallholder Pitch fees per 3 x 3m pitch

Lighting Up Brentwood - £30 street trading licence is included with the fees

Catering Unit - serving food e.g burgers, hot dogs etc.	E	D	163.00	163.00	200.00	200.00
Catering Unit - serving alcohol	E	D	163.00	163.00	200.00	200.00
Large Business - more than 10 employees	E	D	132.00	132.00	137.00	137.00
Catering unit - buying food e.g. Bread, cakes, doughnuts, sweets, fruit and vegetables	E	D	92.00	92.00	100.00	100.00
Small business - less than 10 employees	E	D	85.00	85.00	88.00	88.00
Crafters and Artists - all hand made by the seller	E	D	55.00	55.00	57.00	57.00
Registered charity	E	D	45.00	45.00	45.00	45.00

Strawberry Fair and other Community Events

Catering Unit - serving food e.g. Burgers, hot dogs etc.	E	D	132.00	132.00	175.00	175.00
Catering Unit - serving alcohol	E	D	132.00	132.00	137.00	137.00
Large business - more than 10 employees	E	D	102.00	102.00	110.00	110.00
Catering unit - buying food e.g. Bread, cakes, doughnuts, sweets, fruit and vegetables	E	D	66.00	66.00	80.00	80.00
Small business - less than 10 employees	E	D	60.00	60.00	63.00	63.00
Crafters and Artists - all handmade by the seller	E	D	35.00	35.00	37.00	37.00
Registered charity	E	D	35.00	35.00	37.00	37.00
Ice Cream Van (Exclusive) - Strawberry Fair	E	D	430.00	430.00	450.00	450.00
Ice Cream Van (Exclusive) - Family Fun Days	E	D	163.00	163.00	180.00	180.00
Face Painters (large community events)	E	D	70.00	70.00	73.00	73.00

Family Fun Days

Wristbands - Rides and Bouncy castles		Per Child	E	D	4.00	4.00	4.00	4.00
Stalls - selling children's pocket money gifts and toys (new category)			E	D	20.00	20.00	21.00	21.00
Sole Catering unit by tender								
Face painters (per face painter)			E	D	20	20.00	25.00	25.00

Sponsorship packages - any bespoke packages can be discussed with the Community Services team

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Community & Health
Service Area: Golf Course

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed is 5% in line with the council's corporate increase regarding fees & charges. However re-alignment of some figures and descriptions have been made to reflect golf provision across the board and a better offering. This includes setting the concessions at Over 65, weekdays reflecting Mon to Thur and Weekends from Friday to Sunday in line with other local courses.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against local courses.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£327,610

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: GOLF COURSE

CHARGING AREA: GOLF COURSE

The Council applied the Sports VAT Exemption with effect 01/10/2018. Prior to this, fees would have included VAT at the standard rate.

Annual Season Ticket

7 day Adult	E	D	752.00	752.00	790.00	790.00
7 day Junior (under 17)	E	D	56.00	56.00	N/A	N/A
7 day Junior (under 17) After 3pm	E	D	N/A	N/A	58.00	58.00
7 day Intermediate (under 25)	E	D	561.00	561.00	589.00	589.00
5 day Adult	Mon - Fri	E	633.00	633.00	665.00	665.00
5 day Concessionary	Mon - Fri	E	513.00	513.00	539.00	539.00

Weekday

Per Round - 18 holes - Adult	E	D	20.00	20.00	N/A	N/A
Per Round - 18 holes - Adult	Mon-Thu	E	N/A	N/A	23.00	23.00
Per Round - 18 holes - Junior (under 17) & 65 and over	E	D	17.00	17.00	N/A	N/A
Per Round - 18 holes - Junior (under 17) & 65 and over	Mon-Thu	E	N/A	N/A	20.00	20.00

Weekends and Public Holidays

Per Round - 18 holes - Adult	E	D	26.00	26.00	N/A	N/A
Per Round - 18 holes - Adult	Fri - Sun	E	N/A	N/A	29.00	29.00
Juniors (under 17) & 65 and over	After 1pm	E	17.00	17.00	N/A	N/A
Juniors (under 17) & 65 and over	After 3pm	E	N/A	N/A	20.00	20.00

Other Charges

Twilight Play - Weekday	E	D	11.00	11.00	12.00	12.00
Twilight Play - Weekends and Public Holidays	E	D	12.00	12.00	13.00	13.00

Group Bookings Offer. For group bookings of 20 people or more, each person receives 25% off green fees. Please note this offer is not available in conjunction with any other offer and can be withdrawn at any time.

Corporate Offer. Receive 25% discount on green fees and 10% discount on season tickets when you produce a valid employee ID from the following companies

Armed Service Discount. 50% discount on green fees and 10% discount on memberships for current and past serving members of the armed forces during November.

Golf tickets: Presentation of Valid parking Ticket entitles a reduced green fee by £4 for full paying Golfers only

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Community & Health
Service Area: Open Spaces

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities XXX. The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£95,792

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: OPEN SPACES

CHARGING AREA: SPORTS FACILITIES AND OPEN SPACES

The Council applied the Sports VAT Exemption with effect 01/10/2018. Prior to this, fees not meeting the block booking requirements would have included VAT at the standard rate.

Football & Rugby

<u>King George's Playing Field & Warley Playing Fields (with Changing Facilities)</u>								
Pitch & Pavilion - Fortnightly - Adult - Season	Sunday/Bank Holidays	E	D	1,080.00	1,080.00	1,134.00	1,134.00	5% rounded up
Pitch & Pavilion - Fortnightly - Adult - Season	Other Days	E	D	1,055.00	1,055.00	1,108.00	1,108.00	
Pitch & Pavilion - Weekly - Adult - Season	Sunday/Bank Holidays	E	D	2,158.00	2,158.00	2,266.00	2,266.00	
Pitch & Pavilion - Weekly - Adult - Season	Other Days	E	D	2,106.00	2,106.00	2,211.00	2,211.00	
Occasional Matches - Adult	Any Day	E	D	106.00	106.00	111.00	111.00	
<u>Other Playing Fields (No Changing Facilities)</u>								
Pitch - Fortnightly - Adult - Season	Any Day	E	D	685.00	685.00	719.00	719.00	
Pitch - Weekly - Adult - Season	Any Day	E	D	1,365.00	1,365.00	1433.00	1433.00	
<u>Junior Matches All Sites (No Changing Facilities)</u>								
Pitch - Fortnightly - Junior - Season	Any Day	E	D	375.00	375.00	394.00	394.00	
Pitch - Weekly - Junior - Season	Any Day	E	D	747.00	747.00	784.00	784.00	
<u>Occasional Matches (No Changing Facilities)</u>								
Adult	Any Day	E	D	67.00	67.00	70.00	70.00	
Juniors (under17)	Any Day	E	D	41.00	41.00	43.00	43.00	
<u>Mini Soccer - All Sites (No Changing Facilities)</u>								
Seasonal Booking every week	Weekly	E	D	397.00	397.00	417.00	417.00	
Occasional	Any Day	E	D	35.00	35.00	37.00	37.00	

Bowling Greens

Bowls - Season	Adult	E	D	164.00	164.00	172.00	172.00	
Bowls - Season	Juniors/OAP's	E	D	103.00	103.00	108.00	108.00	
Match Reservations + per rink (inclusive of visitors fees non returnable)	Club Charges	E	D	7.00	7.00	7.00	7.00	
Other Reservations (not inclusive of visitors fees non returnable)	Club Charges	E	D	5.00	5.00	5.00	5.00	

Large Open spaces with facilities (The Brentwood Centre)

Keep Fit sessions - No cordoning off of field (max 20)	Single	S	D	17.00	21.00	18.00	21.60	
Commercial or charitable events please contact the Council separately								

Large Open spaces with facilities (King Georges Playing Field)

Area A (Prev Area B) Open space opposite old paddling pool area		E	D	410.00	410.00	431.00	431.00	
Area B (Prev Area C) Overflow car park/pitch one. Outside football season only		E	D	410.00	410.00	431.00	431.00	
Keep Fit sessions - No cordoning off of field (max 20)		S	D	17.00	21.00	18.00	21.60	
Non commercial or charitable events (following approval by ward members) 50% discount								

Other Open Spaces

Open Space (following approval by Ward members)	Daily Charge	E	D	410.00	410.00	431.00	431.00	
Keep Fit sessions - No defined area (max 20 people)	Single session	S	D	17.00	21.00	18.00	21.60	

All Open Spaces

Filming Location Fee (subject to conditions & credits)	Open Space only	S	D	By negotiation and 1% of original fee		By negotiation and 1% of original fee		
Repeat Fee								
Repeat Fee								

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Communities and health
Service Area: Food, Health & Safety

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery. **Level 2 CIEH Food Hygiene/Health & safety** is no longer offered and can be removed from fees and charges. **Premises Registration & Practitioner Registration** is to remain unchanged from previous year (%).

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees for **Food Hygiene Rating Score re-inspection** have been benchmarked against all Essex authorities. The proposed Fees and charges are deemed average within the benchmarking exercise. Fees for **Premises Registration & Practitioner Registration** have been benchmarked against all Essex authorities and one of the highest charges. Average charges across Essex are £176 for premises registration and Brentwood currently charge £262.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

No significant change

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES

SERVICE AREA: FOOD & HEALTH SAFETY

Skin Piercing

Premises Registration	O	D	262.00	262.00	262.00	262.00
Practitioner Registration	O	D	93.00	93.00	93.00	93.00

Other Charges

Food Hygiene Rating Score Re-inspection (FHRS)	O	D	180.00	180.00	183.00	183.00
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ENVIRONMENT, ENFORCEMENT AND HOUSING

12.5

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: Cemeteries

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed is 5% in line with the council's corporate increase regarding fees & charges. This is based on the forecast CPI inflation increase for 22/23

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

The proposed fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

Expected budgeted income

£105,820

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: CEMETERIES

CHARGING AREA: CEMETERIES

A Brentwood resident is anyone currently living in the Borough or someone who spent 75% of their life in the Borough.

Purchase of Exclusive Rights of Burial for 50 years

			£	£	£	£
All full burial graves	E	D	1,268.00	1,268.00	1,332.00	1,332.00
Cremated remains grass plot	E	D	457.00	457.00	480.00	480.00
Non-Brentwood resident - all full burial graves	E	D	2,537.00	2,537.00	2,664.00	2,664.00
Non-Brentwood resident - cremated remains grass plot	E	D	914.00	914.00	960.00	960.00

Purchase of Exclusive Rights of Burial for 50 years (Vaults and Niches Only)

Granite vaults	E	D	934.00	934.00	981.00	981.00
Niches In granite columbarium	E	D	628.00	628.00	660.00	660.00
Non- Brentwood resident - granite vaults	E	D	1,867.00	1,867.00	1,961.00	1,961.00
Non-Brentwood resident - niches in granite Columbarium	E	D	1,256.00	1,256.00	1,319.00	1,319.00

Interment Fees

Graves dug down for one or two	O	D	918.00	918.00	964.00	964.00
Additional charge for dig down to 9ft	O	D	227.00	227.00	239.00	239.00
Cremated remains grass plot	O	D	197.00	197.00	207.00	207.00
Granite vault	O	D	347.00	347.00	365.00	365.00
Niche In granite Columbarium	O	D	347.00	347.00	365.00	365.00
Child under 12 years	O	D	0.00	0.00		
Non-Brentwood resident-graves dug down for one or two	O	D	1,835.00	1,835.00	1,927.00	1,927.00
Non-Brentwood resident -additional charge for dig down to 9ft	O	D	454.00	454.00	477.00	477.00
Non-Brentwood resident-cremated remains grass plot	O	D	394.00	394.00	414.00	414.00
Non-Brentwood resident -granite vault	O	D	693.00	693.00	728.00	728.00
Non-Brentwood resident -Niche In granite Columbarium	O	D	693.00	693.00	728.00	728.00
Non-Brentwood resident -Child under 12 years	O	D	0.00	0.00	0.00	0.00

Option to Extend Exclusive Rights of Burial for a further 25 years

All full burial graves	E	D	212.00	212.00	223.00	223.00
Cremated remains plot	E	D	106.00	106.00	112.00	112.00
Non-Brentwood resident -all full burial graves	E	D	424.00	424.00	446.00	446.00
Non-Brentwood resident -cremated remains plot	E	D	212.00	212.00	223.00	223.00

Option to Extend Exclusive Rights of Burial for a further 10 years (Vaults and Niches Only)

Granite vaults	E	D	373.00	373.00	392.00	392.00
Niches In granite Columbarium	E	D	251.00	251.00	264.00	264.00
Non-Brentwood resident - granite vaults	E	D	746.00	746.00	784.00	784.00
Non-Brentwood resident -Niches In granite Columbarium	E	D	502.00	502.00	528.00	528.00

Monuments

Monument/Inscription approval fee	O	D	143.00	143.00	151.00	151.00
Additional approval fee charge for kerbed monuments	O	D	143.00	143.00	151.00	151.00
Inscription on a vault or niche	S	D	211.67	254.00	222.50	267.00

Other Charges

Deed Transfer	O	D	63.00	63.00	65.00	65.00
Search of Burial Records	O	D	25.00	25.00	26.00	26.00
Chapel hire - Woodman Road Cemetery	E	D	60.00	60.00	62.00	62.00

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: Waste Management - Non Commercial

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The majority have increase proposed is 5% rounded up in line and based on the forecast CPI inflation increase for 22/23.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£607,170

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FE E	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: WASTE MANAGEMENT

CHARGING AREA: REFUSE

<u>Dog waste and litter bin emptying</u>					£	£	£	£
Empty dog waste/litter bins	Per Empty	S	D		3.75	4.50	4.00	4.80
<u>Domestic Refuse Collection</u>								
Bulky Household Collections - Charge per item	Min 2 Items	O	D		11.50	11.50	12.00	12.00
Biodegradable sacks for garden waste per wrap of 10*		O	D		3.40	3.40	3.50	3.50
Biodegradable sacks for garden waste per wrap of 100 (Wholesale)		S	D		250.00	300.00	255.00	315.00
Garden Waste Bin hire per annum - including fortnightly emptying		O	D		55.00	55.00	60.00	60.00
Garden Waste Bin - Replacement if lost/stolen		O	D		21.00	21.00	22.00	22.00
Hire of 1280 litre container		S	D		107.50	129.00	110.00	135.00
Hire of 770, 940 and 1100 litre Container		S	D		102.50	123.00	105.00	126.00
Hire of 240 litre container		S	D		32.50	39.00	34.17	41.00
Hire of 360 litre container		S	D		43.33	52.00	45.00	12.50
<i>* Please note there was a typing mistake in the approved F&C schedule for 2020/21. Price should have been £3.30 but was incorrectly stated as £3.00</i>								
<u>Residual Trade Waste Collection & Disposal</u>								
1280 litre Container	Per Lift	O	D					
1100 litre Container		O	D					
940 litre Container		O	D					
770 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
Prepaid Residual Sacks (25)	Per roll	O	D					
Extra collection		O	D					
Collection/delivery (T&Cs S.14)		O	D					
Amendment (T&Cs S.14)		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Residual Waste - Collection only</u>								
1280 litre Container	Per Lift	O	D					
1100 litre Container		O	D					
940 litre Container		O	D					
770 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Trade Glass Collection</u>								
1100 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Trade Dry Recycling Collection</u>								
1280 litre Container	Per Lift	O	D					
1100 litre Container		O	D					
940 litre Container		O	D					
770 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
Prepaid Recycling Sacks (25)	Per roll	O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>School Dry Recycling Collection</u>								
One off charge		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Trade Dry Recycling Sacks for Use in Containers Only</u>								
Purple sacks - 400 sacks per box.	Box	O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Trade Food Waste</u>								
140 litre bin	Per Lift	O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Events - Residual Waste (Maximum hire 5 days - one collection)</u>								
1100 litre Container	Per Lift	O	D					
770 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Events - Dry Recycling (Maximum hire 5 days)</u>								
1100 litre Container	Per Lift	O	D					
770 litre Container		O	D					
360 litre Container		O	D					
240 litre Container		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								
<u>Events - Glass (Maximum hire 5 days)</u>								
1100 litre Bin	Per Lift	O	D					
360 litre bin		O	D					
240 litre Bin		O	D					
<i>Exempt for publication - please contact the Council for prices</i>								

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing Committee
Service Area: Environmental Health

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities Chelmsford, Basildon and Thurrock. The proposed Fees and charges are deemed average within the benchmarking exercise. Most fees are statutory and remaining fees increased by 1.9% rounded to nearest pound.

If significant change in charge, what consultation was undertaken with the general public?

N/a

Expected budgeted income

£4,500

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES & CORPORATE ENFORCEMENT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES & CORPORATE ENFORCEMENT

Dog Control

Statutory Seizure Fee	O	S	25.00	25.00	25.00	25.00
Dog Warden Collection Costs	O	D	72.00	72.00	73.00	73.00
Kennelling Costs (per day charged by Kennel)	O	D	15.00	15.00	15.00	15.00

Other charges

Contaminated Land Search Enquiries	O	D	117.00	117.00	119.00	119.00
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Pollution Prevention and Control Act 1999*

<i>* Note these fees are set by DEFRA and are usually published after 1 April. Therefore fees from 1 April 2022 are subject to change</i>						
Standard Process	O	S	1,650.00	1,650.00	1,650.00	1,650.00
Reduced fee activities	O	S	99.00	99.00	99.00	99.00
Mobile screening and crushing plant	O	S	1,650.00	1,650.00	1,650.00	1,650.00

Annual Subsistence Charge*

<i>* Note these fees are set by DEFRA and are usually published after 1 April. Therefore fees from 1 April 2022 are subject to change</i>						
Standard process Low Risk	O	S	772.00	772.00	772.00	772.00
Standard process Medium Risk	O	S	1,161.00	1,161.00	1,161.00	1,161.00
Standard process High Risk	O	S	1,747.00	1,747.00	1,747.00	1,747.00
Reduced fee activities Low Risk	O	S	79.00	79.00	79.00	79.00
PVR I & II combined	O	S	113.00	113.00	113.00	113.00
Mobile screening and crushing plants	O	S	646.00	646.00	646.00	646.00

Fixed Penalty Notices - Statutory Charge (Fee Range - S represents Upper Limit)

ASB, Crime and Policing Act 2014

Breach of Community Protection Notice	O	S	100.00	100.00	100.00	100.00
Early payment	O	S/D	75.00	75.00	75.00	75.00
Breach of Public Spaces Protection Order	O	S	100.00	100.00	100.00	100.00
Early payment	O	S	75.00	75.00	75.00	75.00

Environmental Protection Act 1990/ Clean Neighbourhoods & Env Act 2005

Failure to provide a waste transfer note	O	S	300.00	300.00	300.00	300.00
Littering						
* Full penalty	O	S	150.00	150.00	150.00	150.00
* Early payment	O	S	75.00	75.00	75.00	75.00
Unauthorised distribution of free literature						
* Full penalty	O	S	150.00	150.00	150.00	150.00
* Early payment	O	S	50.00	50.00	50.00	50.00
Domestic waste receptacle offences						
* Full penalty	O	S	80.00	80.00	80.00	80.00
* Early payment	O	S	60.00	60.00	60.00	60.00
* Dog control offences	O	S	80.00	80.00	80.00	80.00
Alarm noise - failure to nominate key-holder or to notify local authority key-holder's details	O	S	80.00	80.00	80.00	80.00
Nuisance parking						
* Full penalty	O	S	100.00	100.00	100.00	100.00
* Early payment	O	S	60.00	60.00	60.00	60.00
Abandoning a vehicle						
* Full penalty	O	S	200.00	200.00	200.00	200.00
* Early payment	O	S	120.00	120.00	120.00	120.00
Industrial and commercial waste receptacle offences						
* Full penalty	O	S	110.00	110.00	110.00	110.00
* Early payment	O	S	75.00	75.00	75.00	75.00
Fly-tipping	O	S	400.00	400.00	400.00	400.00
Littering from vehicles						
* Full penalty	O	S/D	150.00	150.00	150.00	150.00
* Early payment	O	S/D	75.00	75.00	75.00	75.00
Abandoned shopping trolleys						
Seizure fee	O	S/D	40.00	40.00	40.00	40.00
Storage fee (per week or part thereof)	O	S/D	10.00	10.00	10.00	10.00
Delivery fee	O	S/D	30.00	30.00	30.00	30.00

Anti-social Behaviour Act 2003

Graffiti						
* Full penalty	O	S/D	150.00	150.00	150.00	150.00
* Early payment	O	S/D	50.00	50.00	50.00	50.00
Fly posting						
* Full penalty	O	S/D	150.00	150.00	150.00	150.00
* Early payment	O	S/D	50.00	50.00	50.00	50.00
High Hedge Complaint	O	S	500.00	500.00	500.00	500.00

Noise Act 1996

Noise exceeding permitted level - domestic premises						
* Full penalty	O	S/D	110.00	110.00	110.00	110.00
* Early payment	O	S/D	75.00	75.00	75.00	75.00
Noise exceeding permitted level - licensed premises						
* Full penalty	O	S/D	500.00	500.00	500.00	500.00

* Levels set by Environment and Enforcement Committee July 2018

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Community, Health and Housing
Service Area: Housing standards

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities Chelmsford, Basildon and Thurrock. The proposed Fees and charges are deemed average within the benchmarking exercise. Fees rounded up or down to nearest pound

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£4,000

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES

CHARGING AREA: HOUSES IN MULTIPLE OCCUPATION AND HOUSING ACT NOTICES

Houses in Multiple Occupation

New licence - 5 years	O	D	873.00	873.00	890.00	890.00
Renewal of licence - 5 years	O	D	592.00	592.00	603.00	603.00

Housing Act Notices

Issuing notices under Housing Acts	O	D	239.00	239.00	244.00	244.00
Immigration Survey checks	O	D	84.00	84.00	86.00	86.00

12.5

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: Street Naming & Numbering

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

Charging for the Street Naming and Numbering services may be applied under Section 93 of the Local Government Act 2003. These charges should not exceed the cost of providing the service. Therefore the charges are applied to recover the costs of providing the service and no more.

Proposed change in fee/charge from previous year (%)

The increase proposed is 5% in line with the council's corporate increase regarding fees & charges. This is based on the forecast CPI inflation increase for 22/23

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities Chelmsford, Basildon, Thurrock, Southend and Harlow. The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£10,000 to 20,000

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: STREET SERVICES

CHARGING AREA: STREET NAMING & NUMBERING

Address Change Charges

Renaming/renumbering per property	OS	D	62.00	62.00	65.00	65.00
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Developer Charges

Naming of street – per street	OS	D	104.00	104.00	109.00	109.00
Numbering of development plots	OS	D	78.00	78.00	82.00	82.00
Numbering of development plots 2-10 units	OS	D	151.00	151.00	159.00	159.00
Numbering of development plots over 10 units	OS	D	151.00 + £32 per extra unit	159.00 + £34 per extra unit		

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: Homelessness

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Accommodation providers have kept rates stable this year and we have not experienced an increase. An amendment to range has been adopted as realistic to current market range.

Justification for revised charge (compared to previous year)

Charges to remain the same in line with accommodation rates.

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Charges are benchmarked against accommodation rates. Bench marking to other authorities not appropriate as costs are lead by accommodation providers and housing benefit calculations for amenity charges.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£90,200

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: HOMELESSNESS

CHARGING AREA: RECHARGES TO TENANTS

Recharges to Tenants

Daily Bed and Breakfast Room Charge	(Cost price) (Access to Shared kitchen for cooking, No Breakfast	O	D	£25 - £85	£25 - £85	£35 - £90	£35 - £90
Amenity charge - 1 person Household per day		O	S	2.89	2.89	3.50	3.50
Additional persons per person - per day		O	S	0.48	0.48	0.57	0.57
Amenity charge - 1 person Household per day	(Breakfast only)	O	S	2.89	2.89	3.44	3.44
Additional persons per person - per day		O	S	0.48	0.48	0.51	0.51
Amenity charge - 1 person Household per day	(Access to Shared kitchen for cooking and Breakfast)	O	S	2.89	2.89	4.01	4.01
Additional persons per person - per day		O	S	0.48	0.48	1.08	1.08
Removals	Minimum	S	D	Cost Price	Cost Price	Cost Price	12.50
Furniture		S	D	Cost Price	Cost Price	Cost Price	Cost Price
Storage - Homeless	per square foot	S	D	Cost Price	Cost Price	Cost Price	Cost Price

* Amenity Charges based on 21/22 Housing Benefit Ineligible charges

Heating/Hot Water - £2.93 per day

Shared kitchen/cooking facilities - .57p per day

Breakfast - .51p per day

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: HRA Estates

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

increases that are for costs derived from SOR codes are based on 3.1% as this is the increase for the Axis contract. Garage and car space costs increased by 2%. Most costs round to nearest 50P. Garage costs rounded to nearest 5p.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

fees are derived from SOR costs of the Axis contract so no benchmarking has taken place.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£327,310

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: ESTATES & SHELTERED

Housing Estates

Storage - Evictions	Per week	O	D	12.00	12.00	12.00	12.00
Copying of Housefile		O	D	10.00	10.00	10.00	10.00
Copying of Tenancy Agreement		O	D	10.00	10.00	10.00	10.00
Garage Clearance		S	D	205.00	246.00	211.66	254.00
Property Clearance 1 or 2 Beds		S	D	205.00	246.00	211.66	254.00
Property Clearance 3 or 4 Beds		S	D	409.17	491.00	422.08	506.50
Bulk Waste Removal per item	Min 2 items	O	D	11.50	11.50	12.00	12.00

Tenancy Management

Court Costs	Average	O	D	376.00	376.00	376.00	12.50
Gas Servicing Warrant Fee		O	D	20.00	20.00	20.00	20.00
Gas Servicing Warrant Enforcement		S	D	35.00	42.00	35.00	42.00
Forced entry		S	D	98.33	118.00	101.66	122.00
Administration Charge		S	D	10.00	12.00	10.00	12.00
Non-return of Gas/Electric Keys and Cards		O	D	186.00	186.00	186.00	186.00

Garage Rental Fees Per Week

Car spaces & Car Ports

Car Space Council Tenant		O	D	1.90	1.90	1.95	1.95
Car Space Private (NCT)		O	D	2.60	2.60	2.65	2.65
Car Space Leaseholder		O	D	2.20	2.20	2.25	2.25

Garages

Garage Council Tenant		O	D	8.90	8.90	9.10	9.10
Garage Private (NCT)		S	D	12.00	14.40	12.25	14.70
Garage Charities		O	D	12.00	12.00	12.25	12.25
Garage Leasehold		E	D	10.40	10.40	10.60	10.60
Garage Commercial		S	D	22.20	26.60	22.58	27.10

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: HRA Repairs

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service. VAT Costs are rounded up to the next pound and net calculated. This to ensure ease of payment with a full amount. Key Fob prices to the nearest 50P

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees taken from SOR Axis our housing contractor

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

Zero

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: REPAIRS

Note: Pricing Mechanism: Cost Price - 10% rounded to the nearest £5 the % reduction will reduce by 5% each year until the full cost is recovered (2022 - 2023)

Rechargeable Repairs

Replacement Key/Key Fob		S	D	10.00	12.00	12.08	14.50
Lock Change - Dwelling:Gain Access – 1 Door ref: 396001	new	S		-	-	62.50	75.00
Lock:Full Lock Change – Front Door ref: 390929		S	D	105.83	127.00	110.00	132.00
Opening:Board Up With 12mm Sterling or Plywood ref: 397001	new	S		-	-	32.50	39.00
Single Glaze 6mm Window Replacement upto 1 Square Metre ref: 515013		S	D	76.67	92.00	120.83	145.00
Single Glaze 6mm Window Replacement over 1 Square Metre ref: 515015		S	D	119.17	143.00	128.33	154.00
Double Glazed Window Replacement upto 1 Square Metre ref: 556005		S	D	175.00	210.00	205.00	246.00
Double Glazed Window Replacement over 1 Square Metre ref: 556007		S	D	175.00	210.00	210.00	252.00
Internal Fire door Replacement 1/2hr (less stops or frame) ref: 330013		S	D	251.67	302.00	179.17	215.00
External Timber Door Replacement Panelled or Glazed Front Door ref: 321107		S	D	840.00	1,008.00	10.42	12.50
Renew Internal Ply Flush Door Ref: 330001	new			-	-	146.67	176.00
Paint Pack Dulux - 2 bed		S	D	98.33	118.00	230.00	276.00
Correction of Unauthorised Alterations (Where Tenants have conducted works without the permission of the Council and retrospective permission can not be granted)		S	D	Cost Price Cost Price Less 5%	Cost Price Cost Price Less 5%	Cost Price Cost Price Less 5%	Cost Price Cost Price Less 5%
Any other repair deemed re-chargeable		S	D				
Drain:Jet Blockage (per hour) ref: 039004	new	S	D	-	-	80.00	96.00
Drain:Rod Blockage ref: 039006	new	S	D	-	-	30.83	37.00
Burst:Repair Burst Pipe ne 28MM ref: 640001	new	S	D	-	-	60.83	73.00

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Environment, Enforcement & Housing
Service Area: HRA Special services

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service, Benchmarking has been undertaken and our costs for 2021/22 are similar to our neighbouring authority.

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the Basildon Council, attempts have been made to contact Thurrock & Chelmsford, with no success. The proposed Fees and charges are deemed average within the benchmarking exercise, all costs apart from the LPE1 charge are on par with Basildon. Our LPE1 cost is higher than Basildon but this may be comparable with the market value of our properties due to the borough's higher desirability.

If significant change in charge, what consultation was undertaken with the general public?

None required, proposed increase inline with Council's corporate increase and rounded to nearest 50p

Expected budgeted income

Minimal

**ENVIRONMENT, ENFORCEMENT AND HOUSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: LEASEHOLDERS

Leaseholders

Leasehold Information Pack (LPE1)	S	D	130.00	156.00	132.47	159.00
Leasehold Alterations Consent	S	D	130.00	156.00	132.47	159.00
Leasehold property valuations (request for amendment)	S	D	Cost Price	Cost Price	Cost Price	Cost Price
Registration of Notices	O	D	57.00	57.00	57.00	57.00
Lease Extension or Enfranchisement	S	D	785.00	942.00	799.92	960.00
Lease Variation	S	D	383.33	460.00	390.61	469.00
Registration Fee for Charge (If lease rate is different this will be charged instead of the standard fee)	S	D	35.83	43.00	36.51	44.00
Letter of Postponement of Discount Charge to enable further borrowing	S	D	125.00	150.00	127.38	153.00

12.5

Sheltered Schemes

Rental of Guest Room Per Night*	S	D	8.33	10.00	8.33	10.00
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**The VAT rate for this service is currently reduced to 12.5% which runs from 1 Oct 2021 to 31 Mar 2022.*

At this stage, it is expected that VAT will revert to standard rate from 1 April 2021 dependent on government decision.

PLANNING AND LICENSING

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Planning & Licensing
Service Area: Land Charges

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities Castlepoint, Thurrock, Braintree and Southend. The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£145,000

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: LAND CHARGES

CHARGING AREA: Land Charges

Search Fees

LLC1	O	S	20.00	20.00	21	21
CON 29R	S	S	101.67	122.00	104.17	125
CON 29R including LLC1	S/O	S	119.17	143.00	121.67	146
CON 290 optional enquiries, except Q22	S	S	12.50	15.00	13.33	16
CON 290 optional enquiries, Q22 only	S	S	14.17	17.00	18.00	18
Any other additional enquiries	O	S	31.00	31.00	33.00	33
Additional parcels of Land	S	S	36.67	44.00	38.33	46

In relation to CON 290, Q.22 only, additional parcels of land are processed at £1 per parcel, subject to maximum of 6 parcels of land, there being a £20 maximum fee payable in this regard

Personal Searches - Self Service	Free	Free	Free	Free
New Assisted Personal Search - upon application with the Thurrock Council Land	POA	POA	POA	POA

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Planning & Licensing
Service Area: Licensing Fees - including Taxis

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

There is no proposed change in fee for this year.

Justification for revised charge (compared to previous year)

Licensing Fees are worked on a cost recovery basis, and separate trading accounts are kept to monitor cost over income. COVID 19 has had a significant impact on the licensed businesses, and most are still in the recovery phase and to hold off any potential increase will support local businesses. Any loss on the trading accounts can be rolled forward into the following years and recovered at a later stage.

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

The proposed Fees and charges are deemed average within the benchmarking exercise. Further revision confirms no increase to fees.

If significant change in charge, what consultation was undertaken with the general public?

Not applicable.

Expected budgeted income

£216,300

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Street Trading

Independent Permanent Stall - Annual	O	D	400.00	400.00	400.00	400.00
Independent 'One Off Stalls'	O	D	90.00	90.00	90.00	90.00
Lighting Up Brentwood	O	D	30.00	30.00	30.00	30.00

Scrap Metal

Site Application - New - 3 years	O	D	495.00	495.00	495.00	495.00
Collector Application - New - 3 years	O	D	280.00	280.00	280.00	280.00
Variation	O	D	89.00	89.00	89.00	89.00
Site Renewal Application - 3 years	O	D	445.00	445.00	445.00	445.00
Collector Renewal Application - 3 years	O	D	230.00	230.00	230.00	230.00

Skin Piercing

Premises Registration	O	D	257.50	257.50	257.50	257.50
Practitioner Registration	O	D	91.50	91.50	91.50	91.50

Animals

** Please note vet costs are in addition to these fees where vet required*

Animal Boarding - Application Fee	O	D	300.00	300.00	300.00	300.00
Animal Boarding - Grant Fee	O	D	100.00	100.00	100.00	100.00
Selling Animals As Pets - Application Fee	O	D	300.00	300.00	300.00	300.00
Selling Animals As Pets - Grant Fee	O	D	100.00	100.00	100.00	100.00
Dog Breeding - Application Fee	O	D	300.00	300.00	300.00	300.00
Dog Breeding - Grant Fee	O	D	100.00	100.00	100.00	100.00
Hiring Out Horses - Application Fee	O	D	300.00	300.00	300.00	300.00
Hiring Out Horses - Grant Fee	O	D	100.00	100.00	100.00	100.00
Keeping Animals for Exhibition - Application Fee	O	D	300.00	300.00	300.00	300.00
Keeping Animals for Exhibition - Grant Fee	O	D	100.00	100.00	100.00	100.00
Combination Of Activities - Application Fee (for each additional activity)	O	D	150.00	150.00	150.00	150.00
Combination Of Activities - Grant Fee (for each additional activity)	O	D	75.00	75.00	75.00	75.00
Variation to licence/re-evaluation or rating	O	D	222.00	222.00	222.00	222.00
Appeal (All Licences)	O	D	137.00	137.00	137.00	137.00
Variation to reduce the licenable activities or number of animals	O	D	85.00	85.00	85.00	85.00
Dangerous Wild Animals - 2 years	O	D	300.00	300.00	300.00	300.00
Zoo Premises New - 6 years	O	D	927.00	927.00	927.00	927.00
Zoo Premises Renewal - 4 years	O	D	566.50	566.50	566.50	566.50

Sex Establishment Licensing

Premises Application	O	D	2,330.00	2,330.00	2,330.00	2,330.00
Premises Renewal	O	D	1,590.00	1,590.00	1,590.00	1,590.00
Premises Variation	O	D	530.00	530.00	530.00	530.00

Pavement Permit

New application Tables and Chairs 1-2 tables	O	D	260.00	260.00	260.00	260.00
New Application Tables and Chairs 3-6 tables	O	D	470.00	470.00	470.00	470.00
New Application Tables and Chairs over 6 tables.	O	D	675.00	675.00	675.00	675.00
Renewal application Tables and Chairs 1-2 tables	O	D	160.00	160.00	160.00	160.00
Renewal Application Tables and Chairs 3-6 tables	O	D	370.00	370.00	370.00	370.00
Renewal Application Tables and Chairs over 6 tables.	O	D	575.00	575.00	575.00	575.00

Road Closure

Application to close road with 0 - 499 people attending	O	D	200.00	200.00	200.00	200.00
Application to close road with 500 - 1999 people attending	O	D	360.00	360.00	360.00	360.00
Application to close road with 2000+ people attending	O	D	680.00	680.00	680.00	680.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Gambling Act 2005

Bingo Clubs

New Application	O	D	3,500.00	3,500.00	3,500.00	3,500.00
Annual Fee	O	D	1,000.00	1,000.00	1,000.00	1,000.00
Application to Vary	O	D	1,750.00	1,750.00	1,750.00	1,750.00
Application to Transfer	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application to Re-instatement	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application for Provisional Statement	O	D	3,500.00	3,500.00	3,500.00	3,500.00
Licence Application (Provisional Statement Holders)	O	D	1,200.00	1,200.00	1,200.00	1,200.00

Betting Premises

New Application	O	D	3,000.00	3,000.00	3,000.00	3,000.00
Annual Fee	O	D	600.00	600.00	600.00	600.00
Application to Vary	O	D	1,500.00	1,500.00	1,500.00	1,500.00
Application to Transfer	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application to Re-instatement	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application for Provisional Statement	O	D	3,000.00	3,000.00	3,000.00	3,000.00
Licence Application (Provisional Statement Holders)	O	D	1,200.00	1,200.00	1,200.00	1,200.00

Tracks

New Application	O	D	2,500.00	2,500.00	2,500.00	2,500.00
Annual Fee	O	D	1,000.00	1,000.00	1,000.00	1,000.00
Application to Vary	O	D	1,250.00	1,250.00	1,250.00	1,250.00
Application to Transfer	O	D	950.00	950.00	950.00	950.00
Application to Re-instatement	O	D	950.00	950.00	950.00	950.00
Application for Provisional Statement	O	D	2,500.00	2,500.00	2,500.00	2,500.00
Licence Application (Provisional Statement Holders)	O	D	950.00	950.00	950.00	950.00

Family Entertainment Centres

New Application	O	D	2,000.00	2,000.00	2,000.00	2,000.00
Annual Fee	O	D	750.00	750.00	750.00	750.00
Application to Vary	O	D	1,000.00	1,000.00	1,000.00	1,000.00
Application to Transfer	O	D	950.00	950.00	950.00	950.00
Application to Re-instatement	O	D	950.00	950.00	950.00	950.00
Application for Provisional Statement	O	D	2,500.00	2,500.00	2,500.00	2,500.00
Licence Application (Provisional Statement Holders)	O	D	950.00	950.00	950.00	950.00

Adult Gaming Centres

New Application	O	D	2,000.00	2,000.00	2,000.00	2,000.00
Annual Fee	O	D	1,000.00	1,000.00	1,000.00	1,000.00
Application to Vary	O	D	1,000.00	1,000.00	1,000.00	1,000.00
Application to Transfer	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application to Re-instatement	O	D	1,200.00	1,200.00	1,200.00	1,200.00
Application for Provisional Statement	O	D	2,000.00	2,000.00	2,000.00	2,000.00
Licence Application (Provisional Statement Holders)	O	D	1,200.00	1,200.00	1,200.00	1,200.00

Prize Gaming Permit and Family Entertainment Centre Gaming Machine Permit

Permit Application (New)	O	S	300.00	300.00	300.00	300.00
Permit Application (Existing Operator)	O	S	100.00	100.00	100.00	100.00
Renewal of Permit	O	S	300.00	300.00	300.00	300.00
Change of Name on Permit	O	S	25.00	25.00	25.00	25.00
Copy of Permit	O	S	15.00	15.00	15.00	15.00

Club Gaming or Machine Permit

Permit Application (New)	O	S	200.00	200.00	200.00	200.00
Permit Application (Existing Holder)	O	S	100.00	100.00	100.00	100.00
Permit Application (Holder of club premises certificate under Licensing Act 2003)	O	S	100.00	100.00	100.00	100.00
Renewal of Permit	O	S	200.00	200.00	200.00	200.00
Annual Fee for Permit	O	S	50.00	50.00	50.00	50.00
Application to Vary Club Permit	O	S	100.00	100.00	100.00	100.00
Copy of Permit	O	S	15.00	15.00	15.00	15.00

Other

Temporary Use Notice (TUN)	O	S	500.00	500.00	500.00	500.00
Occasional Use Notice (OUN)	O	S	0.00	0.00	0.00	0.00
Copy of Premises Licence	O	D	25.00	25.00	25.00	25.00
Notification of Change of Circumstances for Premises Licence	O	D	50.00	50.00	50.00	50.00
Copy of Notice	O	S	25.00	25.00	25.00	25.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Licensing Act 2003

Premises - Band A (None to £4,300)

Premises Licences - New Application and Variation	O	S	100.00	100.00	100.00	100.00
Premises Licences - Annual Charge	O	S	70.00	70.00	70.00	70.00
Club Premises Certificates - New Application and Variation	O	S	100.00	100.00	100.00	100.00
Club Premises Certificates - Annual Charge	O	S	70.00	70.00	70.00	70.00

Premises - Band B (£4,301 to £33,000)

Premises Licences - New Application and Variation	O	S	190.00	190.00	190.00	190.00
Premises Licences - Annual Charge	O	S	180.00	180.00	180.00	180.00
Club Premises Certificates - New Application and Variation	O	S	190.00	190.00	190.00	190.00
Club Premises Certificates - Annual Charge	O	S	180.00	180.00	180.00	180.00

Premises - Band C (£33,001 to £87,000)

Premises Licences - New Application and Variation	O	S	315.00	315.00	315.00	315.00
Premises Licences - Annual Charge	O	S	295.00	295.00	295.00	295.00
Club Premises Certificates - New Application and Variation	O	S	315.00	315.00	315.00	315.00
Club Premises Certificates - Annual Charge	O	S	295.00	295.00	295.00	295.00

Premises - Band D (£87,001 to £125,000)

Premises Licences - New Application and Variation	O	S	450.00	450.00	450.00	450.00
Premises Licences - Annual Charge	O	S	320.00	320.00	320.00	320.00
Club Premises Certificates - New Application and Variation	O	S	450.00	450.00	450.00	450.00
Club Premises Certificates - Annual Charge	O	S	320.00	320.00	320.00	320.00

Premises - Band E (£125,001 plus)

Premises Licences - New Application and Variation	O	S	635.00	635.00	635.00	635.00
Premises Licences - Annual Charge	O	S	350.00	350.00	350.00	350.00
Club Premises Certificates - New Application and Variation	O	S	635.00	635.00	635.00	635.00
Club Premises Certificates - Annual Charge	O	S	350.00	350.00	350.00	350.00

Additional Fees (based on number in attendance at any one time)

Additional Premises Licence Fee:

5,000 to 9,999	O	S	1,000.00	1,000.00	1,000.00	1,000.00
10,000 to 14,999	O	S	2,000.00	2,000.00	2,000.00	2,000.00
15,000 to 19,999	O	S	4,000.00	4,000.00	4,000.00	4,000.00
20,000 to 29,999	O	S	8,000.00	8,000.00	8,000.00	8,000.00
30,000 to 39,999	O	S	16,000.00	16,000.00	16,000.00	16,000.00
40,000 to 49,999	O	S	24,000.00	24,000.00	24,000.00	24,000.00
50,000 to 59,999	O	S	32,000.00	32,000.00	32,000.00	32,000.00
60,000 to 69,999	O	S	40,000.00	40,000.00	40,000.00	40,000.00
70,000 to 79,999	O	S	48,000.00	48,000.00	48,000.00	48,000.00
80,000 to 89,999	O	S	56,000.00	56,000.00	56,000.00	56,000.00
90,000 and over	O	S	64,000.00	64,000.00	64,000.00	64,000.00

Additional Annual Fee Payable (if applicable):

5,000 to 9,999	O	S	500.00	500.00	500.00	500.00
10,000 to 14,999	O	S	1,000.00	1,000.00	1,000.00	1,000.00
15,000 to 19,999	O	S	2,000.00	2,000.00	2,000.00	2,000.00
20,000 to 29,999	O	S	4,000.00	4,000.00	4,000.00	4,000.00
30,000 to 39,999	O	S	8,000.00	8,000.00	8,000.00	8,000.00
40,000 to 49,999	O	S	12,000.00	12,000.00	12,000.00	12,000.00
50,000 to 59,999	O	S	16,000.00	16,000.00	16,000.00	16,000.00
60,000 to 69,999	O	S	20,000.00	20,000.00	20,000.00	20,000.00
70,000 to 79,999	O	S	24,000.00	24,000.00	24,000.00	24,000.00
80,000 to 89,999	O	S	28,000.00	28,000.00	28,000.00	28,000.00
90,000 and over	O	S	32,000.00	32,000.00	32,000.00	32,000.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Licensing Act 2003 (cont.)

Other Fees

Application for the grant or renewal of a personal licence	O	S	37.00	37.00	37.00	37.00
Temporary event notice	O	S	21.00	21.00	21.00	21.00
Theft, loss etc of premises licence or summary	O	S	10.50	10.50	10.50	10.50
Application for a provisional statement where premises being built etc	O	S	315.00	315.00	315.00	315.00
Notification of change of name or address	O	S	10.50	10.50	10.50	10.50
Application to vary licence to specify individual as premises supervisor	O	S	23.00	23.00	23.00	23.00
Application for transfer of premises licence	O	S	23.00	23.00	23.00	23.00
Interim authority notice following death etc.of licence holder	O	S	23.00	23.00	23.00	23.00
Theft, loss etc.of certificate or summary	O	S	10.50	10.50	10.50	10.50
Notification of change of name or alteration of rules of club	O	S	10.50	10.50	10.50	10.50
Change of relevant registered address of club	O	S	10.50	10.50	10.50	10.50
Theft, loss etc.of temporary event notice	O	S	10.50	10.50	10.50	10.50
Theft, loss etc.of personal licence	O	S	10.50	10.50	10.50	10.50
Duty to notify change of name or address	O	S	10.50	10.50	10.50	10.50
Right of freeholder etc.to be notified of licensing matters	O	S	21.00	21.00	21.00	21.00
Application to vary premises licence at community premises to include alternative licence condition	O	S	23.00	23.00	23.00	23.00
Application for minor variation	O	S	89.00	89.00	89.00	89.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Taxi

Vehicle Licence - Hackney Carriage

Vehicle Licence - including Plate	O	S	243.00	243.00	243.00	243.00
Vehicle Replacement	O	S	75.00	75.00	75.00	75.00

Vehicle Licence - Private Hire

Vehicle Licence - including Plate	O	S	225.00	225.00	225.00	225.00
Vehicle Replacement	O	S	75.00	75.00	75.00	75.00

Vehicle Inspections - Hackney Carriage and Private Hire

Vehicle Inspection	O	S	47.00	47.00	47.00	47.00
Trailer Inspections - Non Braked	O	S	15.00	15.00	15.00	15.00
Trailer Inspections - Braked	O	S	23.00	23.00	23.00	23.00
Re-Inspection	O	S	12.50	12.50	12.50	12.50
Re-Inspection 2	O	S	47.00	47.00	47.00	47.00

Drivers Licence - Hackney Carriage and Private Hire

Combined Driver New - 1 year (Excludes DBS)	O	S	145.00	145.00	145.00	145.00
Combined Driver Renewal - 1 year (Excludes DBS)	O	S	128.00	128.00	128.00	128.00
Combined Driver New - 3 years (Excludes DBS)	O	S	404.00	404.00	404.00	404.00
Combined Driver Renewal - 3 years (Excludes DBS)	O	S	354.00	354.00	354.00	354.00
Disclosure and Barring Service (DBS) Check (new to update service)	O	S	52.00	52.00	52.00	52.00
Disclosure and Barring Service (DBS) Check (update service lapsed)	O	S	85.00	85.00	85.00	85.00
Driver and Vehicle Licensing Agency (DVLA) Check outside of an application	O	S	5.00	5.00	5.00	5.00
Re-Test - Knowledge Test	O	S	35.00	35.00	35.00	35.00

Replacements

ID	O	S	6.00	6.00	6.00	6.00
PHV Cards	O	S	6.00	6.00	6.00	6.00
Tariff Cards	O	S	6.00	6.00	6.00	6.00
Replacement Plates	O	S	12.00	12.00	12.00	12.00
Replacement Door Signs (pair)	O	S	15.00	15.00	15.00	15.00
Plate Platforms	O	S	6.00	6.00	6.00	6.00

Private Hire Operators

Single Vehicle Operators Licence - 5 years	O	S	325.00	325.00	325.00	325.00
Operator Licence - 2 to 5 Vehicles - 5 years	O	S	1,085.00	1,085.00	1,085.00	1,085.00
Operator Licence - more than 5 Vehicles - 5 years	O	S	1,345.00	1,345.00	1,345.00	1,345.00

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Planning and Licensing
Service Area: Building Control

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed is 4%. This is based on the HM Treasury forecast inflation increase for 2022. Gross charges have also been rounded up to the nearest pound.

Justification for revised charge (compared to previous year)

The increase in charge is needed in order to work towards cost recovery.

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against the following local authorities: Basildon; Chelmsford; Epping Forest; Harlow; Southend-on-Sea; Thurrock. The proposed Fees and charges are deemed average within the benchmarking exercise.

If significant change in charge, what consultation was undertaken with the general public?

None

Expected budgeted income

£306k budgeted across inspections and applications.

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: NEW DWELLINGS NOT EXCEEDING 300m2

HO1

Houses Bungalows less than 4 storeys 1 plot Plan and Inspection	S	D	647.50	777.00	674.17	809.00
Houses Bungalows less than 4 storeys 1 plot Building Notice	S	D	747.50	897.00	777.50	933.00
Houses Bungalows less than 4 storeys 1 plot Regularisation	O	D	1,080.00	1,080.00	1,124.00	1,124.00

HO2

Houses Bungalows less than 4 storeys 2 plot Plan and Inspection	S	D	958.33	1,150.00	996.67	1,196.00
Houses Bungalows less than 4 storeys 2 plot Building Notice	S	D	1,055.83	1,267.00	1,098.33	1,318.00
Houses Bungalows less than 4 storeys 2 plot Regularisation	O	D	1,526.00	1,526.00	1,588.00	1,588.00

HO3

Houses Bungalows less than 4 storeys 3 plot Plan and Inspection	S	D	1,279.17	1,535.00	1,330.83	1,597.00
Houses Bungalows less than 4 storeys 3 plot Building Notice	S	D	1,477.50	1,773.00	1,536.67	1,844.00
Houses Bungalows less than 4 storeys 3 plot Regularisation	O	D	2,136.00	2,136.00	2,222.00	2,222.00

HO4

Houses Bungalows less than 4 storeys 4 plot Plan and Inspection	S	D	1,616.67	1,940.00	1,681.67	2,018.00
Houses Bungalows less than 4 storeys 4 plot Building Notice	S	D	1,725.00	2,070.00	1,794.17	2,153.00
Houses Bungalows less than 4 storeys 4 plot Regularisation	O	D	2,494.00	2,494.00	2,594.00	2,594.00

HO5

Houses Bungalows less than 4 storeys 5 plot Plan and Inspection	S	D	1,950.00	2,340.00	2,028.33	2,434.00
Houses Bungalows less than 4 storeys 5 plot Building Notice	S	D	2,047.50	2,457.00	2,130.00	2,556.00
Houses Bungalows less than 4 storeys 5 plot Regularisation	O	D	2,960.00	2,960.00	3,079.00	3,079.00

FO1

Houses Bungalows less than 4 storeys 1 flat Plan and Inspection	S	D	647.50	777.00	674.17	809.00
Houses Bungalows less than 4 storeys 1 flat Building Notice	S	D	747.50	897.00	777.50	933.00
Houses Bungalows less than 4 storeys 1 flat Regularisation	O	D	1,080.00	1,080.00	1,124.00	1,124.00

FO2

Houses Bungalows less than 4 storeys 2 flat Plan and Inspection	S	D	958.33	1,150.00	996.67	1,196.00
Houses Bungalows less than 4 storeys 2 flat Building Notice	S	D	1,055.83	1,267.00	1,098.33	1,318.00
Houses Bungalows less than 4 storeys 2 flat Regularisation	O	D	1,526.00	1,526.00	1,588.00	1,588.00

FO3

Houses Bungalows less than 4 storeys 3 flat Plan and Inspection	S	D	1,279.17	1,535.00	1,330.83	1,597.00
Houses Bungalows less than 4 storeys 3 flat Building Notice	S	D	1,477.50	1,773.00	1,536.67	1,844.00
Houses Bungalows less than 4 storeys 3 flat Regularisation	O	D	2,136.00	2,136.00	2,222.00	2,222.00

FO4

Houses Bungalows less than 4 storeys 4 flat Plan and Inspection	S	D	1,616.67	1,940.00	1,681.67	2,018.00
Houses Bungalows less than 4 storeys 4 flat Building Notice	S	D	1,725.00	2,070.00	1,794.17	2,153.00
Houses Bungalows less than 4 storeys 4 flat Regularisation	O	D	2,494.00	2,494.00	2,594.00	2,594.00

FO5

Houses Bungalows less than 4 storeys 5 flat Plan and Inspection	S	D	1,950.00	2,340.00	2,028.33	2,434.00
Houses Bungalows less than 4 storeys 5 flat Building Notice	S	D	2,047.50	2,457.00	2,130.00	2,556.00
Houses Bungalows less than 4 storeys 5 flat Regularisation	O	D	2,960.00	2,960.00	3,079.00	3,079.00

CV01

Conversion to a Single Dwelling House Plan and Inspection	S	D	715.83	859.00	745.00	894.00
Conversion to a Single Dwelling House Building Notice	S	D	787.50	945.00	819.17	983.00
Conversion to a Single Dwelling House Regularisation	O	D	1,087.00	1,087.00	1,131.00	1,131.00

CV02

Conversion to a Single Flat Plan and Inspection	S	D	645.83	775.00	671.67	806.00
Conversion to a Single Flat Building Notice	S	D	710.83	853.00	740.00	888.00
Conversion to a Single Flat Regularisation	O	D	1,034.00	1,034.00	1,076.00	1,076.00

ED

Notifiable Electrical Work where a satisfactory certificate will not be issued by a Part P registered electrician.	S	D	346.67	416.00	360.83	433.00
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**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: WORK TO A SINGLE DWELLING (NOT MORE THAN 3 STOREYS HIGH ABOVE GROUND LEVEL)

DW00							
Single Storey extension not exceeding 10 sq m Plan and Inspection Charge	S	D	295.00	354.00	307.50	369.00	
Single Storey extension not exceeding 10 sq m Building Notice	S	D	324.17	389.00	337.50	405.00	
Single Storey extension not exceeding 10 sq m Regularisation Charge	O	D	448.00	448.00	466.00	466.00	
DW01							
Single Storey extension not exceeding 40 sq m Plan and Inspection Charge	S	D	556.67	668.00	579.17	695.00	
Single Storey extension not exceeding 40 sq m Building Notice	S	D	612.50	735.00	637.50	765.00	
Single Storey extension not exceeding 40 sq m Regularisation Charge	O	D	845.00	845.00	879.00	879.00	
DW02							
Single Storey extension not exceeding 100 sq m Plan and Inspection Charge	S	D	695.83	835.00	724.17	869.00	
Single Storey extension not exceeding 100 sq m Building Notice	S	D	765.00	918.00	795.83	955.00	
Single Storey extension not exceeding 100 sq m Regularisation Charge	O	D	1,056.00	1,056.00	1,099.00	1,099.00	
DW03							
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Plan and Inspection Charge	S	D	648.33	778.00	675.00	810.00	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Building Notice	S	D	713.33	856.00	742.50	891.00	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Regularisation Charge	O	D	984.00	984.00	1,024.00	1,024.00	
DW04							
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Plan and Inspection Charge	S	D	721.67	866.00	750.83	901.00	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Building Notice	S	D	793.33	952.00	825.83	991.00	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Regularisation Charge	O	D	1,095.00	1,095.00	1,139.00	1,139.00	
DW05							
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Plan and Inspection Charge	S	D	355.00	426.00	370.00	444.00	
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Building Notice	S	D	390.83	469.00	406.67	488.00	
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Regularisation Charge	O	D	539.00	539.00	561.00	561.00	
DW06							
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Plan and Inspection Charge	S	D	456.67	548.00	475.00	570.00	
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Building Notice	S	D	501.67	602.00	522.50	627.00	
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Regularisation Charge	O	D	693.00	693.00	721.00	721.00	
DW07							
First Floor & Second Floor loft conversion Plan and Inspection Charge	S	D	535.83	643.00	557.50	669.00	
First Floor & Second Floor loft conversion Building Notice	S	D	589.17	707.00	613.33	736.00	
First Floor & Second Floor loft conversion Regularisation Charge	O	D	813.00	813.00	846.00	846.00	
DW08							
Other Works Plan and Inspection Charge	S	D	318.33	382.00	331.67	398.00	
Other Works Building Notice	S	D	350.00	420.00	364.17	437.00	
Other Works Regularisation Charge	O	D	483.00	483.00	503.00	503.00	
DW09							
Re-roofing, installation of solar panels or photovoltaic cells Plan and Inspection Charge	S	D	195.00	234.00	203.33	244.00	
Re-roofing, installation of solar panels or photovoltaic cells Building Notice	S	D	214.17	257.00	223.33	268.00	
Re-roofing, installation of solar panels or photovoltaic cells Regularisation Charge	O	D	296.00	296.00	308.00	308.00	
DW10							
Replacement of windows, roof lights, roof windows or external glazed doors Plan and Inspection Charge	S	D	175.00	210.00	182.50	219.00	
Replacement of windows, roof lights, roof windows or external glazed doors Building Notice	S	D	192.50	231.00	200.83	241.00	
Replacement of windows, roof lights, roof windows or external glazed doors Regularisation Charge	O	D	265.00	265.00	276.00	276.00	
DW11							
Cost of work not exceeding £5,000 Plan and Inspection Charge	S	D	233.33	280.00	243.33	292.00	
Cost of work not exceeding £5,000 Building Notice	S	D	256.67	308.00	267.50	321.00	
Cost of work not exceeding £5,000 Regularisation Charge	O	D	354.00	354.00	369.00	369.00	
DW12							
Cost of work exceeding £5,000 but not exceeding £25,000 Plan and Inspection Charge	S	D	451.67	542.00	470.00	564.00	
Cost of work exceeding £5,000 but not exceeding £25,000 Building Notice	S	D	497.50	597.00	517.50	621.00	
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	D	686.00	686.00	714.00	714.00	
DW13							
Cost of work exceeding £25,000 but not exceeding £100,000 Plan and Inspection Charge	S	D	746.67	896.00	776.67	932.00	
Cost of work exceeding £25,000 but not exceeding £100,000 Building Notice	S	D	820.83	985.00	854.17	1,025.00	
Cost of work exceeding £25,000 but not exceeding £100,000 Regularisation Charge	O	D	1,133.00	1,133.00	1,179.00	1,179.00	
ED							
Notifiable electrical work where a satisfactory certificate will not be issued by a Part P registered electrician	S	D	346.67	416.00	360.83	433.00	

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: ALL OTHER NON-DOMESTIC WORK (NOT MORE THAN 3 STOREYS ABOVE GROUND LEVEL)

Extensions and New Builds

ND01

Single Storey extension not exceeding 40 sq m Plan and Inspection Charge	S	D	550.00	660.00	572.50	687.00
Single Storey extension not exceeding 40 sq m Regularisation Charge	O	D	845.00	845.00	879.00	879.00

ND02

Single Storey extension not exceeding 100 sq m Plan and Inspection Charge	S	D	628.33	754.00	654.17	785.00
Single Storey extension not exceeding 100 sq m Regularisation Charge	O	D	953.00	953.00	992.00	992.00

ND03

Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Plan and Inspection Charge	S	D	687.50	825.00	715.00	858.00
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Regularisation Charge	O	D	1,041.00	1,041.00	1,083.00	1,083.00

ND04

Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Plan and Inspection Charge	S	D	746.67	896.00	776.67	932.00
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Regularisation Charge	O	D	1,129.00	1,129.00	1,175.00	1,175.00

Alterations

ND05

Cost of work not exceeding £5,000 Plan and Inspection Charge	S	D	295.00	354.00	307.50	369.00
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	D	442.00	442.00	460.00	460.00
Replacement of windows, roof lights, roof windows or external glazed doors Plan and Inspection Charge	S	D	255.83	307.00	266.67	320.00
Replacement of windows, roof lights, roof windows or external glazed doors Regularisation Charge	O	D	374.00	374.00	389.00	389.00
Renewable energy systems not exceeding £20,000 Planning and Inspection Charge	S	D	275.00	330.00	286.67	344.00
Renewable energy systems not exceeding £20,000 Regularisation Charge	O	D	393.00	393.00	409.00	409.00
Installation of new shop front and work not exceeding £5,000 Plan and Inspection Charge	S	D	275.00	330.00	286.67	344.00
Installation of new shop front and work not exceeding £5,000 Regularisation Charge	O	D	393.00	393.00	409.00	409.00

ND06

Cost of work exceeding £5,000 but not exceeding £25,000 Plan and Inspection Charge	S	D	451.67	542.00	470.00	564.00
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	D	688.00	688.00	716.00	716.00
Replacement of windows, rooflights, roof windows or external glazed doors (exceeding 20 units) Plan and Inspection Charge	S	D	354.17	425.00	369.17	443.00
Replacement of windows, rooflights, roof windows or external glazed doors (exceeding 20 units) Regularisation Charge	O	D	550.00	550.00	572.00	572.00
Installation of raised storage platform not exceeding 250 sqm within an existing building Plan and Inspection Charge	S	D	432.50	519.00	450.00	540.00
Installation of raised storage platform not exceeding 250 sqm within an existing building Regularisation Charge	O	D	609.00	609.00	634.00	634.00

ND07

Cost of work exceeding £25,000 and not exceeding £100,000 Plan and Inspection Charge	S	D	785.83	943.00	817.50	981.00
Cost of work exceeding £25,000 and not exceeding £100,000 Regularisation Charge	O	D	1,198.00	1,198.00	1,246.00	1,246.00
Fit out of building up to 100 sq m Plan and Inspection Charge	S	D	530.83	637.00	552.50	663.00
Fit out of building up to 100 sq m Regularisation Charge	O	D	737.00	737.00	767.00	767.00

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Planning and Licensing
Service Area: Planning Development Management

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough. These were reviewed in 2021 that it would not be appropriate to increase now. But we will be keeping the PPAs as negotiable and doing a better job of covering costs through increases etc where we can. So no change for 2022/23.

Proposed change in fee/charge from previous year (%)

No change

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees that are not set nationally, have in the past been benchmarked against the following local authorities: Basildon; Chelmsford; Epping Forest; Harlow; Southend-on-Sea; Thurrock. The proposed Fees and charges are deemed average within the benchmarking exercise.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£678k

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Planning Application Fees

All Outline Applications

Up to 2.5 hectare, per 0.1 hectare	O	S	462.00	462.00	462.00	462.00
More than 2.5 hectares	O	S	11,432.00	11,432.00	11,432.00	11,432.00
Each 0.1 hectare in excess of 2.5 hectares to a maximum of £125,000	O	S	138.00	138.00	138.00	138.00

Householder Applications

Alterations/extensions to a single dwelling	O	S	206.00	206.00	206.00	206.00
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Full Applications

Alterations/extensions two or more dwellings	O	S	407.00	407.00	407.00	407.00
New Dwellings (up to 50) per dwelling	O	S	462.00	462.00	462.00	462.00
New Dwellings more than 50	O	S	22,859.00	22,859.00	22,859.00	22,859.00
Each dwelling in excess of 50 to a maximum of £250,000	O	S	138.00	138.00	138.00	138.00

Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery)

Gross Floor up to 40sq m	O	S	234.00	234.00	234.00	234.00
Gross Floor 40 sq m to 75 sq m	O	S	462.00	462.00	462.00	462.00
Gross Floor 75sq m to 3750 sq m each 75 sq m or part thereof	O	S	462.00	462.00	462.00	462.00
Gross Floor more than 3750 sq m	O	S	22,859.00	22,859.00	22,859.00	22,859.00
Each additional 75 sq m in excess of 3750 sq m to a maximum of £250,000	O	S	138.00	138.00	138.00	138.00

Erection of building (on land used for agriculture for agricultural purposes)

Gross Floor Space up to 465 sq m	O	S	96.00	96.00	96.00	96.00
Gross Floor 465 sq m to 540 sq m	O	S	462.00	462.00	462.00	462.00
Gross Floor 540 sq m to 4215 sq m each 75 sq m in excess of 540 sq m	O	S	462.00	462.00	462.00	462.00
Gross Floor more than 4215 sq m	O	S	22,859.00	22,859.00	22,859.00	22,859.00
Each additional 75 sq m in excess of 4215 sq m to a maximum of £250,000	O	S	138.00	138.00	138.00	138.00

Erection of glasshouses

Gross Floor no more than 465 sq m	O	S	96.00	96.00	96.00	96.00
Gross Floor more than 465 sq m	O	S	2,580.00	2,580.00	2,580.00	2,580.00

Erection/Alterations/Replacement of Plant and Machinery

Site Area not more than 5 hectares - per 0.1 hectare or part thereof	O	S	462.00	462.00	462.00	462.00
Site Area more than 5 hectares	O	S	22,859.00	22,859.00	22,859.00	22,859.00
Each additional 0.1 hectare in excess of 5 hectares up to a maximum of £250,000	O	S	138.00	138.00	138.00	138.00

Applications other than Building Works

Car parks, Service Roads or other accesses	O	S	234.00	234.00	234.00	234.00
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Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage minerals)

Site Area no more than 15 hectares per 0.1 hectare	O	S	234.00	234.00	234.00	234.00
Site Area more than 15 hectares	O	S	34,934.00	34,934.00	34,934.00	34,934.00
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	138.00	138.00	138.00	138.00

Operations connected with exploratory drilling for oil or natural gas

Site area not more than 7.5 hectares each 0.1 hectare	O	S	508.00	508.00	508.00	508.00
Site area more than 7.5 hectares	O	S	38,070.00	38,070.00	38,070.00	38,070.00
Each 0.1 hectare in excess of 7.5 hectares up to a maximum of £250,000	O	S	151.00	151.00	151.00	151.00

Operations (other than exploratory drilling) for the winning and working of oil or natural gas

Site area not more than 15 hectares each 0.1 hectares	O	S	257.00	257.00	257.00	257.00
Site area more than 15 hectares	O	S	38,520.00	38,520.00	38,520.00	38,520.00
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	151.00	151.00	151.00	151.00

Operations (winning and working of minerals) excluding oil or natural gas

Site area not more than 15 hectares each 0.1 hectares	O	S	234.00	234.00	234.00	234.00
Site area more than 15 hectares	O	S	34,934.00	34,934.00	34,934.00	34,934.00
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	138.00	138.00	138.00	138.00

Other operations (not coming within any of the above categories)

Any site area per 0.1 hectares up to a maximum of £1690	O	S	234.00	234.00	234.00	234.00
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Lawful Development Certificate

Existing Use or operation	O	S	Same As Full	Same As Full	Same As Full	Same As Full
Existing use or operation - lawful not to comply with any condition or limitation	O	S	234.00	234.00	234.00	234.00

Proposed use or operation	O	S	Half normal planning fee	Half normal planning fee	Half normal planning fee	Half normal planning fee
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For further clarification on the planning fees please refer to the The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012 and (Amendment) Regulations 2017

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Planning Application Fees

Prior Approval

Agricultural and Forestry buildings & operations or demolition of buildings	O	S	96.00	96.00	96.00	96.00
Telecommunications Code Systems Operators	O	S	462.00	462.00	462.00	462.00
Proposed Change of Use to State Funded School or Registered Nursery	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations	O	S	206.00	206.00	206.00	206.00
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations	O	S	96.00	96.00	96.00	96.00
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	O	S	206.00	206.00	206.00	206.00
Notification for a Prior Approval for a Change of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to dwellinghouses (Class C3)	O	S	96.00	96.00	96.00	96.00
Notification for prior Approval for Change of Use from Amusements Arcades/Centres and Casinos (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3)	O	S	96.00	96.00	96.00	96.00
Notification for prior Approval for Change of Use from Amusements Arcades/Centres and Casinos (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3) and Associated Building Operations	O	S	206.00	206.00	206.00	206.00
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3)	O	S	96.00	96.00	96.00	96.00
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3) and Associated Building Operations	O	S	206.00	206.00	206.00	206.00
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3) to Assembly and Leisure Use (Class D2)	O	S	96.00	96.00	96.00	96.00

Reserved Matters

Application for approval of reserved matters following outline approval	O	S	Full Fee due or if paid £462	Full Fee due or if paid £462	Full Fee due or if paid £462	Full Fee due or if paid £462
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Approval/Variation/Discharge of condition

Application for removal or variation of a condition following grant of planning permission	O	S	234.00	234.00	234.00	234.00
Request for confirmation that one or more planning conditions have been complied with - Householder	O	S	34.00	34.00	34.00	34.00
Request for confirmation that one or more planning conditions have been complied with - Other	O	S	116.00	116.00	116.00	116.00

Change of Use of a building to use as one or more separate dwellings houses or other cases

Not more than 50 dwellings - each dwelling	O	S	462.00	462.00	462.00	462.00
More than 50 dwellings	O	S	22,859.00	22,859.00	22,859.00	22,859.00
Each dwelling in excess of 50 up to a maximum of £250,000	O	S	138.00	138.00	138.00	138.00
Other Changes of use of a building or land	O	S	462.00	462.00	462.00	462.00

Advertising

Relating to the business on the premises	O	S	132.00	132.00	132.00	132.00
Advance signs which are not situated on or visible from the site, directing the public to a	O	S	132.00	132.00	132.00	132.00
Other advertisements	O	S	462.00	462.00	462.00	462.00

Application for a New Planning Permission to replace an Extant Planning Permission

Applications in respect of major developments	O	S	690.00	690.00	690.00	690.00
Applications in respect of householder developments	O	S	68.00	68.00	68.00	68.00
Applications in respect of other developments	O	S	234.00	234.00	234.00	234.00

Application for a Non-material Amendment following a grant of Planning Permission

Applications in respect of householder development	O	S	34.00	34.00	34.00	34.00
Applications in respect of other developments	O	S	234.00	234.00	234.00	234.00

Application for Permission in Principle

For each 0.1 hectare of the site area	O	S	402.00	402.00	402.00	402.00
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For further clarification on the planning fees please refer to the The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012 and (Amendment) Regulations 2017

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Pre-Application Advice

Pre-Application Advice

Householder

1	Householder - written response only	S	D	58.33	70.00	58.33	70.00
2	Up to 1-hour meeting and written summary / with specialist advice (Where the proposal falls within a conservation area and/or the setting of a listed building, or involves works to a residential listed building)	S	D	141.67 / 266.67	170 / 320	141.67 / 266.67	170 / 320
3	Follow up comments per additional set of drawings (within 3 months timescale)	S	D	29.17	35.00	29.17	35.00
4	Express Householder Advice - e.g. week turnaround	S	D	416.67	500.00	416.67	500.00

Change of Use of a Building or Land where the proposal does not constitute Minor or Major development

NB this would include a change of use of the land to additional residential garden; paddocks; and buildings to non-residential use

5	Up to 1-hour inhouse meeting and written summary/ with specialist advice (Where the proposal falls within a conservation area and/or the setting of a listed building, or involves works to a residential listed building)	S	D	350 / 483.33	420 / 580	350 / 483.33	420 / 580
6	Up to 1-hour onsite meeting and written summary/ with specialist advice (where the proposal falls within a conservation area and/or the setting of a listed building, or involves works to a residential listed building)	S	D	375 / 508.33	450 / 610	375 / 508.33	450 / 610
7	Follow up comments upon per additional set of drawings			150.00	180.00	150.00	180.00

Creation of a singular: dwellinghouse; replacement dwellinghouse; or residential annexe

Note: in excess of 1 but below 10 units constitutes Minor development

8	Up to 1-hour inhouse meeting and written summary/ with specialist advice (Where the proposal falls within a conservation area and/or the setting of a listed building, or involves works to a listed building, specialist advice is required and is charged as follows.)	S	D	350 / 483.33	420 / 580	350 / 483.33	420 / 580
9	Up to 1-hour onsite meeting and written summary/ with specialist advice (Where the proposal falls within a conservation area and/or the setting of a listed building, or involves works to a listed building, specialist advice is required and is charged as follows.)	S	D	375 / 508.33	450 / 610	375 / 508.33	450 / 610
10	Follow up comments upon per additional set of drawings	S	D	150.00	180.00	150.00	180.00

Minor Development

11	Written summary only/ with specialist advice	S	D	350 / 483.33	420 / 580	350 / 483.33	420 / 580
12	Up to 1-hour inhouse meeting and written summary/ with specialist advice	S	D	716.67 / 850	860 / 1020	716.67 / 850	860 / 1020
13	Up to 1-hour onsite meeting and written summary/with specialist advice	S	D	741.67 / 850	890 / 1050	741.67 / 850	890 / 1050
14	Additional 1-hour inhouse meetings and written summaries/ with specialist	S	D	458.33 / 591.67	550 / 710	458.33 / 591.67	550 / 710
15	Follow up comments per additional set of drawings	S	D	166.67	200.00	166.67	200.00

Small major development (includes Heritage Assests/ Urban Design)

new building has between 1000 and 2499 sqm of floor space

Or the site is between 0.5 and 1.99 hecatres (where you don't know the floor space.)

16	Up to 1-hour inhouse meeting and written summary	S	D	2,083.33	2,500.00	2,083.33	2,500.00
17	Up to 1-hour onsite meeting and written summary set	S	D	2,108.33	2,530.00	2,108.33	2,530.00
18	Written advice	S	D	250.00	300.00	250.00	300.00
19	A subsequent meeting with a planning officer	S	D	1,500.00	1,800.00	1,500.00	1,800.00

Large major development (includes Heritage Assests/ Urban Design)

If your new building has between 2500 and 4999 sqm of floor space

Or The site area is up between 2.0 and 4.99 hecatres (where you don't know the floorspace)

20	Up to 1-hour inhouse meeting and written summary	S	D	2,500.00	3,000.00	2,500.00	3,000.00
21	Up to 1-hour onsite meeting and written summary set	S	D	2,525.00	3,030.00	2,525.00	3,030.00
23	A subsequent meeting with a planning officer	S	D	1,916.67	2,300.00	1,916.67	2,300.00

Strategic Development (Principal Planner)

Your new building has 5000 or more sqm of floor space

The site area is 5 or more hectares (where you don't now the floorspace)

24	Up to 1-hour inhouse meeting and written summary	S	D	2,833.33	3,400.00	2,833.33	3,400.00
25	Up to 1-hour onsite meeting and written summary	S	D	2,858.33	3,430.00	2,858.33	3,430.00
26	A reduced fee for follow up meetings if you have: already had a meeting in relation to the same site in the last three months or received a refusal of planning permission for a similar development on the same site in the last three months	S	D	2,250.00	2,700.00	2,250.00	2,700.00

Planning Performance Agreement - Separate set of Fees

BBC can offer a tailored service to developers in regard to the above advice types.

These can include meetings with elected members including ward members and members of the Planning Committee. We can negotiate compliance with conditions during the course of construction and through the redevelopment and conversion of listed buildings with the appropriate specialist advisors offering direct and timely contact with Officer's.

Post-Application Conditions Advice

Some developments may result in conditions which you may wish to discuss in more detail with the Planning Officer to consider your options. Particularly where there are requirements for particular materials. Officers can advise on the requirements in consultation with specialist advisors where applicable.

Note: Developers are reminded of the provisions of the NPPF with particular regard to paragraph 130.

27	Written summary only	S	D	125.00	150.00	125.00	150.00
28	Up to 1-hour inhouse meeting and written summary	S	D	208.33	250.00	208.33	250.00
29	Up to 1-hour onsite meeting and written summary	S	D	233.33	280.00	233.33	280.00

Advice from Officers specialising in the Heritage Assets, Urban Design or Landscaping may also be required and is charged separately.

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Planning and Licensing
Service Area: Planning Policy

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

No specific costs are listed as these are negotiable on an individual basis.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Areas of proposed charge represent a bespoke requirement which will be determined on a case by case basis purely for cost recovery

If significant change in charge, what consultation was undertaken with the general public?

No significant change in charge proposed

Expected budgeted income

£0 - No budgeted income. Fee there if needed.

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PLANNING POLICY

CHARGING AREA: Design Panel Review

Design Panel Review

Panel review session, tailored to reflect the proposal

S D

negotiable

negotiable

Wilsons Corner VISSIM Transport Model

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POLICY, RESOURCES & ECONOMIC DEVELOPMENT

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Policy, Resources & Economic Development
Service Area: Parking

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

It is proposed no change to parking fees this year pending the outcome of the review which is taking place and the strategy that will be produced.

Justification for revised charge (compared to previous year)

No Change to charges

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

No benchmarking undertaken this year as this will be undertaken as part of the strategy work

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£1,353,700

**POLICY, RESOURCES AND ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking

Chatham Way

Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
4 hours	S	D	3.33	4.00	3.33	4.00
5 hours	S	D	4.17	5.00	4.17	5.00
6 hours	S	D	5.00	6.00	5.00	6.00
24 hours	S	D	6.67	8.00	6.67	8.00

Monday to Saturday - 7:00pm to 6:00am

Overnight Charge	S	D	1.67	2.00	1.67	2.00
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Sunday Charge

All day	S	D	0.00	0.00	0.00	0.00
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Coptfold Road

Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
4 hours	S	D	3.33	4.00	3.33	4.00
5 hours	S	D	4.17	5.00	4.17	5.00
6 hours	S	D	5.00	6.00	5.00	6.00
6 hours+ to close	S	D	6.67	8.00	6.67	8.00

Monday to Saturday - 7:00pm to 10:00pm

Overnight Charge	S	D	1.67	2.00	1.67	2.00
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Sunday Charge - 6:00am to 10:00pm

Flat Charge	S	D	0.83	1.00	0.83	1.00
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Lost Ticket	S	D	8.33	10.00	8.33	10.00
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Exit charge after 10:00pm	S	D	41.67	50.00	41.67	50.00
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William Hunter Way

Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
4 hours	S	D	3.33	4.00	3.33	4.00
5 hours	S	D	4.17	5.00	4.17	5.00
6 hours	S	D	5.00	6.00	5.00	6.00
24 hours	S	D	6.67	8.00	6.67	8.00
Overnight Charge	S	D	1.67	2.00	1.67	2.00

Sunday Charge

All day	S	D	0.83	1.00	0.83	1.00
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**POLICY, RESOURCES AND ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking

Town Hall

Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
4 hours	S	D	3.33	4.00	3.33	4.00
5 hours	S	D	4.17	5.00	4.17	5.00
6 hours	S	D	5.00	6.00	5.00	6.00
24 hours	S	D	6.67	8.00	6.67	8.00
Overnight Charge	S	D	1.67	2.00	1.67	2.00

Sunday Charge

All day	S	D	0.00	0.00	0.00	0.00
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Westbury Road

Saturday - all day	S	D	3.33	4.00	3.33	4.00
Sunday - all day	S	D	0.83	1.00	0.83	1.00
Overnight Charge	S	D	1.67	2.00	1.67	2.00

King George's Playing Field

4 Hours	S	D	0.00	0.00	0.00	0.00
Over 4 Hours	S	D	4.17	5.00	4.17	5.00
Coaches	S	D	12.50	15.00	12.50	15.00

Monday to Friday 09:00am - 6:00pm

Ingatestone

Maximum stay 2 hours no return for 4 hours	S	D	0.00	0.00	0.00	0.00
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Note - This is for Bellmead and Market Square Monday to Saturday 8:00am - 6:00pm

Friars Avenue

Maximum stay 2 hours no return for 4 hours	S	D	N/A	N/A	N/A	N/A
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Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
Overnight Charge	S	D	1.67	2.00	1.67	2.00

Sunday Charge

All day	S	D	0.83	1.00	0.83	1.00
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Hunters Avenue

Maximum stay 2 hours no return for 4 hours	S	D	N/A	N/A	N/A	N/A
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Monday to Saturday - 6:00am to 7:00pm

30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	8.93	1.00	8.93	1.00
2 hours	S	D	1.67	2.00	1.67	2.00
2 hours with discount card	S	D	1.17	1.40	1.17	1.40
3 hours	S	D	2.50	3.00	2.50	3.00
Overnight Charge	S	D	1.67	2.00	1.67	2.00

Sunday Charge

All day	S	D	0.83	1.00	0.83	1.00
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**POLICY, RESOURCES AND ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking - Season Tickets and Penalty Charge Notices

Season Tickets - Flexi Charge

7 days	S	D	20.00	24.00	20.00	24.00
1 month	S	D	62.50	75.00	62.50	75.00
3 months	S	D	175.00	210.00	175.00	210.00
6 months	S	D	332.50	399.00	332.50	399.00
12 months	S	D	590.00	708.00	590.00	708.00

Season Tickets - Standard Charge

7 days	S	D	30.00	36.00	30.00	36.00
1 month	S	D	93.33	112.00	93.33	112.00
3 months	S	D	271.67	326.00	271.67	326.00
6 months	S	D	518.33	622.00	518.33	622.00
12 months	S	D	935.00	1,122.00	935.00	1,122.00

Note - For Coptfold Road, Sir Francis Way, Westbury Road and William Hunter Way car parks

Penalty Charge Notice

Higher Level Penalty Charge Notice	O	S	70.00	70.00	70.00	70.00
Higher Level Penalty Charge Notice (if paid within 14 days)	O	S	35.00	35.00	35.00	35.00
Lower Level Penalty Charge Notice	O	S	50.00	50.00	50.00	50.00
Lower Level Penalty Charge Notice (if paid within 14 days)	O	S	25.00	25.00	25.00	25.00

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: PRED
Service Area: Design & Print

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed to round to nearest whole number .

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

None, charges to cover costs.

If significant change in charge, what consultation was undertaken with the general public?

£0 - charges generate minimal income, charges there to cover costs if needed.

Expected budgeted income

£0

**DESIGN AND PRINT SERVICES
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2021-March 2022 Excl VAT	Inc VAT	April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: DESIGN AND PRINT SERVICES

CHARGING AREA: DESIGN AND PRINT SERVICES

External Printing

			£	£	£	£
Provision of design and print services - per hour	S	D	17.00	20.40	17.50	21.00
Price per black and white copy	S	D	0.01	0.01	0.02	0.02
Price per colour copy	S	D	0.03	0.04	0.04	0.05
Provision of printing materials	S	D	As per job spec		As per job spec	

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: PRED
Service Area: Facilities Management

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

The increase proposed is 5% and rounded to nearest number to keep with inflation. This is based on the forecast CPI inflation increase for 22/23. Essex set the wedding fees, increased by 2.4 to 3.4%.

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against chelmsford when opened. The proposed Fees and charges are deemed average within the benchmarking exercise. Haven't undertook another benchmarking exercise as there hasn't been much uptake on room hire. Potentially due to COVID.

If significant change in charge, what consultation was undertaken with the general public?

N/A

Expected budgeted income

£500, extra from weddings. No extra expected income from room hire. Total budget £17.5k

**Policy, Resources & Economic Development
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OFFICE ACCOMMODATION

CHARGING AREA: WEDDINGS & ROOM HIRE

Committee Room Hire (Town Hall)

Council Chamber Half Day*	S	D	370.00	444.00	383.33	460.00
Council Chamber Full Day*	S	D	625.00	750.00	650.00	780.00
Committee Rooms 1 Half Day*	S	D	158.33	190.00	166.67	200.00
Committee Rooms 1 Full Day*	S	D	258.33	310.00	266.67	320.00
Committee Rooms 2 Half Day*	S	D	63.33	76.00	66.67	80.00
Committee Rooms 2 Full Day*	S	D	104.17	125.00	108.33	130.00
Civic Foyer Half Day	S	D	104.17	125.00	108.33	130.00
Civic Foyer Full Day	S	D	183.33	220.00	191.67	230.00
Leader's room Half Day	S	D	78.33	94.00	83.33	100.00
Leader's room Full Day	S	D	145.83	175.00	154.17	185.00

* 50% Discount applicable for booking made by Charities and Community Groups

Weddings (Town Hall - From August 2019)

Council Chamber Monday - Thursday	S	D	358.33	430.00	375.00	450.00
Council Chamber Friday	S	D	358.33	430.00	375.00	450.00
Council Chamber Saturday	S	D	358.33	430.00	375.00	450.00

* Please note fees for wedding ceremonies in the Council Chamber are administered by BBC and does not include registrar fee

Committee Rooms Monday - Thursday	E/S	D	191.00	210.00	191.00	210.00
Committee Rooms Friday	E/S	D	250.00	300.00	250.00	300.00
Committee Rooms Saturday	E/S	D	308.33	370.00	308.33	370.00

Please note the above charges do not include the fee for the certificate. £11 will need to be paid in addition to the charges above.

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: PRED
Service Area: Economic Development

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery for the Brentwood Business Showcase

Proposed change in fee/charge from previous year (%)

Charges have not been increased by a set percentage, instead charges have been increased based on the cost of delivering the service to ensure full cost recovery

Justification for revised charge (compared to previous year)

Increase reflects the increase to costs for supplying the service

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked against sponsorship for other large business expos. The proposed Fees and Charges are deemed average within the benchmarking exercise.

If significant change in charge, what consultation was undertaken with the general public?

There has been no significant change in charge

Expected budgeted income

The expected income for the Brentwood Business Showcase is £25,000, generated through sponsorship and exhibitor fees

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2021-March 2022		CHARGES April 2022-March 2023	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PLANNING & ECONOMY

CHARGING AREA: Economic Development

For more information about sponsorship packages, contact the Economic Development team on business@brentwood.gov.uk

FEES & CHARGES SCHEDULE AND CHARGING DIRECTORIES FROM 2022/23 ONWARDS

Committee: Policy, Resources & Economic Development
Service Area: Legal Services

Objectives/rationale of the fee/charge (e.g. Full cost recovery)

The primary objective of the charge is cost recovery. The level of charge also helps maintain the high level of service provision for the Borough.

Proposed change in fee/charge from previous year (%)

Introduction of New Charges

Justification for revised charge (compared to previous year)

Introduction of New Charges

What benchmarking has been undertaken to inform level of fee/charge (when and frequency)?

Fees have been benchmarked. The proposed Fees and charges are deemed average within the benchmarking exercise

If significant change in charge, what consultation was undertaken with the general public?

No required

Expected budgeted income

£25k

LEGAL SERVICES
FEES & CHARGES SCHEDULE FROM 1 APRIL 2022

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES	
			April 2022-March 2023 Excl VAT	Inc VAT

SERVICE AREA: LEGAL SERVICES

CHARGING AREA: LEGAL SERVICES

*New fees introduced with effect 1st April 2022

Administation

	VAT	FEE	£	£
Certified Copy Lease	S	D	18.33	22.00
Copy Transfer	S	D	15.00	18.00
General Enquiries (see below for pre contract and RTB enquiries) Minimum of 2 hours, hourly rate thereafter	S	D	75.00	90.00
Sealing Costs (e.g. s.106 Agreements)	S	D	25.00	30.00
Single document copy	S	D	10.00	12.00
RTB pre sale land enquiries	S	D	See above	See above

Commercial Portfolio

Grant of Commerical Lease - Minimum for 7 hours, thereafter houly rate	S	D	750.00	900.00
Licence for Works/Changes of Use Commerical Lease - Minimum for 7 hours, thereafter hourly rate	S	D	500.00	600.00
License to Assign Commercial Lease - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Licence to Underlet Commerical Lease - Minimum for 7 hours, thereafter hourly rate	S	D	500.00	600.00
Guarantor Agreement - Minimum for 7 hours, thereafter hourly rate	S	D	500.00	600.00
Rent Deposit Deed - Minimum for 7 hours, thereafter hourly rate	S	D	130.00	156.00
	S	D	750.00	900.00

Litigation

Prep of s.146 Notice	S	D	175.00	210.00
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Post Completion

Deed of Postponement - non refundable, including if not all requested information is provided	S	D	155.00	186.00
Deed of Rectification - Minimum for 7 hours, thereafter hourly rate	S	D	500.00	600.00

Residential

Approval Deed of Covenant	S	D	100.00	120.00
Covenant Modification/Release - Minimum for 7 hours, thereafter hourly rate	S	D	750.00	900.00
Equity Share Transfers - Minimum for 7 hours, thereafter hourly rate	S	D	500.00	600.00
Grant of Easement -	S	D	750.00	900.00
Leaseholders Enquiries (e.g. Brocklesmead, Sibneys, LPE1's)	S	D	150.00	180.00
Notice of Charge/Assignment	S	D	50.00	60.00
Redemption Fee - Repayment of Discount	S	D	150.00	180.00
Redemption Fee - Repayment of Service Charge Loan	S	D	100.00	120.00
Savoy Wood Maintenance Agreements	S	D	200.00	240.00
Savoy Wood Cerificate of Discharge	S	D	40.00	48.00
Service Charge Loan Interest Free/Deferred	S	D	100.00	120.00
Service Charge Loan - Traditional	S	D	87.50	105.00
Variation Deed (Residential) - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Variation to Lease Plans - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Licence to Alter (Residential Lease) - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Consent to Second Mortgage	S	D	40.00	48.00
Boundary/Plan Enquiries - Minimum for 7 hours, thereafter hourly rate	S	D	130.00	156.00

Transaction

Additional Land Sale - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Additional Land Sale (betterment) - Minimum for 7 hours, thereafter hourly rate	S	D	400.00	480.00
Land Sale - Minimum for 10 hours, thereafter hourly rate	S	D	250.00-1750.00	300.00-2100.00
Footpath stopping up - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Freehold Reversion Sale - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Roundabout Agreements	S	D	250.00	300.00
Sale of Residential Garage - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Lease Extension - Minimum for 7 hours, thereafter hourly rate	S	D	750.00	900.00
Licence for land - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Renewal of Licence - Minimum for 7 hours, thereafter hourly rate	S	D	130.00	156.00
Wayleaves - Minimum for 7 hours, thereafter hourly rate	S	D	130.00	156.00
Deed of Dedication - Minimum for 7 hours, thereafter hourly rate	S	D	350.00	420.00
Reports on Title - Minimum for 7 hours, thereafter hourly rate	S	D	200.00	240.00

External Hourly Rates

Hourly Rate Solicitor 8 years plus PQE	S	D	190.00	228.00
Hourly Rate Solicitor 4 years plus PQE	S	D	165.00	198.00
Hourly Rate Solicitors Legal Execs and FE equivalent	S	D	135.00	162.00
Hourly Rate Trainee Solicitors, Paralegals, FE equivalent	S	D	100.00	120.00
DPA work	S	D	250.00	300.00

Parish Councils

Hourly Rate Solicitor 8 years plus PQE	S	D	125.00	150.00
Hourly Rate Solicitor 4 years plus PQE	S	D	110.00	132.00
Hourly Rate Solicitors Legal Execs and FE equivalent	S	D	90.00	108.00
Hourly Rate Trainee Solicitors, Paralegals, FE equivalent	S	D	85.00	102.00
DPA work	S	D	250.00	300.00

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Appendix E

Appendix E contains exempt information and is therefore not publicly available.

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Agenda Item 7

Committee(s): Policy Resources and Economic Development	Date: 2 nd February 2022
Subject: Budget 2022/23	Wards Affected: All
Report of: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) & Section 151 Officer	Public
Report Author/s: Name: Phoebe Barnes Corporate Finance Manager Telephone: 01277 312500 E-mail: phoebe.barnes@brentwood.gov.uk Name: Jacqueline Van Mellaerts Corporate Director (Finance & Resources) & Section 151 Officer Telephone: 01277 312500 E-mail: Jacqueline.vanmellaerts@brentwood.gov.uk	For Decision

Summary

This report and appendices sets out all the relevant information in support of setting the Councils Budget for General Fund services and Council Tax for 2022/23, together with financial forecast information through to 2024/25. Also included is information on the Housing Revenue Account (HRA) budget for 2022/23 and the Capital Programme 2022/23 to 2024/25.

- (i) Appendix A - The General Fund budget proposals for 2022/23 to 2024/25.
- (ii) Appendix B - The Housing Revenue Account (HRA) budget proposals for 2022/23 onwards.
- (iii) Appendix C - The Capital and Investment Strategy for 2022/23 including the Councils capital Programme 2022/23 to 2024/25
- (iv) Appendix E - Pay Policy Statement
- (v) Appendix F - Section 151 Officers Assurance Statement and useful information
- (vi) Appendix G: Corporate Strategy Budget Summary

The Policy, Resources and Economic Development Committee is required to consider the proposals and make recommendations to Ordinary Council for approval on 23rd February 2022.

The figures presented summarise the detailed service budgets, together with known adjustments including the impact of the provisional central government grant funding along with financial implications of COVID-19.

The key elements of the proposed budget are:

General Fund

- 1) £5 increase in Council Tax for 2022/23 for Brentwood Council services.
- 2) Earmarked Reserves to set aside appropriate balances to mitigate future financial risk and build up in borough regeneration.
- 3) Future uncertainty of Local Government Financing.

Housing Revenue Account

- 1) For 2022/23 a budget that delivers a small surplus of £34k.
- 2) Increase in rents of CPI plus 1% per annum; equating to 4.1%.
- 3) Continued investment in the delivery of Decent Homes and Development of Housing within the Borough.
- 4) Significant investment in the Strategic Housing Delivery Programme ensuring the 30 year business plan is sustainable.

Capital

- 1) Total capital investment of £41.420 million in 2022/23
- 2) Subsequent investment of £38.9 million & £22.3million from 2023 to 2025.

Recommendation(s)

Members are asked to

R1. Approve the proposals for the General Fund Budget and Medium-Term Financial Strategy as set out in Appendix A and recommend to Ordinary Council for approval on 23rd February 2022.

R2. Recommend that Council Tax has a £5 increase for 2022/23, the charge of Band D property remaining at £198.63 per annum for Brentwood Council services only.

R3. Approve proposals for the HRA budget 2022/23 including the 30 year HRA Business Plan within Appendix B and recommend to Ordinary Council for approval on 23rd February 2022.

R4. Approve an increase to rents for 2022/23 by CPI plus 1%

R5. Approve the Capital and Investment Strategy in Appendix C including the Capital Programme and recommend to Ordinary Council for approval on 23rd February 2022.

R6. To note the Pay Policy Statement in Appendix D and recommend for approval at Ordinary Council on 23rd February 2022.

R7. To note the Section 151 Officers Assurance Statement in Appendix E when recommending all for approval to Ordinary Council on 23rd February 2022.

Main Report

Introduction and Background

1. Appendix A sets out the full detail on all relevant considerations in setting the budget and Council Tax for 2022/23. Key issues have been summarised in this report by way of background.
2. All figures in Appendix A should be considered to be draft at this stage. The final local government finance settlement has not yet been issued. It is expected at the end of January or early February.

Financial Implication of the Pandemic

3. During the past year, the COVID pandemic still continues to have a significant financial impact on the council in its role as community leader.
4. This has included the direct costs of managing COVID 19 activities, supporting businesses and protecting the vulnerable. This is in respect of a wide range of areas, particularly building and co-ordination of the community and business support response, payment of grants and business reliefs, supporting testing and vaccinations, and encouraging the adoption of the Government's COVID 19 guidelines.
5. The estimated impact on the council of additional expenditure and reduced income in 2021/22 is approx. £1.9 million (£3.4 million 2020/21). To offset this, the Government has provided a total of £0.306 million in grants (£0.908 million 2020/21). In addition, an income compensation scheme for lost sales and fees and charges was put in place for 2020/21, this has continued into the first quarter of 2021/22 which is anticipated to compensate the council for around £0.250 million in lost income.
6. The ongoing impact of the pandemic still cannot be accurately assessed and is dependent on many factors outside the control of the council. During 2021/22 the impact has been monitored in-year and the Council has seen a continued decrease in income from the result of the pandemic. The loss of income is not short-term and therefore the proposed MTFs has built in the following income loss into the base budget because of the pandemic.

Income Loss	2022/23 £'000	2023/24 £'000	2024/25 £'000
Leisure	12	12	12
Taxi Check	23	23	23
Parking	888	788	688
Taxi Licence	31	24	17
Other Licensing	6	6	6
Total Income Loss	960	853	746

7. It is prudent to assume that normal operations on certain services will not resume fully when all restrictions are lifted. For this Council this is Leisure services, Parking Services and Licensing services. The most significant income loss to this Council is Parking income and is predominantly to do with the loss of individual and business season tickets not being renewed. As businesses adopt a Hybrid working approach, scale down their office size and therefore scale down the need to supply parking for employees. In addition, those who are individually commuting less require less days to park in the Borough and no longer require a parking season ticket. This trend is deemed to be an ongoing trend.

Government Funding

8. The financial pressures that face Local Government are well known. Despite these pressures however, the Council remains committed to both the maintenance of service delivery and continuing to improve community outcomes that enhance the quality of life for the residents of Brentwood.
9. The financial position and the Councils total Government funding is detailed within Appendix A for the General Fund, which continues to reflect the ongoing reductions and uncertainty in government support.
- The Settlement is for a 1-year period only, leaving uncertainty around the Council's funding from 2022/23.
 - The Government's calculation on core spending power assumes councils will increase council tax by 2%. Borough Authorities are allowed to apply the higher of the referendum limit (of 2%) or £5.
 - New Homes Bonus in year allocations will have no legacy payments paid in future years, a review of this system of central allocation is under review by Government and we are waiting the results following consultation.

Council Tax

10. This committee is to recommend increasing the Council Tax by £5 for 2022/23 per band D property. The Band D charge will increase to £198.63 per annum. £5 increase equates to an additional 9.6p (10p rounded to the nearest whole penny) per week per band D. The government has assumed in its forecast of Local Authority spending power that Council Tax will increase by 2%. The authorities settlement is based on the assumption by government that authorities maximise their income generation through Council Tax increases.

General Fund

11. The continued significant reduction in Government Funding and the pressures of COVID-19 means that 2021/22 is forecasted to be in a breakeven position. However, through proposed savings and Investment Targets, the Council is expected to balance its 2022/23 budget. This is outlined below in Table 1.

Table 1 – General Fund Revenue projected Working balances.

	2020/21 Actual £'000	2021/22 Forecast £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000
Total General Fund Net Expenditure	12,063	9,061	9,147	9,881	10,473
Total Funding	(11,820)	(9,061)	(9,025)	(8,477)	(8,647)
Deficit/(Surplus)	243	0	122	1,404	1,826
Use of Earmarked Reserves	0	0	(122)	0	0
Deficit/(Surplus)	243	0	0	1,404	1,826
Working Balance b/fwd	3,117	2,874	2,874	2,874	1,470
(Deficit)/Surplus	(243)	0	0	(1,404)	(1,826)
Working Balance c/fwd	2,874	2,874	2,874	1,470	(356)

12. However, there is a requirement that the Council needs to continue delivering budget reductions and income generation in order to deliver a sustainable medium-term financial position for future years, further information is set out in Appendix A

Saving Targets

13. In delivering the proposed budget for 2022/23 and financial forecasts, there are a number of proposed saving targets that are planned to ensure the Council's

resources and the services it delivers are directed in delivering and achieving the Councils Corporate Strategy. These savings targets are summarised in Appendix A (Page 15).

14. As well as delivering investment, the Council has also allocated saving targets to be delivered on in order to achieve the current balance budget for 2022/23 and working balance surpluses. These are detailed with Appendix A.

Reserves

15. Appendix A (Page 18) summarises the overall level of General Fund Reserves and reflects the realignment of reserves to meet current and anticipated investment requirements.

Housing Revenue Account

16. Appendix B sets out the full detail on all the relevant considerations in respect of setting the HRA budget for 2022/23
17. The budget has been prepared on the basis of current levels of service of delivery but taking account of any known priorities and relevant legislation.
18. The HRA capital programme has been prepared by taking account of current known knowledge of stock condition and the asset management priorities arisen.

Capital and Investment Strategy

19. As well as detailing the Councils capital programme this strategy (Appendix C) sets out the capital and investment arrangements for 2022/23. This strategy includes the Council's treasury management which relates to the Councils borrowing and investment activities and the effective management of these.
20. This strategy details the levels and boundaries officers must work within in delivering effective financial management of investing and borrowing for Council finances.
21. The full capital programme and detail schemes are also outlined in Appendix C (Page 16)

Treasury Management Strategy

22. Treasury management is a key element of the Council's overall financial management arrangements. It relates to the Council's borrowing and investment activities and the effective management of the associated risks. These activities are strictly regulated by statutory requirements and professional codes of practice, which require authorities to set local parameters for their Officers to work within.

23. For 2022/23 the following changes have been made to the Strategy:

- Introduction of Non-specified investments. For 2022/23, investments of up to three years with other local authorities will be allowed, up to a total value of £5m. This is to enable the Council to access higher returns through investing for longer periods and have the opportunity to build up some long-term investments for repayment of borrowing in future years. .
- Credit rating limits. Accepting a financial institution for investment where they have two out of the three credit ratings from the three main credit agencies deemed at the Council's minimum level. It is not considered that this change will expose the Council to the risk of loss.
- Country limits. Allowing investments to be invested with non-UK banks that are accessible via the Agency Treasury Service provided by Link Group. The Agency Treasury Service is a facility that gives the Council easy access to a number of UK and non UK banks. The Council has used this facility for a number of years in order to access some UK banks such as Standard Chartered Bank. The purpose of this change is to help diversify the Investment portfolio. The minimum credit rating would apply to each of these, and in addition the minimum acceptable sovereign credit rating of the country of origin at the time of placing the deposit will be AA-. The strategy recommends that UK financial institutions are prioritised first when making investments.

24. The purpose of these changes is to ensure any surplus cash can be invested appropriately. The current strategy is becoming too restrictive, and the changes provide flexibility to diversify the Council's investment portfolio without exposing the Council to any further risk.

Fees & Charges

25. Proposed Fees and Charges were taken to the appropriate Council Committee during the financial year 2021/22, however these were subsequently deferred depending on further financial review and discussion with Committee Chairs and Senior Leadership Team directors. Fees and Charges for 2022/23 will be reported

to Policy, Resources & Economic Development Committee for approval on 2nd February 2022 in a separate report and recommended to Ordinary Council for approval.

Pay Policy

26. Section 38(1) of the Localism Act 2011 and supplementary guidance issued in February 2013 requires Local Authorities to produce a Pay Policy Statement for each financial year, which must be approved formally at Ordinary Council by the 31 March each year and must be published on the Council's website. It may be amended during the course of the financial year by further reference to Ordinary Council. The committee is asked to consider the Pay Policy Statement (Appendix D) and endorse it for Ordinary Council approval.

Issue, Options and Analysis of Options

27. The Council is free to set its own Council Tax requirement, within the resources available. The Council must have regard to the robustness of the budget calculations, identified risks and the financial climate. Details on Council Tax Setting are set out in Appendix A. (Page 28)

28. A local referendum Members should note that excessive council tax increase will be subject to a local referendum. Any referendum would have to take place no later than the first Thursday in May. The cost of conducting the referendum and rebilling would both fall on the Council. The government has determined that for 2022/23 an increase of 2% or £5 which is higher would be excessive and require a positive vote in a referendum.

29. Each year's council Tax level forms the base for measuring future increases against any government referendum criteria. A risk of setting Council Tax too low is that it limits the level of the referendum threshold in the future years too as there is cumulative effect and the Councils ability to sustain service levels in the future become affected. The Section 151 Assurance Statement in Appendix E addresses the robustness of the budget calculations and the adequacy of reserves as well as provides useful information for the Budget reports.

Reasons for Recommendation

30. Effective financial management underpins all of the priorities for the Council and will enable the Council to operate within a sustainable budget environment.

31. The Council is required to approve the Budget as part of the Budget and Policy Framework

Consultation

32. The Council undertook a Consultation on the budget between 2 September 2021 to 3 October 2021. Further information is set out in Appendix A (Page 28)

References to Corporate Strategy

33. The Budget is linked to achieving the current priorities in the Corporate Strategy.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director of Finance & Resources

Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

34. The financial implications are set out within the report and the Appendices accompanying the reports.

Legal Implications

Name & Title: Amanda Julian Corporate Director (Law and Governance) and Monitoring Officer

Tel & Email: 01277 312500/amanda.julian@brentwood.gov.uk

35. The Council is obliged by Section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under Section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium-term financial strategy. The medium-term financial strategy informs the budget process and may be viewed as a related function.

36. The report provides information about risks associated with the medium-term financial strategy and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and includes arrangements for the management of risk.

Economic Implications

Name/Title: Phil Drane, Corporate Director of Planning and Economy

Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk

37. There are specific parts of the budget in place to enable the Council to facilitate local economic growth within the service area Economic Development. This is in line with the Council's Corporate Strategy, Brentwood 2025, which includes objectives to grow the economy. More generally, and in terms of other parts of the budget, it is important that the Council maintains a robust and resilient budget for the responsible upkeep of public services, which in turn can help contribute to a healthy borough economy.

Background Papers

38. None

Appendices to this report

Appendix A: General Fund Budget 2022/23

Appendix B: Housing Revenue Account Budget & 30-year Business Plan 2022/23

Appendix C: Capital and Investment Strategy 2022/23

Appendix D: Pay Policy Statement

Appendix E: Section 151 Officers Assurance Statement & Useful Information

Appendix F: Corporate Strategy Budget Summary

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**BRENTWOOD
BOROUGH COUNCIL**

Brentwood Borough Council
General Fund Budget
2022/23

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Medium Term Financial Strategy 2022/23

Introduction

1.The Corporate Strategy requires that the Council is committed to seeking innovative financial solutions that will allow the Council to deliver a prosperous borough to its residents, businesses and visitors.

In this context the Medium-Term Financial Strategy (MTFS) seeks to:

- Maintain a sustainable financial position against a background of unprecedented financial uncertainty and reduced government funding, including the delivery of efficiency targets.
- Support the vision of our Borough through appropriate identification of resources required to deliver the key priorities outlined in the Corporate Strategy.
- Maximise opportunities and mitigate risks associated with the fundamental change to the way in which local government is financed.

2.This section sets out the key considerations for the MTFS together with the budget position through to 2024/25. The forecasts should be treated with caution because:

- 1) The settlement for 2022/23 is for one year only and based on the spending review 2021 funding levels.
- 2) A formal review of the New Homes Bonus scheme was undertaken during X however the outcome of this consultation is unknown. The budget and financial forecast assume no changes to the scheme for 2022/23 with a single year's new allocation made alongside the outstanding legacy payment for 2019/20. It is assumed that New Homes Bonus payments are not planned beyond 2022/23.
- 3) In the settlement announcement there was no consultation papers published relating to the Fair Funding Review or Business Rates Reset. Therefore, assumptions assume no change, however, it would appear the government intend to make further announcements in the new year before consulting on any potential changes.
- 4) The draft budget and financial forecast assumes a continuation of the present baselines and full retention of local shares of growth, but there is still no certainty for any year beyond 2022/23.
- 5) The business rate multiplier will be frozen in 2022/23 therefore the three elements of Business Retention system remain unchanged. It is unlikely that any other significant changes will take place until 2023/24 or later.
- 6) In response to Covid-19, the existing scheme of retail discounts was considerably expanded, removing rate liability altogether for the whole of 2021/22 for most retail, hospitality, and leisure businesses, for nursery schools and for certain other ratepayers. Concessions have continued for retail, hospitality and leisure for 2022/23 and forecasts have been based on this basis
- 9) There is continued uncertainty over the financial impact of the pandemic on the council. The budget has been prepared assuming a decrease on predominantly car

parking income with any long-lasting impact of the pandemic monitored as they arise during the year.

3. Taking the above into consideration, the assumptions used to forecast future income and expenditure are prudent and realistic.

4. The continued significant reduction in Government Funding and the pressures of COVID-19 have been mitigated in year which means that 2021/22 is forecasted to be in a balanced position in 2021/22.

5. The Council has an ambitious agenda in a current volatile financial climate, that is restricted by government bodies. The Council aims to continue to deliver the services it currently delivers and more. However, through proposed savings and Investment Targets, the MTFs is expected to balance its 2022/23 budget. Beyond 2022/23 deficits are expected to arise and deplete existing working balances if earmark reserves are not utilised. Highlighting that the Council cannot sit still, and further savings, efficiencies and income generation ideas are to be sought to support the aspiring programme arising from the Council's Corporate Strategy. The current position is outlined below.

Table 1 – General Fund Summary

	2020/21 Actual £'000	2021/22 Forecast £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000
Total General Fund Net Expenditure	12,063	9,061	9,147	9,881	10,473
Total Funding	(11,820)	(9,061)	(9,025)	(8,477)	(8,647)
Deficit/(Surplus)	243	0	122	1,404	1,826
Use of Earmarked Reserves	0	0	(122)	0	0
Deficit/(Surplus)	243	0	0	1,404	1,826
Working Balance b/fwd	3,117	2,874	2,874	2,874	1,470
(Deficit)/Surplus	(243)	0	0	(1,404)	(1,826)
Working Balance c/fwd	2,874	2,874	2,874	1,470	(356)

Outturn 2021/22

6. The Medium-Term Financial Forecast reflects the latest outturn projections regarding the delivery of the 2021/22 budget.

7. The outturn for 2021/22 is dominated by the impact of the pandemic on the council's financial position. The estimated impact on the council of additional expenditure and reduced income in 2021/22 is approx. £1.9 million (£3.4 million 2020/21). To offset this, the Government has provided a total of £0.306 million in grants (£0.908 million 2020/21). In addition, an income compensation scheme for lost sales and fees and charges was put in place for 2020/21, this has continued into the first quarter of 2021/22 which is anticipated to compensate the council for around £0.250 million in lost income.

8. Overall, within expenditure there is a significant underspend within the establishment, this is offset with the increased costs of project management support required. Predominantly for the cost of running the Brentwood Centre for the interim period alongside costs in supporting the Local Development Plan through its examination process as well as additional support required to ensure social distancing measures were adhered to. As well as increased costs for additional management support, inflationary pressures have arisen on fuel and utilities.

9. Income pressures are associated with the longer-term impact of COVID-19. Parking income has consistently stayed at 75% of pre-pandemic levels since June 2021. With commuters working more hybrid season ticket income has declined with a reduction in renewals. Expectation is that parking income will remain at these levels as nationally employers encourage its employees to work under hybrid model.

10. Revisions to the minimum revenue provision and allocation of the pension deficit between General Fund and HRA have offset some of the pressures identified, with the new recycling scheme performing above expectation with regard to the income generated from being able to sell the recycling collected. These variances alongside contributing in total to earmarked reserves than planned as resulted in a balance position for 2021/22.

Medium Term Financial Strategy Assumptions

11. The key elements of the forecast are explained in detail as follows:

- Revenue Budget on page 14
- Capital and Investment Strategy (Separate Appendix)

12. The following key areas support delivery of the MTFs and have been considered during the development of the budget:

- Fees and Charges
- Value for Money
- Inward Economic Development
- Leisure Strategy
- Digital Strategy
- Asset Management
- Seven Arches Investment Limited business plan
- Other Regeneration Developments

13. The Council continues to transform the way that it delivers services for the foreseeable future to ensure financial sustainability and the identification of resources for investment in key priority areas identified in the Corporate Strategy, which are:

- Growing our Economy
A thriving borough that welcomes a wealth of business and culture
- Protecting our Environment
Developing a clean and green environment for everyone to enjoy.
- Developing our Communities
Safe and strong communities where the residents live happy, healthy and independent lives.
- Improving Housing
Access to a range of decent homes that meet local needs.
- Delivering an Efficient and Effective Council
An ambitious and innovative council that delivers quality services

14. The Council is continuing to develop its MTFs to deliver the Corporate Strategy outcomes while maintaining working balances and mitigating risk. This will be addressed primarily through:

- 1) Service redesign and delivery of service strategies
- 2) Maximising income generating opportunities
- 3) A focus on supporting inward economic investment.
- 4) Continuously Reviewing fees and charges to ensure full cost recovery, where this is not possible reviewing how the associated services are delivered to reduce costs or accepting a discounted charge in return for an appropriate community benefit.
- 5) Optimising the Council's use of technology to enable new ways of working and improving service quality for our residents.
- 6) Ensuring the Council's assets are used efficiently and effectively

7) Creating Green Initiatives internally and throughout the borough.

15. The MTFS includes allocations for savings to be delivered through process reviews as well as making allowances for business case development and delivery.

16. The Section 151 Officer has made a statutory assessment of the adequacy of reserves taking into consideration the risk and uncertainties facing the Council included in a separate statement.

17. This includes an assessment of the risks posed by the Council's increasingly ambitious investment approach to meeting resident needs and financial imperatives. Given potential volatility in the Council's income and the inherent risks and uncertainties in the assumptions used to prepare the MTFS, it is necessary to ensure that reserves and contingencies are maintained at adequate levels throughout the forecast period (Reserves section and The Section 151 Officers Assurance Statement)

3 Year Medium Term Financial Strategy

18. A 3-year forecast for the General Fund is set out below. The 2022/23 budget does generate a small deficit that is expected to be funded from reserves, ensuring the working balance remains at current levels. Further deficits are forecast with no assumption that earmark reserves will be utilised.

19. Forecasts beyond 2022/23 should be treated with caution due to the extreme uncertainty over the funding position from that year onwards.

20. The base assumptions used to arrive at this conclusion are shown below and correlate with the table.

- 1) **Rebasing** - Services have had their expenditure rebased in line with current costs of service.
- 2) **Realigning** - Services budgets have been realigned to ensure the base budget correctly reflects the current service provision.
- 3) **COVID-19** – reduction in income budgets as a direct result of the pandemic
- 4) **Inflation** - 4% has been applied to contractual obligations for 2022/23, decreasing following years to 2.6% and 2.1% in line with HMT Treasury forecasts.
- 5) **Establishment** - There is a pay award assumption of 2% per annum; plus incremental drift. Pay Award will be deferred until later in the year to review NJC outcome.
- 6) **Vacancy Factor** – 4% vacancy factor is assumed and recalculated based on revised establishment budget.
- 7) **Income** - increases, associated with service income targets.
- 8) **Fees & Charges** - increases, associated with increasing fees & charges by inflationary costs and revisiting demand, ensuring cost recovery basis
- 9) **Funding** - Funding adjustments considering the Provisional Local government Finance Settlement.
- 10) **Growth** - required to budgets as per budget bids being submitted by budget managers and agreed by Senior Leadership Team at Budget Challenges.
- 11) **Savings** – proposed initiatives from services.
- 12) **Recharges to the HRA** - are revisited on an annual basis and the allocation is revised on the proposed budget.
- 13) **Reserves** – Contributions to/from Earmarked Reserves
- 14) **Non Service** – Predominantly Capital Financing, Interest on borrowing for funding the capital program are reviewed annually and updated on revised business and project plans. Minimum Revenue Provision is recalculated based on the policy as set out within the Capital and Investment Strategy.

21. Anyone of these assumptions are an estimate at a point in time. Assumptions provide a basis on which to plan in a very uncertain funding climate. Currently the Council is in a situation where it is difficult to predict with certainty on the government's policy on Fair Funding Review, the financial implications of COVID-19 or any other factors that may affect funding.

Table 2 - Summary of changes to the Base Budget

	2022/23 £'000	2023/24 £'000	2024/25 £'000
Funding Gap b/wd	(204)	(146)	(146)
Add:			
Rebasing (1)	(78)	(88)	(88)
Realigning (2)	613	791	791
COVID-19 (3)	960	853	746
Inflation (4)	64	32	47
Establishment (5)	453	441	590
Vacancy Factor (6)	(70)	(60)	(60)
Increase in Income (7)	(423)	(564)	(435)
Fees & Charges (8)	(130)	(102)	(108)
Funding Adjustments (9)	(703)	(632)	(801)
Growth (10)	214	206	209
Savings (11)	(582)	(582)	(582)
Recharges to HRA (12)	82	83	54
Reserves (13)	(122)	301	324
Non-Service (14)	(74)	871	1,285
Total	0	1,404	1,826
Revised Working Balance b/wd	2,874	2,874	1,470
(Deficit)/Surplus	0	(1,404)	(1,826)
Revised Working Balance c/wd	2,874	1,470	356

Appendix 1 details changes made to the base budget to arrive at the revised budget and forecast.

Government Funding

Provisional Local Government Finance Announcement

22. The Provisional Local Government Finance Settlement for 2022/23 was announced on 16 December 2021.

23. It is based on the Spending Round 2021 funding levels, with individual authority allocations based upon Spending Review 2021 and subsequent funding announcements. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

Key headlines from the settlement are outlined below:

- **Council Tax** - The provisional settlement confirmed districts/boroughs will be allowed to apply the higher of the referendum limit of 2% or £5.
- **New Homes Bonus** - The 2022/23 new Homes Bonus allocations have been announced. These will be paid with the legacy payments due from the previous years. As like last year there will be no legacy payments for the 2022/23 in year allocations. The deadweight of 0.4% was maintained.
- **Top Up/Tariff Adjustments (Negative RSG)** - As in previous years, the government has decided to eliminate negative RSG amounts, this is to be funded through its share of business rates.
- **Business Rate Retention** - The three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Tariff / Top Up amounts) have been frozen, as announced at the Spending Round 2020.
- **Lower Tier Service Grant** – A grant introduced in 2021/22 as an unringfenced lower tier services grant of £111m has been established. Brentwood’s allocation is £74k for 2022/23
- **Services Grant** – A new £822m grant, that is expected to remain in future years but will be distributed differently. Brentwood’s allocation is £114k for 2022/23.
- **Local Government Funding reform** – Fair funding review has been postponed to a date yet unknown.

New Homes Bonus Grant

24. The New Homes Bonus was introduced from 2011/12 as a financial incentive and reward for housing growth. The grant is based on a national average Council Tax value of additional homes including any properties brought back into use. There is also an additional premium for affordable homes. The Bonus Grant was intended to be payable for 6 years.

25. The grant for 2019/20 onwards is based upon 4 years and the scheme will now also only reward growth in homes above 0.4% per annum.

26. For 2022/23, the Council is due to receive £0.713m in New Homes Bonus Grant. 2022/23 In year allocation will not have future years legacy payments. The profile of the Grant payments is outlined below. The government has restated its intention to review and reform the scheme and consulted on the scheme from 10th February 2021 until 4th April 2021 but no details have yet been provided from this consultation. It is considered prudent, therefore, not to forecast any further income arising from this scheme until the position is clear.

Table 3 – New Homes Bonus Grant

	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Est £'000	Est £'000
Yr 1	255	255	255	255	255	255							
Yr 2		214	214	214	214	214							
Yr 3			330	330	330	330	330						
Yr 4				416	416	416	416						
Yr 5					241	241	241	241					
Yr 6						167	167	167	167				
Yr 7							1*	1	1	1			
Yr 8								1	1	1	1		
Yr 9									509	509	509	509	
Yr 10										177			
Yr 11											19		
Yr 12												204	
TOTAL	255	469	799	1,215	1,456	1,623	1,155	410	678	688	529	713	0

* This figure has been reduced as a result of the top slicing decision announced in December 2016, to fund social care authorities

27. The New Homes Bonus Grant remains a flexible, non-ringfenced fund for Local Authorities to spend as they deem appropriate. This could include:

- Re-investing in housing or infrastructure.
- Support for local services or facilities.
- General financial support to hold down Council Tax levels.

Since its introduction in 2011/12, the Council has used the New Homes Bonus Grant to support the General Fund Budget. For 2022/23, the Council will continue to treat the grant funding as general financial support.

Business Rates Retention

28. The Business Rates retention figure represents the Council’s share (40%) of the total amount collected from local businesses, less a tariff payment to central government. The estimated amount for 2022/23 and future year is outlined below. They include payments from the Essex Business Rates Pool or the Government to bring the Council up to Safety Net level (92.5% of the Business Rates Baseline),

Table 4 – Business Rates Retention

	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
Business Rates Retention	1,634	1,535	1,535	1,535

29. These amounts include a provision for losses resulting from any successful appeals by rate payers against the rateable value of their properties. Appeals are dealt with by the Valuation Office Agency and their success or failure is beyond the Council’s control.

30. The figures do not assume a reset of the Business Rates baseline in future years as the timing of a reset is uncertain.

31. The pressure currently facing the Council and Business Rates Retention is due to the ongoing trend of offices being converted to flats as well as primary employers leaving the Brentwood area, which has resulted in a loss of business rates yield.

32. The Council is part of the Essex wide Pool for Business Rates, the pool consists of eleven Essex local authorities including Essex County Council, Essex Fire Authority and nine Borough and District Councils, including Brentwood, as well as one unitary. By pooling, any levy payments that would have been made to Central Government in relation to Business Rates, growth can be saved and distributed to the members of the pool. No additional income has been budgeted for 2022/23 due to the uncertainty of the pool position, and any surplus/deficits are monitored in year.

Total Government Funding

33. A table summarising the Medium-Term Financial Strategy's Total Government funding arising from the Local Government Finance Settlement since 2017/18 and Business Rates is shown below.

Table 5 - Summary of Government Funding

	2017/18 Actual £'000	2018/19 Actual £'000	2019/20 Actual £'000	2020/21 Actual £'000	2021/22 Forecast £'000	2022/23 £'000	2023/24 £'000
Revenue Support Grant	233	Nil	Nil	Nil	Nil	Nil	Nil
Tariff-Top Up Adjustment	Nil	Nil	Nil	Nil	Nil	Nil	Nil
News Homes Bonus	1,155	410	678	688	529	713	Nil
Lower Tier Service Grant	Nil	Nil	Nil	Nil	71	74	74
Covid-19 Funding	Nil	Nil	Nil	982	309	Nil	Nil
Service Grant	Nil	Nil	Nil	Nil	114	114	114
Total	1,388	410	678	1,670	1,023	901	188
Business Rates Retention	1,798	2,220	1,800	1,634	1,535	1,535	1,535
Business Rates Levy Account	Nil	Nil	25	Nil	Nil	Nil	Nil
Total	3,186	2,630	2,503	3,304	2,558	2,436	1,723

The table above highlights the continuous financial pressures the Council faces as Government funding declines.

General Fund Revenue Budget

34. The summary revenue budget and forecast for the budget is outlined below

Table 6 – General Fund Revenue Budget

	2021/22 Forecast £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Growing Our Economy	1,212	1,225	1,251	1,279
Protecting Our Environment	1,898	2,029	2,030	2,033
Developing Our Communities	1,160	1,171	1,176	1,192
Improving Housing (GF)	134	136	128	136
Delivering an Effective and Efficient Council	5,136	5,042	5,095	5,149
Total Corporate Priorities	9,540	9,603	9,680	9,789
Total Non-Service Expenditure	(2,108)	(1,322)	(665)	(182)
Total Cost of Services	7,432	8,281	9,015	9,607
Transfer to/(from) Reserves	1,629	744	866	866
<u>Total Spending Requirement</u>	<u>9,061</u>	<u>9,025</u>	<u>9,881</u>	<u>10,473</u>
<u>Funding</u>				
New Homes Bonus	(529)	(713)	0	0
Business Rates Retention	(1,634)	(1,535)	(1,535)	(1,535)
Other Non-Specific Grants	(630)	(188)	(188)	(188)
Collection Fund Deficit	170	0	0	0
Council Tax Requirement – 2.58% Increase	(6,438)	(6,589)	(6,754)	(6,924)
<u>Total Funding</u>	<u>(9,061)</u>	<u>(9,025)</u>	<u>(8,477)</u>	<u>(8,647)</u>
Total Deficit/(Surplus)	0	0	1,404	1,826
General Fund working balance Brought Forward	2,874	2,874	2,874	1,470
Total (Deficit)/Surplus	0	0	(1,404)	(1,826)
General Fund working balance Carried Forward	2,874	2,874	1,470	(356)

Saving Targets within the Revenue Budget

35. Taking into account known pressures and reduced income that the council continues to face, the Council recognises that further Initiatives are required in order to bring the future Reserves above the minimum level to continue to keep the Council sustainable.

36. Included in Table are the current saving targets built within budget for 2022/23 and future years.

Table 7 - Proposed Saving Targets

Proposed Saving Targets	2022/23 £'000	2023/24 £'000	2024/25 £'000
Corporate Vacancy Factor	(459)	(470)	(479)
Capitalisation Staff Costs *	(50)	(50)	(50)
Digital Efficiencies*	(30)	(30)	(30)
Vehicle Fleet Maintenance	(135)	(135)	(135)
Total Efficiency Targets	(674)	(685)	(694)
Waste Service Income	(365)	(365)	(365)
Leisure Strategy Income	(175)	(175)	(175)
Service Income Generation	(130)	(135)	(136)
Total Income Generation Targets	(670)	(675)	(676)
Total Saving Targets	(1,344)	(1,360)	(1,370)

*Previously in part incorporated within the 2022/23 base budget

Summary of these savings targets are detailed below:

Corporate Vacancy Factor/Organisation Review – to align budgets and encourage managers to deliver a natural saving when recruiting new members of staff. Delay in recruitment processes so that it is not detriment to the service can achieve a saving on the establishment as the role is in post for a full year. Undertake an organisational review on the establishment to ensure the resources best meet the organisation requirements to deliver the Corporate Strategy whilst making pay scales competitive within the County.

Capitalisation of Staff Costs – Correct time recording can allow staff members costs to be capitalised if their time is spent on a specific capital project.

Digital Efficiencies – Services to continue to maintain reviewing their ways of working and how this affects the digital and ICT usage. Through effective management changes in ways of working can reduce costs associated with ICT usage.

Vehicle Fleet Maintenance – Utilising commercial partners to deliver an in-house vehicle maintenance service for street services.

Waste Service Delivery – Through the embedding of the revised recycling scheme, the scheme can be optimised to generate an income of the recycling collected and further efficiencies achieved.

Leisure Strategy Income – Leisure Strategy Investments included in the Capital Programme, propose to seek future revenue savings, on the development of King Georges Pavilion, creation on a Football Hub and the refurbishment and competitive leasing of the Community Halls. This income has been deferred slightly due to delays following the pandemic.

Service Income Generation – Multiple targets agreed with services to increase income through

Addressing the future Funding deficits

37. Dealing with one year funding settlements is a challenging situation and does not give enough time for the Council to react or plan over the medium term. However the Council recognises the need to set a balance budget, which will require reducing costs and raising revenue for future years in order to reduce the forecasted future year deficits. The position as it stands is based on known assumptions now and is a ‘do nothing’ scenario. Forecasts will continue to be refined through future budget setting cycles.

38. All Services will need to continue to drive through efficiencies and continually review their working practices and operations to deliver efficiency and effectiveness as part of the Council’s Corporate Strategy.

39. Although the future year deficits are increasing significantly from 2023/24, there are a number of initiatives, in addition to the saving targets above that the Council is reviewing that have not yet been factored into the forecasted position within Table 1.

Rochford Partnership – In August 2021 it was agreed for the Council’s Chief Executive to have a shared role between Brentwood Borough Council and Rochford District Council for approx. 6 months. Towards the end of 2021 proposals have been drawn up to establish a formal strategic partnership between the two Councils moving forward from February 2022. This decision will be made at Extraordinary Council on 26th January 2022. Although detail savings have been estimated to be achieved for the partnership, the apportionment of these savings between the councils would need to be agreed following further review of the respective current structures and so have not yet been included within the Medium-Term Financial Strategy. If the decision is decided to go ahead with the partnership, then the forecasted funding gap presented in Table 1 of the future financial years position will expect to reduce.

Financial Initiatives Group (FIG) – During 2021/22 a members working group named, the financial initiatives group was established to ensure that the Council reviews and develops financial initiatives for presentation and consideration by Policy, Resources and Economic Development Committee (PRED) to achieve challenges for future financial years. One of the opportunities which has been identified is to set up a Regeneration Fund, which will be

reported to PRED on 2nd February 2022. Depending on individual business cases for this fund could help the Council identify short term Income generation.

Existing Asset Growth – In the past few years, the Council has increased its property portfolio to manage and maintain regeneration within the borough. The existing Assets do have an element of growth, which the Council intends to focus and prioritise on.

Reserves

Background

40. Section 5 of the Council's Financial Regulations sets out the arrangements for managing and establishing reserves. Section 32 of the Local Government Finance Act 1992 requires local authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating their Council Tax Requirement.

41 The Section 151 Officer is responsible for providing advice so that decisions taken on reserves represent proper stewardship of public funds. Reserves should be set at a level at least sufficient to meet any unexpected increase in expenditure or shortfall in income in the ensuing year that cannot be met from within the approved budget. Any decision that fails to take into account this advice may require a report to be made to the Council under Section 114 of the Local Government Finance Act 1988

42. Local Government Act 2003 includes a duty on the Section 151 Officer to report, at the time the Council Tax is set, on the robustness of the budget calculations as well as the adequacy of the Council's reserves and other matters (included in Section 151 Officer's Assurance Statement)

43 The Act also provides an enabling power for the Secretary of State to specify a statutory minimum level of reserves (Section 26 of the 2003 Act). The level of reserves is also a factor the External Auditor will consider in appraising the Council's financial standing. In providing advice to the Council on the level of reserves, the Section 151 Officer has also had regard to professional guidance provided by CIPFA

44. These safeguards are further reinforced through detailed scrutiny by our External Auditors, which includes a methodology to assess the financial performance and standing of the authority

45. When reviewing Medium Term Financial Strategy and preparing annual budgets, Members should consider the establishment and maintenance of reserves. These may be held for two main purposes:

- As a working balance (or unallocated reserve) to help cushion the impact of unexpected budgetary pressures.
- As a means of building up funds to meet known or predicted requirements and again to prevent significant fluctuations in net budget cost between years (earmarked reserves).

General Fund Reserves

46. General Fund reserves consist of several earmarked reserves, together with an unallocated general reserve (General fund Working Balance).

47. All reserves and balances form part of the General Fund but the Housing Revenue Account balance is specifically 'ring fenced' for use in connection with that account

48. In addition to the cash-backed reserves described above, local authorities maintain several other reserves in the Balance Sheet. Some are required for statutory reasons and other reserves are required to comply with proper accounting practice. In either case these balances are not available for investment.

49. Reserve balances are determined each year with regard to the current risks prevalent and foreseen at that time. The Section 151's Assurance Statement sets out the Section 151 Officer's view of the risks and uncertainties that the council is currently facing. The reserve balances at 1 April 2022/23 allows for the effect of the 2020/21 outturn position and the forecast outturn for 2021/22.

General Fund Working Balance

50. When determining the budget position for 2022/23 Members have to make a balanced judgement as to the level of unallocated reserves to set for general purposes at March 2022 when considering the medium-term position. They should consider the Council's overall financial strategy for the year and the implications for the forward financial position. This is important given the uncertainties surrounding future years' expenditure and income levels, inflation, interest rates, legislative changes, partnership schemes, other external factors, level of Government grant and areas of identified risk

51. Although there is no statutory minimum level of reserves, the level of the General Fund working Balances is reviewed annually as part of the budget process and an annual risk assessment is undertaken alongside the Councils strategic risk register. Given the overall levels of risk the Section 151 Officer considers that the General Fund working Balance should be maintained above £2 million when setting the budget for 2022/23. £2 million represents approximately 20% of the total Spending requirement for and 5% of the Councils Gross Expenditure of £39.4million for 2022/23.

52. Although the Section 151's Assurance statement report on the adequacy of reserves is specific to 2022/23, the Council should bear in mind that adequacy should also be judged against longer-term plans.

53. The Council is currently predicting the continuation of significant financial pressures every year due to the decrease in Government Funding. Whilst it is not permissible or feasible for the Council to rely on the use of reserves on an ongoing basis to balance its budget, it may apply reserves as part of a short-term strategy to manage, for example, a period of transition during which efficiency savings or income generation ideas are identified to provide a longer-term solution. Until the budgets for each year are balanced it is prudent for the Council to maintain a level of reserves in excess of the minimum recommended level. This is the approach that the Council is taking.

Earmarked Reserves

54. In addition to the General Fund Working Balance, the Council keeps several Earmarked Reserves on the Balance Sheet. These Reserves are required in order to comply with proper accounting practice, whilst others have been created to earmark resources for known or predicted liabilities

The reserves are grouped into 4 types of reserves

- **Mitigation** – Earmarked specifically to mitigate financial risks to the Council.
- **Service** – Monies set aside for services from existing budgets to be used on specific investment Initiatives or projects.
- **Trading** – Trading Accounts are held so that over a period of three financial years the account should balance to zero. Any surplus is considered when setting future years fees and charges.
- **Specific** – Monies that the Council has received that have specific restrictions on how the money can be used.
- **COVID-19** – Monies the Council has received due to the ongoing pandemic.

A summary table of each group is shown below followed by a detailed breakdown of every reserve in each group, as well as the rationale for each reserve.

Table 8a - General Fund Earmarked Reserve Forecast Balances - Summary

Reserve	Opening Balance 2020/21	Forecast Balance 2021/22	Forecast Balance 2022/23	Forecast Balance 2023/24	Forecast Balance 2024/25
	£'000	£'000	£'000	£'000	£'000
Mitigation	1,944	3,276	4,176	5,198	6,220
Service	1,738	2,118	2,073	2,050	2,050
Specific	1,059	601	589	577	577
COVID-19	6,042	477	477	477	477
Total	10,783	6,472	7,315	8,302	9,324

Mitigation Reserves

- a) **Funding Volatility** - Fund to mitigate the uncertainty and financial risks regarding the Government Funding
- b) **Housing Benefit Subsidy Smoothing** - To support the funding of subsidy claims
- c) **Insurance and Risk Management** – To support and mitigate high risks identified through the risk register.
- d) **In Borough Regeneration** – Specifically set aside to mitigate future financing risk on redevelopment of Town Centre project.

Service Reserves

- e) **Asset Management** – Support Asset management team for reactive compliance works.
- f) **Economic Development** – To be drawn down in delivering the corporate strategy aim of growing the economy.
- g) **Election Costs** – To fund election services costs - Reserve has been reduce to zero as it has met the objectives of its purpose.
- h) **Electoral Registration** – fund to be utilised for any unexpected upcoming elections
- i) **Environmental Initiatives** – specifically set aside to support the green agenda for the Council.
- j) **Digital, Customer & Comms** – To fund schemes such as customer service accreditation, customer contact training and development of social media engagement
- k) **High Street Fund** – Held to invest in improving the high streets, generating, and retaining economic growth.
- l) **Legal Resource** – To support legal services with unexpected case work.
- m) **Leisure Contingency** – To support the interim direct management by the Council of the Brentwood Leisure Centre - Reserve has been reduce to zero as it has met the objectives of its purpose.
- n) **LGV Driver Training** – To fund mandatory CPC training for LGV drivers
- o) **Parking Improvements** – To fund specialised cleansing in the multi storey Car park and Parking Strategy. Reserve has been reduce to zero as it has met the objectives of its purpose
- p) **Planning Development** – To fund future costs associated with dealing with planning applications
- q) **Planning Enforcement** – To aid in supporting the planning enforcement work across the borough.
- r) **Rochford Partnership** – New Reserve - To set aside funding required for partnership – Subject to Full Council Decision
- s) **Service Investment and Initiatives Reserve** – to support the Council in mitigating one off costs against the agreed budget for any identified service investment or initiatives in year.

- t) **Street Scene Initiatives** – New Reserve - To fund development of one off initiatives within Street Scene service area.

Specific Reserves

- u) **Community Rights** – Government grant provided to assist in the implementation of the Localism act.
- v) **EU Exit** – To fund preparations required of the Council when the UK exits the EU. Reserve has been reduce to zero as it has met the objectives of its purpose
- w) **Health & Wellbeing** – Available for projects determined by the Brentwood health & Wellbeing board
- x) **Neighbourhood Plan** – A carry forward of government grants to be used in the connection with Doddinghurst and West Horndon neighbourhood plans.
- y) **Open Data Funding** - To support the anticipated additional work for DCN authorities related to open UPRN/USRN data
- z) **Preventing Homelessness** – to aid in meeting the requirements of homelessness and any legislative changes
- aa) **Section 106** – For contributing to costs for public open space improvements; maintaining grounds from previous S106 receipts.
- bb) **Waste Management** - To fund the development of waste management within the Borough. Reserve has been reduced to zero, moved to service reserves and renamed as street scene initiatives.

COVID-19 Reserves

- cc) **Council Tax Hardship Fund** – To fund Council Tax financial hardship for Council Tax Payers
- dd) **COVID 19 Funding Volatility** – To mitigate any financial pressures on services caused by the COVID-19 pandemic
- ee) **ECC – Night Time Economy Grant** – To fund night time economy within the Borough
- ff) **NDR Collection Fund Deficit** – To carry forwards S31 Grants received in 2020/21 to offset the deficit carried forward on the NDR Collection Fund due to the extended Retail Relief Scheme in 2020/21
- gg) **New Burdens CT Hardship Fund & BRR** – To fund the administration of delivering Council Tax and Business Rate Relief
- hh) **New Burdens LADGF** – To fund administration of local authority discretionary grants
- ii) **New Burdens SBSG** – To fund administration of COVID-19 grants to support small businesses
- jj) **Test and Trace Admin** – To fund administration of Test & Trace
- kk) **Tax Income Guarantee Scheme** – To offset future deficits of the Collection Fund

Table 8b - General Fund Earmarked Reserve Forecast Balances

Reserve	Opening Balance 2021/22 £'000	Forecast Balance 2021/22 £'000	Forecast Balance 2022/23 £'000	Forecast Balance 2023/24 £'000	Forecast Balance 2024/25 £'000
Funding Volatility	1,343	1,653	1,531	1,531	1,531
Housing Benefit Subsidy Smoothing	150	150	150	150	150
Insurance and Risk Management	25	25	25	25	25
In Borough Regeneration	426	1,448	2,470	3,492	4,514
Total Mitigation Reserves	1,944	3,276	4,176	5,198	6,220
Asset Management	164	164	164	164	164
Economic Development	300	288	288	288	288
Election Costs	70	0	0	0	0
Electoral Registration	43	43	43	43	43
Environmental Initiatives	92	271	226	203	203
Digital, Customer & Comms	134	92	92	92	92
High Street Fund	200	200	200	200	200
Leisure Contingency	200	0	0	0	0
Legal Resource	100	100	100	100	100
LGV Driver Training	10	10	10	10	10
Parking Improvements	21	0	0	0	0
Planning Development	78	100	100	100	100
Planning Enforcement	130	150	150	150	150
Rochford Partnership	0	300	300	300	300
Service Investment and Initiatives	196	200	200	200	200
Street Scene Initiatives	0	200	200	200	200
Total Service Reserves	1,738	2,118	2,073	2,050	2,050
Community Rights	38	38	38	38	38
EU Exit Grant	53	0	0	0	0
Health and Wellbeing	81	98	98	98	98
Neighbourhood Plan	26	26	26	26	26
Open Data Funding to LA's	1	1	1	1	1
Preventing Homelessness	100	95	95	95	95
(S106) Brentwood Community Hospital	40	40	40	40	40
(S106) Land at Hanover House	10	10	10	10	10
(S106) Nightingale Maintenance	298	286	274	262	262
(S106) Willowbrook Rosen Crescent	7	7	7	7	7
Waste Management	405	0	0	0	0
Total Specific Reserves	1,059	601	589	577	577

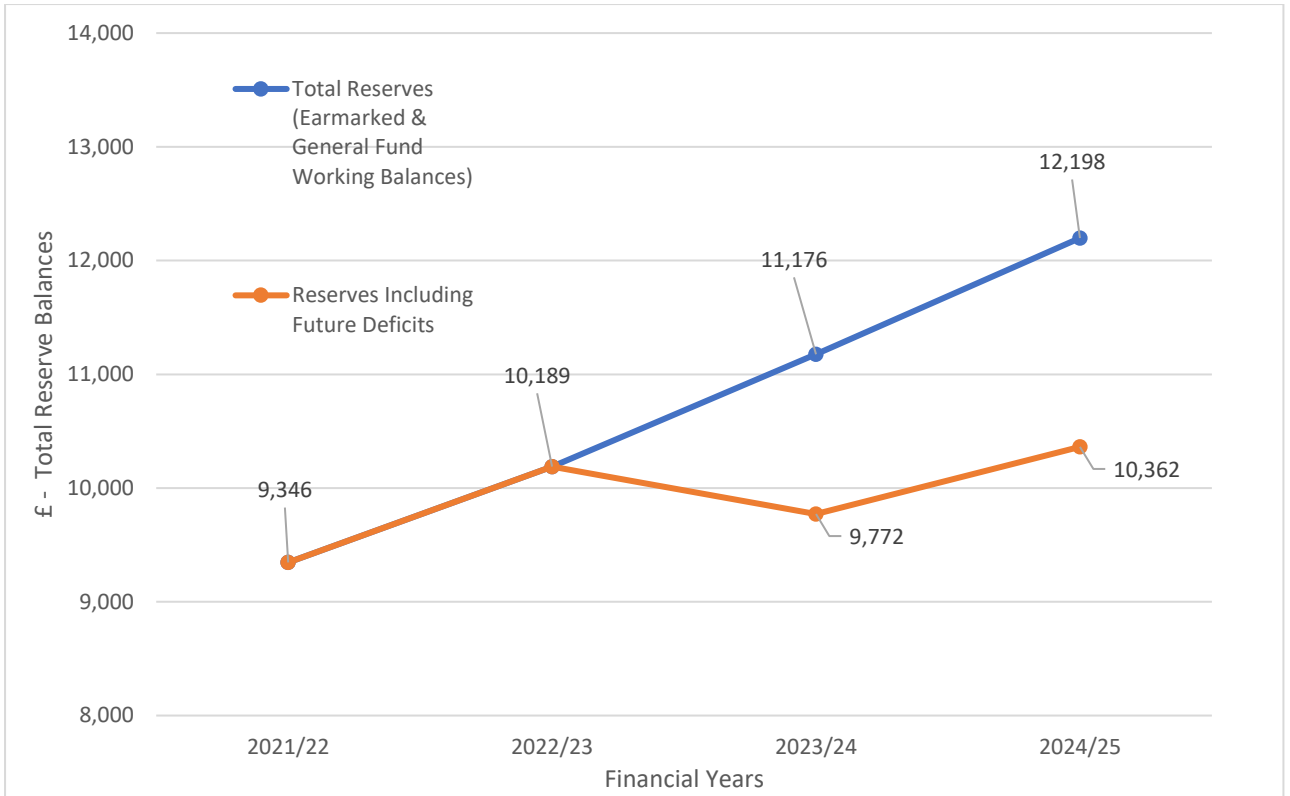
Reserve	Opening Balance 2020/21	Forecast Balance 21/22	Balance 22/23	Balance 23/24	Balance 24/25
Council Tax Hardship Fund	26	26	26	26	26
COVID 19 Volatility	412	0	0	0	0
ECC - Night-time Economy Grant	14	4	4	4	4
NDR Collection Fund Deficit	4,740	0	0	0	0
New Burdens CT Hardship Fund and BRR	20	20	20	20	20
New Burdens LADGF	59	59	59	59	59
New Burdens SBSG Discretionary scheme	130	130	130	130	130
Test and Trace Admin	50	50	50	50	50
Tax Income Guarantee Scheme	591	188	188	188	188
Total COVID-19 Specific Reserves	6,042	477	477	477	477
Total General Fund Earmarked Reserves	10,783	6,472	7,315	8,302	9,324

Utilisation of Reserves Vs Forecasted Deficits

55. Currently the balance on earmarked reserves remain stagnant beyond 2022/23. This is due to the assumption that the reserves will only be utilized if there is a need for expenditure that cannot be met from the base budget. If there are no concrete plans to utilize the reserves or contribute to the reserves it is prudently assumed that the balance will remain unchanged.

56. The current MTFS forecasts a budget gap that increases annually from 2023/24. For 2022/23 the decision is to use Earmarked Reserves to fund this gap, for the short term, however the ongoing deficit assumes no utilization of reserves at this point in time, until future budget setting cycles are undertaken. The graph below highlights the total balance of reserves (available earmarked reserves and the working balances) if these were used against the forecast budget deficits currently predicted if the Council were to not make further cost saving or additional Income generation.

57. The purpose of this graph is to highlight that the forecast beyond 2022/23 does seem bleak, however the Council is able to fund these deficits for the short-term in order to generate savings and income beyond the short-term to become a self-financing and self-sufficient Council. This would mean the use of the earmarked Reserves would not be utilised as originally intended.



Council Tax Base

Council Tax Base calculation

58. Under section 33 of the Local Government Finance Act 1992 (as amended) and supporting Regulations, the Council must make an annual calculation of its tax base. The tax base is the total number of properties on which Council Tax will be charged expressed as a Band D equivalent, after allowing for discounts, exemptions and losses on collection. The method of calculation is prescribed in the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012

59. The tax base is used in the calculation of the Council Tax Requirement, to produce the standard amount of Council Tax for a Band D property, in relation to both the Borough and the major precepting authorities.

60. As in previous years, the calculation of the tax base has been amended to take account of the Local Council Tax Support (LCTS) Scheme. The replacement of Council Tax Benefit with LCTS effectively reduces the tax base as LCTS is provided as a discount against the Council Tax liability rather than a rebate which was previously repaid to the Council via Government Subsidy.

61. The impact of LCTS, has, in part, been offset by the approved changes to the discounts and exemptions awarded to empty homes. However, the LCTS has increased from 2021/22 and the non-collection rate has reduced by 0.5% resulting in the tax base decreasing in 2021/22 to 33,171.90. This compares to a figure of 33,250.30 for 2020/21. An assumed growth of 0.5% has been included within the Medium-Term Financial Strategy for future years.

62. The calculation of the Council Tax Base for a given year includes an assumption of the percentage of amounts due which are actually collected. The forecast collection rate has been assumed as 98.0% and has been incorporated within the Medium-Term Financial Strategy calculations.

Council Tax Technical Changes

63. In September 2021, Policy Resources and Economic Development (PRED) Committee undertook a review of local Council Tax Discounts. Following a consultation with residents on three discretionary discounts, In November 2021 PRED proposed to make amendments to the scheme of Council Tax Discounts and Premiums with effect from 1 April 2022, using discretionary powers granted by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018. The following amendments to the scheme, were recommended and will be considered by Ordinary Council on 23rd February 2022.

- Remove the Council Tax discretionary discount of 100% for 3 months for Empty and Unfurnished properties from 1 April 2022.

- Remove the Council Tax discretionary discount of 10% for Second Homes from 1 April 2022.
- Not change The Council Tax discretionary discount for Empty & Uninhabitable properties from 1 April 2022.

Council Tax Reduction Scheme

64. The arrangements provide for a banded scheme that is easier for customers to apply for and simpler for officers to administer. The basis of the reduction scheme is a calculation based on household income compared with household size, up to a maximum of 100%. The application process is through a simple intelligent online form which, once completed, will make it clear to the customer where they fall within the scheme.

The main elements of the scheme are:

- Entitlement is based on a banded table which compares household income and the members of a household
- Depending on the level of their net income and the household band they fall into,
- working-age customers will receive a percentage reduction of either 100%, 75%, 50%, or 25% and if the customer or their partner are disabled or they have disabled dependent child resident
- Singles or Couples with more than 2 children will be restricted to a Council Tax Reduction as if having 2 children
- Residents with over £6,000 in savings are unable to claim
- Pension age customers remain protected
- Where an apprentice earns more than £195.01 but less than £300 per week and they are the only other adult in a property, they can be disregarded for Council Tax purposes for the term of their apprenticeship – this is to support single parents and school leavers into employment

No changes from last year have been proposed.

Council Tax

Budget and Council Tax Consultation

65. A consultation was undertaken with businesses and residents which covered the council's key spending priorities, service satisfaction, corporate strategy priorities, views on raising funds, driving efficiencies and views sought specifically on council tax levels for 2022/23. The consultation was accessible online, via the council's website, however paper copies were also made available. The consultation ran from 2 September until 3 October 2021 and the exercise was supported by publicity across all the Council's social media platforms, as well as the use of e-newsletters and the use of radio. 254 participants completed the online survey. 1 paper copy was received. A report was taken to the Policy, Resources and Economic Development Committee on 24 November 2021 outlining the outcomes of the consultation which can be found on the Council website.

<https://brentwood.moderngov.co.uk/documents/s21342/Appendix%20A%20Budget%20Consultation%20Analysis%20202223.pdf>

Council Tax Requirement

66. The Council must set its revenue budget and Council Tax Requirement on or before 11 March of the preceding year in accordance with a statutory formula set by Government as described below:

- The amount calculated by the authority under Section 31A of the Local Government Finance Act 1992 as its Council Tax Requirement for the year (this is the net spending on services adjusted for any movements in reserves and transfers to or from the Collection Fund in recognition of a surplus or deficit on that Fund, and includes town, parish and village council precepts);

divided by:

- The amount of the Borough's Council Tax Base calculated in accordance with the 1992 Act and relevant statutory instruments. The tax base for 2022/23 is 33,171.90 which assumes a 98.0% collection rate (inclusive of sums outstanding from prior years).

This will produce the Basic Amount of Council Tax for the year, which is the combined Borough and Parish Council Tax level at Band D.

67. The Council must then determine whether its 'relevant' Basic Amount of Council Tax, i.e. adjusted to exclude the element relating to, Parish precepts, is 'excessive'. The Secretary of State has indicated that, for 2022/23 for District/Borough councils, any increase of 2% or £5 (whichever is the greater) more than the equivalent figure for 2021/22 would be considered excessive.

68. If the Council determines that its proposed relevant Basic Amount of Council Tax is excessive, then it must also make substitute calculations that produce an amount which is

not excessive and put both amounts to a local referendum. More information on this option is given below.

69. The council tax level consists principally of the Collection Fund precepts of the major preceptors and Brentwood Borough Council. This is the basic amount required by each authority to provide its budgeted level of service after allowing for government grant, use of reserves and that authority's share of any surplus or deficit on the Collection Fund. In addition to the precepts of the principal authorities, there will be further precepts for the 9 parishes within the Borough of Brentwood.

70. The estimated balance on the Collection Fund at 31 March 2022 is required to be considered in the calculation of the Council Tax level for 2022/23. The calculation of the balance must be notified no later than 31 January to the major precepting authorities, who are each responsible for their share of any balance. Further information is given in the Collection Fund Section of this report.

Precepts and Council Tax Levels

71. The Council is required by law to approve a council tax requirement for the Council's services and to set the council tax to be levied in the Borough, after taking account of the following preceptors:

- Essex County Council - issues the largest precept on Brentwood's collection fund which means they receive around 70% of Council Tax (before local precepts). The County Council is scheduled to meet on 10 February 2022 to agree its precept.
- The Police, Fire and Crime Commissioner for Essex - is an independent body and is responsible for setting its own budget. The Police and Crime Panel will meet on 3rd February 2022. The precept in respect of the fire service is also due on the same day
- Local Parish, Town and Village Councils. - are separate and autonomous bodies within the Borough that approve their own spending and precept levels for each financial year. The precept for each parish, town and village council has to be included as part of the Borough Council's net overall Council Tax requirement. They are added to the statutory calculation as an average for the Borough as a whole but are levied only in the areas of the Borough affected, according to their precept requirements. Where a precept demand has not been received by the date of the council tax setting meeting an anticipated amount is used as permitted by legislation.

73. Below, is the projected Council Tax element retained by the Council per banding of property, which has been set at a 2.58% increase from 2022/23. These exclude any other precepts and parish precepts.

Table 9 – Proposed Brentwood Borough Council Bandings 2022/23

Band D Brentwood	A	B	C	D	E	F	G	H
2022/23	132.42	154.49	176.56	198.63	242.77	286.91	331.05	397.26

74. The table below compares Parish, Town and Village Council precepts for 2022/23 with 2021/22. This table will be updated for Full Council when all Parish Precepts have been received.

Table 10 – Comparison of Parish Precepts

Parish	Tax Base for Area Band D equivalent	Precept	Precept	Change
		2021/22 £	2022/23 £	%
Blackmore	1,506.70	97,421.00	TBC	0.00%
Doddinghurst	1,195.80	76,014.00	TBC	0.00%
Herongate	1,039.00	48,000.00	TBC	0.00%
Ingatestone and Fryerning	2,372.70	173,839.00	TBC	0.00%
Kelvedon	1,073.60	90,023.00	TBC	0.00%
Mountnessing	586.80	40,000.00	TBC	0.00%
Navestock	244.20	22,000.00	TBC	0.00%
Stondon Massey	337.50	23,995.00	TBC	0.00%
West Horndon	687.80	32,500.00	TBC	0.00%
Total	9,044.10	603,792.00	TBC	0.00%

75. The table below sets out all the Band D calculations across the major and local preceptors and shows the percentage change compared with 2022/23. This table will be updated for Full Council when all Parish Precepts have been received.

Table 11 – Proposed Band D Calculations

Parish	Band D	Band D	Change	Change
	2021/22	2022/23	£	%
	£	£		
Brentwood Council Only	193.63	198.63	5.00	2.58
Essex County Council	1340.91	1,401.12	60.21	4.49
Police, Fire and Crime Commissioner for Essex	208.53	TBC	TBC	TBC
Essex PFCC Fire and Rescue Authority	73.89	TBC	TBC	TBC
Blackmore	64.72	TBC	TBC	TBC
Doddinghurst	63.4	TBC	TBC	TBC
Herongate	45.55	TBC	TBC	TBC
Ingatestone and Fryerning	72.99	TBC	TBC	TBC
Kelvedon	84.1	TBC	TBC	TBC
Mountnessing	67.74	TBC	TBC	TBC
Navestock	89.69	TBC	TBC	TBC
Stondon Massey	70.45	TBC	TBC	TBC
West Horndon	47.58	TBC	TBC	TBC

Collection Fund

Background

76. The Collection Fund is the account into which all council tax and business rate income is paid before being distributed to precepting authorities and central government. It is managed by this Council as the billing authority.

Within the Collection Fund, the accounts for council tax and business rates are separated.

Distribution of Collection Fund Balances

77. Council Tax and Business Rate income for any particular year is distributed over a three-year cycle based on information known at the time of calculating the Council Tax Requirement.

78. A surplus on the Collection Fund arises when actual income collected is greater than the original estimate; conversely when, actual income is lower than estimated a deficit on the Collection Fund occurs. This surplus or deficit is distributed at a later stage with the difference between the original estimate and the revised estimate normally being accounted for in the following year and the difference between the revised estimate and the actual outturn being accounted for in the year after that. However, due to the impact of Covid-19 in 2020/21, the regulations were amended to allow the spreading of the 2020/21 deficit over a three year period from 2021/22 to 2023/24.

Council Tax

79. It is estimated there will be a nil balance for Council Tax on the Collection Fund at 31 March 2022. There will therefore be no surplus or deficit for distributions in 2022/23.

Table 12 - Estimated Collection Fund Surplus/Deficit Distribution in 2022/23

Authority	Amount £
Brentwood Borough Council	Nil
Essex County Council	Nil
Police and Crime Commissioner	Nil
Essex Fire & Rescue Authority	Nil
Total (Surplus)/Deficit	Nil

Business Rates

80. Brentwood is the billing authority for business rates in the Borough. The Collection Fund passes 50% (the central share) to the Government with the other 50% (the local share) being retained locally, and are shared by the Borough (40%), Essex County Council (9%) and Fire & Rescue Service (1%). Year-end surpluses and deficits are accounted for in the following year in proportion to the Central and Local Shares.

81. It is estimated that at 31 March 2022, the balance on the Collection Fund for Business Rates will be a deficit of £11.5m. This is made up of the following:

- £1.4m 2020/21 Exceptional deficit (being spread over a three-year period)
- £0.1m 2020/21 Retail Hospitality & Leisure Reliefs – compensated by S31 grant
- £6.7m 2021/22 Retail Hospitality & Leisure Reliefs – compensated by S31 grant
- £3.2m 2021/22 Other losses: this reflects the continuing trend of office space being converted into residential dwellings, along with other reductions to the business rates base within the borough, many of them backdated a number of years.

82. £0.5m of the 2020/21 exceptional deficit is spread, i.e. carried forward to 2023/24, leaving a deficit of £11m to be distributed in 2022/23 in the proportions stated in the paragraph at the top of the page. The share falling to the Council is £4.4m. This will be offset by S31 grant and a safety net payment from the Essex Business Rates Pool.

Table 13 - Estimated Business Rates Collection Fund Deficit Distribution

Authority	2020/21 Exceptional deficit £000	2020/21 RH&L reliefs £000	2021/22 RH&L reliefs £000	2021/22 Other losses £000	Sub total £000	Spread of 2020/21 exceptional deficit £000	Amount £000
Brentwood Borough Council	561	56	2,686	1,294	4,597	-192	4,405
Essex County Council	126	13	604	291	1,034	-43	991
Essex Fire Authority	14	1	67	32	115	-5	110
Central Government	701	70	3,357	1,617	5,746	-239	5,506
Total Deficit	1,403	140	6,714	3,234	11,491	-479	11,012

Appendix 1 – Detail of Base Changes to MTFS

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>Comments</u>
Rebasing				
Car Allowances	-17,250	-17,250	-17,250	Reducing Car Allowance as Hybrid working embeds in the authority
Insurance	-15,530	-15,530	-15,530	Insurance Premiums overinflated
Emergency Planning Call Out	-12,000	-12,000	-12,000	Revision to SLT and ELT allows for allowance to not be utilised
Miscellaneous	-17,510	-11,010	-10,510	Total of small reductions on expenditure lines across services.
Miscellaneous	-15,455	-32,225	-32,495	Total of Small increases in income lines across services
Total Rebasing	-77,745	-88,015	-87,785	
				Comments
Realigning				
Housing Delivery Model	293,150	345,870	345,870	Net Impact of removing Housing Delivery Model as unachievable saving. £1.293m was forecast as an income target.
Community Alarms	15,000	0	0	Community Alarms payment as contract end
Leisure Centre	109,360	109,360	109,360	Sports & Social income reduction with SLM managing centre
Elections	70,000	70,000	70,000	Local Elections costs required in base budget
Office Facilities	23,400	23,400	23,400	Office Facilities Management Service charge increase
Utilities	27,020	27,020	27,020	Utilities - contractual increase fixed until Aug 22. Inflation is then applied to the revised base figure
Rental Income	10,500	10,500	10,500	Realigning income to reflect actual income from PSL properties
Fuel	10,970	10,970	10,970	Fuel Increase - inflation applied to rebased budget
Audit Fee	28,500	28,500	28,500	Increase in External Audit Fees
Broker Fees	10,000	0	0	Increase in broker fees
Software Support	6,280	6,280	6,280	Additional software required for processing payments
Leisure Income	0	150,000	150,000	Realigning income from Leisure activities
Miscellaneous	8,710	8,710	8,710	General realignments of small service budgets.
Total Realigning	612,890	790,610	790,610	

	2022/23	2023/24	2024/25	Comments
COVID-19				
Leisure	10,400	10,400	10,400	Recreation Areas Lease of Land - BC Field income no longer generate
Leisure	2,000	2,000	2,000	Bowling Green Income decrease as struggling for member renewal
Vehicle Fleet	23,000	23,000	23,000	Vehicle Fleet -decision made in light of COVID to no longer do taxi checks
Parking	308,700	308,700	308,700	Parking Season ticket Income. 100 season tickets not being renewed from one individual business plus the loss of individual renewal as employers change the way they work.
Parking	300,000	200,000	100,000	25% decrease on parking income fees and charges
Parking	279,580	279,580	279,580	Parking Licences not renewed in light of COVID associated to businesses in the borough
Taxi Income	30,940	23,940	16,940	Taxi Drivers Licensing income as less Taxi's in the borough and less renewals
Licensing Income	5,570	5,570	5,570	Licensing Act decrease in renewals businesses closing
Total COVID	960,190	853,190	746,190	
Total Inflation	63,425	32,358	46,858	Inflation Applied to contractual commitments.
Salaries				
Salaries	452,753	440,932	589,717	Impact on 2% pay award, National Insurance 1.25% and changes to base establishment.
Total Salaries	452,753	440,932	589,717	
Growth				
Environmental Initiatives	15,500	15,500	15,500	Environmental Initiatives Co Wheels Scheme
Environmental Initiatives	11,000	11,000	11,000	Environmental Initiatives Litter Picking
High Street Planters	10,000	10,000	10,000	Maintenance of the planters in the high street to deter parking.
Golf Course Software	4,000	2,000	2,000	Booking System required for Hartwood Golf Course
Platinum Jubilee	10,000	0	0	Fund to support celebrations in the borough for the Queens Jubilee
Salary Growth	163,770	167,045	170,386	Growth for 4 waste operatives and 1 grounds operative
Total Growth	214,270	205,545	208,886	

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>Comments</u>
Vacancy Factor	-69,500	-59,500	-59,500	increase in vacancy factor as salaries have increased.
<u>Savings</u>				
<u>Digital Services</u>	-10,000	-10,000	-10,000	Efficiencies achieved through cost saving schemes on Hybrid working
<u>Vehicle Fleet</u>	-135,000	-135,000	-135,000	Revision to the delivery of vehicle maintenance with a commercial provider
<u>Waste Service Income</u>	-369,497	-369,497	-369,497	Income generation and small efficiency saving through the new embedded recycling scheme
<u>Corporate Resources</u>	-67,250	-67,250	-67,250	Efficiencies achieved.
Total Savings	-581,747	-581,747	-581,747	
<u>Fees & Charges</u>	-129,292	-102,392	-107,892	Increasing Fees & Charges to ensure cost recovery
<u>Income</u>				
Grant Income	-66,020	-66,020	-66,020	Grant Income for audit fees and Health & Wellbeing funding
Sponsorship Income	-35,960	-35,960	-35,960	Increase in Investment Property Income
Equipment Hire	-10,000	-10,000	-10,000	Hire of Grab Lorry when not in use
Food Waste Indexation	-10,770	-10,770	-10,770	Increase in income delayed due to COVID
Recharges to external organisations	-85,365	-85,365	-85,365	Income for services supplied to other authorities.
Borough Wide Street Licence	-5,000	-10,000	-10,000	Introduction of Street Licences extending beyond the high street
Parking Licence	-40,000	-40,000	-40,000	SAIL to lease a floor at MSCP to support the business offering at Baytree
Rental Income	-170,103	-305,581	-177,104	Income for Council Assets including, town hall, shops and strategic acquisitions
Total Income	-423,218	-563,696	-435,219	
<u>Earmark Reserves Adjustments</u>	0	301,179	323,769	Adjustments to reserves from previous years MTFS setting
<u>Recharges</u>	82,400	82,847	53,524	Revision to recharges to HRA based on revised budgets

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>Comments</u>
<u>Non-Service</u>				
Interest	83,690	844,580	1,088,710	Increase in interest payable costs as rates higher than base forecast and borrowing portfolio has increased
Interest Recievable	180,000	180,000	180,000	Revision to interest receivable forecast.
Capital Financing	-339,670	-154,215	17,345	MRP Policy has been aligned with the Treasury Green Book generating a saving initially
<u>Total Non-Service</u>	-75,980	870,365	1,286,055	
<u>Funding</u>				
Council Tax	47,390	47,390	47,390	Decrease in Council Tax base than forecast
New Homes Bonus	-204,566	4	4	Additional one year income, assumption that NHB will not continue
Service Grant	-114,000	-114,000	-114,000	New un-ring fenced grant, will continue beyond 22.23 but will be allocated on a different basis.
Lower Tier Grant	-74,400	-74,400	-74,400	Grant assumed beyond 22.23, predominantly to ensure Council maintains it's Core Spending Power Level.
Council Tax increase	-165,860	-299,010	-468,540	Council Tax generated for £5 increase for 22.23 and then assumed 2% increase onwards
Collection Fund	-191,570	-191,570	-191,570	NNDR deficit expected to be funded through S31 grants
<u>Total Funding</u>	-703,006	-631,586	-801,116	
Total	325,440	1,550,090	1,972,350	
Base Budget	-203,740	-146,380	-146,380	Budget set as per 21.22 MTFS
Total Adjustments	325,440	1,550,090	1,972,350	
Revised Forecast	121,700	1,403,710	1,825,970	Revised Budget and Forecast for 22.23 MTFS

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**BRENTWOOD
BOROUGH COUNCIL**

Brentwood Borough Council
Housing Revenue Account
Budget and 30 Year Business
Plan
2022/23

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Housing Revenue Account (HRA) Budget 2022/23

Introduction

1. The HRA is the budget operated by the Council which contains the income and expenditure of services connected with the Council's Housing Landlord role.
2. The main source of income into the HRA is the rental income from the properties let by the Council. These rents are calculated by reference to a Government formula which provides a target rent for the Council's properties to charge.
3. Since April 2012 the HRA has been operating in a system known as Self Financing for local authorities with social housing.
4. Self-Financing changed the way the Council's housing stock is funded. In principle, it gives more local accountability and responsibility for the operation of the Council's housing stock. The key elements of Self Financing are:
 - The Government calculated a level of debt based on a 30-year assessment on expenditure, which was transferred to the authority to compensate the Government for the end of the subsidy scheme. For Brentwood, this was assessed at approximately £64.4million. The Council has borrowed from PWLB to fund this level of debt
 - Councils have full responsibility for the maintenance and development of the housing stock and also the servicing of the debt.
 - A sum for depreciation of the stock is required to be included in the accounts.
5. The method of setting rents is guided by Government guidelines. From 2020/21 the Government proposed that rents would increase by CPI + 1% for the next 5 years until 2024/25. This proposal offers stability and certainty to the HRA to fund investment in existing stock as well as building more homes for the future.
6. This document looks to provide information on the draft HRA budget for 2022/23 and forward financial forecast through to 2024/25 together with the Housing Capital Programme. It also provides an update on the 30-year business plan.

Table 1 - Outturn 2021/22

	2020/21 Outturn £'000	2021/22 Budgeted Outturn £'000	2021/22 Forecast Outturn £'000	Variance £'000
Deficit/(Surplus)	(409)	(434)	0	434
Working Balance b fwd	1,071	1,480	1,480	0
Working Balance c fwd	1,480	1,914	1,480	434

7. The HRA continues to invest in its stock to ensure all remedies required for compliance work are completed in agreed timeframes. To support the delivery of compliance on the housing stock, the contribution to capital has been decreased to offset the pressure.

8. The Strategic Housing Delivery program has progressed well, Brookfield Close has been approved for planning, delivering 61 homes. As the program looks to other sites, further feasibility studies and external support are required to progress. These costs are charged to the HRA revenue account. When the sites are identified as being able to be developed the costs will be capitalised. Therefore, the early part of the program will see the utilisation of the Housing Development reserve to support the revenue pressure of the program. As the program progresses it is expected this reserve will be topped up again when costs can be identified for capitalisation.

9. Due to interest rates on borrowing being significantly low, it is financially favourable to borrow to fund the capital program rather than utilise revenue to fund the capital program. Increasing Earmarked Reserves and Working balances is an aspiration in order to support the HRA in delivering its' program of works whilst mitigating any in year pressures.

Rent Policy

10. The Government announced that from 2020/21 rents can revert to the previous policy and be increased by CPI (at September of the previous year) plus 1%. This allows for a more optimistic forecast of the resources available to the HRA and continues the ability to reduce the level of debt (see below). CPI at September 2021 was 3.1% thus allowing for a 4.1% increase in rents from April 2022.
11. Inflation is expected to remain higher for longer but should decline over a 3 year period as high energy price inflation abates and supply catches up with demand. The Bank of England's CPI target for future years is a decline over the next two years reaching a target figure of 2%, thus, for the remaining years of the forecast period rents are modelled on the treasury forecasted CPI targets.

The assumptions, therefore, on rent are:

- that all rents from 2021/22 are increased by CPI plus 1% (4.1%)
- that all rents from 2022/23 continue to increase by the CPI plus 1% though, below are the assumptions included in the 30-year business plan

2022/23	2023/24	2024/25	2025/26	2026/27 onwards
4.1%	3.6%	3.1%	2.0%	2.0%

- that all social housing rents have the formula rent applied when new tenancies begin.

The above assumptions have all been built into the budget forecasts and the 30 year financial forecast.

Social Rents

12. The tables below set out the current overall average rent of secure tenancies (excluding Shared Ownership and Affordable Rents), with the 4.1% increase applied from April 2022, and provides some examples of rent levels for properties of different sizes.
13. The average rent increase applied to HRA properties is CPI plus 1%. CPI at September 2021 was 3.1%. This results in an average weekly rent of £97.98 and an average weekly increase of £3.86.

Table 2 – Flats Rental Increase

No of Bedrooms	Average Rent £	Average increase £	No of Properties
0	71.53	2.82	65
1	83.75	3.30	506
2	91.97	3.62	475
3	101.76	4.01	55
Total	87.26	3.44	1,101

Table 2a – Houses Rental Increase

No of Bedrooms	Average Rent £	Average increase £	No of Properties
0	77.61	3.05	35
1	91.96	3.62	228
2	105.51	4.16	380
3	117.32	4.62	608
4	140.43	5.53	15
Total	106.57	4.20	1,266

Shared Ownership Rents

14. The tables below set out the current overall average rent for Shared Ownership properties, with the 4.1% increase applied from April 2022, and provides some examples of rent levels for properties of different sizes.

15. The average rent increase applied to Shared ownership properties is 3.1% CPI plus 1%. CPI as at September 2021 was 3.1%. Therefore, the average weekly increase is £1.73 and average weekly rent is £44.01.

Table 2b – Shared Ownership Flats Rental Increase

No of Bedrooms	Average Rent £	Average increase £	No of Properties*
1	39.39	1.56	6.00
2	48.20	1.90	3.00
Total	43.80	1.73	9.00

Table 2c – Shared Ownership Houses Rental Increase

No of Bedrooms	Average Rent £	Average increase £	No of Properties*
1	39.90	1.57	4.00
2	48.56	1.91	1.00
Total	44.23	1.74	5.00

* The Council share in the 14 Shared Ownership properties is 48%

Affordable Rents

16. The tables below set out the current overall average rent for properties with Affordable Rents, with the 4.1% increase applied from April 2022, and provides some examples of rent levels for properties of different sizes.

17. The average rent increase applied to affordable rents is 4.1%. This results in an average weekly rent of £189.53 and an average weekly increase of £7.46.

Table 2d – Affordable Rents Flats

No of Bedrooms	Average Rent £	Average increase £	No of Properties
1	125.17	4.93	3
2	176.81	6.96	8
3	234.06	9.22	2
Total	178.68	7.04	13

Table 2e – Affordable Rents Houses

No of Bedrooms	Average Rent £	Average increase £	No of Properties
1	157.20	6.19	4
2	188.59	7.43	8
3	219.95	8.66	15
4	224.94	8.86	2
Total	197.67	7.79	29

Applying Formula Rent to new Tenancies.

18. Since 2001, rents for properties let at ‘**social rent**’ (which constitute a majority of rented social housing properties) have been set based on a formula set by government. This creates a ‘formula rent’ for each property, which is calculated based on the relative value of the property, relative local income levels, and the size of the property. An aim of this formula-based approach is to ensure that similar rents are charged for similar social rent properties.

The formula is as follows:

70% of the national average rent x relative county earning x the bedroom weight
plus
30% of the national average rent x relative property value

Relative County Earnings means the average manual earning for the county in which the property is located at 1999 levels for Essex this is £325.90. Relative Property Value

means the individuals property value divided by the national average (£49,750) as at January 1999 values. The national average rent is £54.62.

Bedroom weight to be used in the formula are presented below

Table 3 – Bedroom Weightings

Number of bedrooms	Bedroom weight
0 (i.e bedsits)	0.80
1	0.90
2	1.00
3	1.10
4	1.20
5	1.30
6 or more	1.40

19. Putting the relevant information into the above formula will give the formula rent for 2000-01 for the property. This rent must be then uprated for each year using the relevant uplift factor as detailed in the table below:

Table 4 – Rental Uplift

Year	Inflation	Additional Uplift	Total Uplift
2001-02	3.3%	1.0%	4.3%
2002-03	1.7%	0.5%	2.2%
2003-04	1.7%	0.5%	2.2%
2004-05	2.8%	0.5%	3.3%
2005-06	3.1%	0.5%	3.6%
2006-07	2.7%	0.5%	3.2%
2007-08	3.6%	0.5%	4.1%
2008-09	3.9%	0.5%	4.4%
2009-10	5.0%	0.5%	5.5%
2010-11	-1.4%	0.5%	-0.9%
2011-12	4.6%	0.5%	5.1%
2012-13	5.6%	0.5%	6.1%
2013-14	2.6%	0.5%	3.1%
2014-15	3.2%	0.5%	3.7%
2015-16	1.2%	1%	2.2%
2016-17	N/A	N/A	-1.0%
2017-18	N/A	N/A	-1.0%
2018-19	N/A	N/A	-1.0%
2019-20	N/A	N/A	-1.0%
2020-21	1.7%	1.0%	2.7%
2021-22	0.5%	1.0%	1.5%
2022-23	3.1%	1%	4.1%

20. Formula rent is subject to a rent cap. The rent caps apply as a maximum ceiling on the formula rent and depend on the size of the property (the number of bedrooms it contains). Where the formula rent would be higher than the rent cap for a size of property, the rent cap must be used instead.
21. Registered providers must not allow rents to rise above the rent cap level for the size of property concerned.
22. From 2022-23 onwards, the rent caps will increase by CPI (at September of the previous year) + 1.5 percentage points annually. The rent caps for 2022/23 are as follows.

Table 5 – Rent Caps

Number of bedrooms	Rent Cap
1 and bedsits	£155.72
2	£164.87
3	£174.03
4	£183.18
5	£192.34
6 or more	£201.49

23. Where a property whose rent has been subject to the rent cap comes up for re-let (and formula rent remains above the rent cap), the new rent may be set at up to the rent cap level – which will have been increasing by CPI + 1.5 percentage points, rather than CPI + 1 percentage point.
24. The government’s policy recognises that registered providers should have some discretion over the rent set for individual properties, to take account of local factors and concerns, in consultation with tenants.
25. As a result, the policy contains flexibility for registered providers to set rents at up to 5% above formula rent and 10% for supported housing. If applying this flexibility, providers should ensure that there is a clear rationale for doing so which considers local circumstances and affordability.

Service Charges

Tenant Service Charges

26. Historically, the Council has increased tenant service charges through a 'rolling reconciliation'. The 'rolling reconciliation', compares the previous year's actual to the budgeted figure. The under/over recovery is then passed onto the tenant in the following year. This is however, capped at CPI + 1%. This ensures service charges are cost recovered fairly.
27. The proposed rent increases do not include service charges – specific additional charges for tenants primarily of flat blocks, relating to the provision of specific services, such as heating, communal lighting and caretaking.
28. Registered providers are expected to set reasonable and transparent service charges which reflect the service being provided to tenants. Tenants should be supplied with clear information on how service charges are set. In the case of social rent properties, providers are expected to identify service charges separately from the rent charge.
29. Service charges are not governed by the same factors as rent. However, registered providers should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable.
30. Where new or extended services are introduced, and an additional charge may need to be made, registered providers should consult with tenants.

Leaseholder Service Charges

31. These are levied by the Council, to recover the costs the Council incurs in providing services to a dwelling. The way in which the service charge is organised is set out in the leaseholder's lease or tenancy agreement and therefore they will be calculated accordingly.

Fees and Charges

32. On the 23 September 2015 the Environment and Housing Committee approved the new recharge policy. Previously recharges for Housing services have only been recovered on an ad hoc basis. This has led to the council subsidising some of the costs, at a cost to the revenue account.
33. In addition to reviewing discretionary services, Officers have also reviewed the services the Council pays for, which are deemed rechargeable, that the Council is currently subsidising. It is hoped that the introduction of the re-charging policy, for these services will encourage tenants to be more aware and also more responsible for their property and actions within their property.

Prices have been calculated with the following price mechanism:

- 2018/19 – Cost price less 20%
- 2019/20 – Cost price less 15%
- 2020/21 – Cost price less 10%
- 2021/22 – Cost price less 5%
- 2022/23 – Cost price

Each year the percentage deducted will decrease by 5% until the full cost price is recovered. This is to ensure that the council gets to a position where it is at cost recovery without hiking prices significantly in one year that would be deemed unaffordable to the tenant.

The schedule of the fees and charges are with Appendix D.

Housing Revenue Account Budget 2022/23

34. The policy used in setting the budget is driven from the Council's Corporate Strategy which sets the following priorities:

Improving housing

- Providing decent, safe, and affordable homes for local people
- Supporting tenants through a high quality well managed service
- Support responsible development in the borough.

The budget includes specific investment in respect of the following:

- £3.241m in delivering repairs and maintenance under the Axis contract.
- £350k in reviewing small sites to develop for housing and support the review of sheltered housing delivered in the Borough.
- Contribution of £2.94m to the major Repairs Reserve to fund the Decent Home Capital Programme

35. The table on the next page sets out the HRA budget for 2022/23 and the forecast for the following 2 years.

Housing Revenue Account Budget 2022/23

Table 6 – HRA Budget 2022/23

	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
Repairs & Maintenance	3,163	3,241	3,172	3,262
General Management	3,310	3,489	3,533	3,581
Special Services Management	1,248	1,185	1,201	1,217
Rents Rates Taxes & Other Charges	165	171	173	175
Bad Debt Provision	60	60	60	60
Depreciation (Major Repairs Reserve)	2,941	2,941	2,941	2,941
Corporate & Democratic Core	376	380	380	380
Total Expenditure	11,263	11,467	11,460	11,616
Dwelling Rent	(12,174)	(12,396)	(13,213)	(14,552)
Non-Dwelling Rent	(271)	(327)	(336)	(343)
Charges for Services & Facilities	(931)	(940)	(971)	(999)
Total Income	(13,376)	(13,663)	(14,520)	(15,894)
Net Cost of Services	(2,113)	(2,196)	(3,060)	(4,278)
Interest Payable	2,000	2,071	2,454	2,710
Pension Contributions	236	185	185	185
Investment Income	(50)	(94)	(62)	(61)
Voluntary MRP	0	0	0	983
Total Non-Service Expenditure	2,186	2,162	2,577	3,817
Appropriations	(73)	0	0	0
Deficit/(Surplus)	0	(34)	(483)	(461)
Working Balance bfw	1,480	1,480	1,514	1,997
Working Balance cfw	1,480	1,514	1,997	2,457

HRA Reserves

36. The HRA working balance must continue to be managed so that it provides the flexibility to manage unexpected demands and pressures without destabilising the Council’s overall financial position. The level of the Working Balance should provide a reasonable allowance for unquantifiable risks or one-off exceptional items of expenditure that are not covered within existing budgets. The Working Balance can also be used to act as a source of pump priming investment and/or to deliver “invest to save” projects.
37. General guidance and practice amongst other authorities varies. Options include a percentage of total income, and a set value per Council Dwelling. However, individual risk assessments undertaken at a local level are considered best practice.
38. The Working Balance can be used to correct inflation assumptions, increase capital spend, repay debt early or to fund new HRA capital projects.
39. The following table sets out the estimated reserve levels over the period 2022/23 to 2024/25:

Table 7 – HRA Working Balance

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Opening Balance	2,400	2,327	2,327	2,327
Transfer In/Out	(73)	0	0	0
Closing Balance	2,327	2,327	2,327	2,327

40. The Section 151 has taken account the level of risk when advising on the level of balances that should be retained in the HRA.

Earmark Reserves

41. In addition to the HRA Working Balance, the Council keeps HRA Earmarked Reserves on the Balance Sheet. These Reserves are as follows:
- Council Dwellings & Affordable Housing Investment Fund – this reserve is to support future investment in the Council’s housing stock and aiding in delivering the strategic housing development program. With the reserve being utilized to fund upfront costs that cannot be capitalized until the program progresses. The anticipated balance in this reserve as at 31 March 2022 is a £2.4 million.
 - One assumption of this reserve is that it can also contribute to additional voluntary MRP contributions to repay debt off within the HRA that is taken out over the life of the business plan.

HRA Capital Programme

42. It is essential to ensure that the stock is maintained at a proper standard and to meet the other demands and commitments of the capital programme. The capital programme is a key input into the 30-year business plan, and both are reviewed annually. Modelling the resources available in the 30-year HRA financial forecast demonstrates that the demands of the current and proposed programme can be fully met throughout the 30-year planning period.

Housing Development Programme

43. On 2 April 2012, Ministers confirmed delivering new homes would be through Local Authorities retaining receipts from right to buys (RTB), to spend in their area.
44. Brentwood entered into an agreement with the Secretary of State for Communities and Local Government to retain the additional RTB receipts on 26th June 2012.
45. Major changes to the RTB pooling system were made from 1st April 2021. Amended terms of the retention agreement were made between the Secretary of State and authorities under section 11(6) of the Local Government Act 2003. This was to enable authorities to retain RTB receipts, and to comply with the amendments to the Local Authorities (Capital Finance and Accounting) regulations 2003 that came into force on 30 June 2021.

The key changes of the agreement are as follows:

- Pooling of RTB receipts will take place annually rather than quarterly.
- Deadlines for spending retained receipts will also be calculated on an annual basis.
- The timeframe in which local authorities have to spend new and existing right to buy receipts has been extended from 3 years to 5 years. This should make it easier for local authorities to undertake longer-term planning, including remediation of larger plots of land.
- The percentage cost of a new home that local authorities can fund using RTB receipts increases from 30% to 40%. This will make it easier for authorities to fund replacement homes using RTB receipts, as well as making it easier to build homes for social rent.

- Authorities can use receipts to supply shared ownership and First homes, as well as housing at affordable and social rent, to help them build types of homes most needed by their communities.
- An acquisition cap will be implemented from April 2022. This cap is to encourage authorities to build new homes rather than acquire existing homes.
- Brentwood Council agrees to return any unused receipts to the Secretary of State with Interest.

46. To date the Council has provided 46 number of properties let at Affordable Rent. 10 of these properties have been developed and 36 have been acquired from the open market.

47. The Council has begun a pipeline of new affordable homes through the development and regeneration of various Housing Revenue Account (HRA) owned sites. As a reminder, this Strategic Housing Delivery Programme (SHDP) is currently made up of two elements, 1) the regeneration of Brookfield Close, Hutton resulting in a planned 61 zero carbon homes and 2) the development of a range of smaller HRA sites to deliver new homes. All of these new homes will contribute to, and be managed within, the Council's HRA.

48. A review of the HRA Business Plan, and its assumptions and capacity to deliver a sustainable programme of new homes has continued into a further phase and now incorporates the costs and returns from the viability assessments. The revised plan assumes the pursuing of a 5 to 7-year programme funding new homes to a total cost of £60m over that period. This is captured within the 30-year Business Plan.

49. The individual sites and the sites identified are combined into an overall programme. It should be noted that the numbers for the total programme, as for the individual schemes, are very much indicative at this stage. There is still considerable work to do to establish a fully costed deliverable programme. Therefore, as the SHDP develops the HRA Business Plan will be refined and updated to ensure the HRA can afford to deliver all sites and the time period of delivering these sites in line with affordability and financial capacity.

50. Below detail the proposed amounts to be spent on the Strategic Housing Development Programme.

Table 8 - Strategic Housing Delivery Program

Year	Programme Amount £'000
2021/22	8,585
2022/23	5,633
2023/24	30,248
2024/25	15,534
Total	60,000

51. Only 40% of the programme total can be funded from right to buy receipts if there is retained right to buy receipts available.

52. The Business Plan assumes use of the following, for funding the Strategic Housing Development Program:

- Capital Receipts
- Contribution from Council Dwelling Earmark Reserve
- Capital Grants (Homes England Funding)
- Section 106 funds applicable
- Borrowing from the Public Works Loan Board (PWLb)

The need to borrow is reviewed on an annual basis along with the 30-year business plan.

HRA Capital Programme Forecast

53. Combining The Strategic Housing Development Programme alongside the planned Decent Works, the capital programme budget and funding of these workstreams are detailed below.

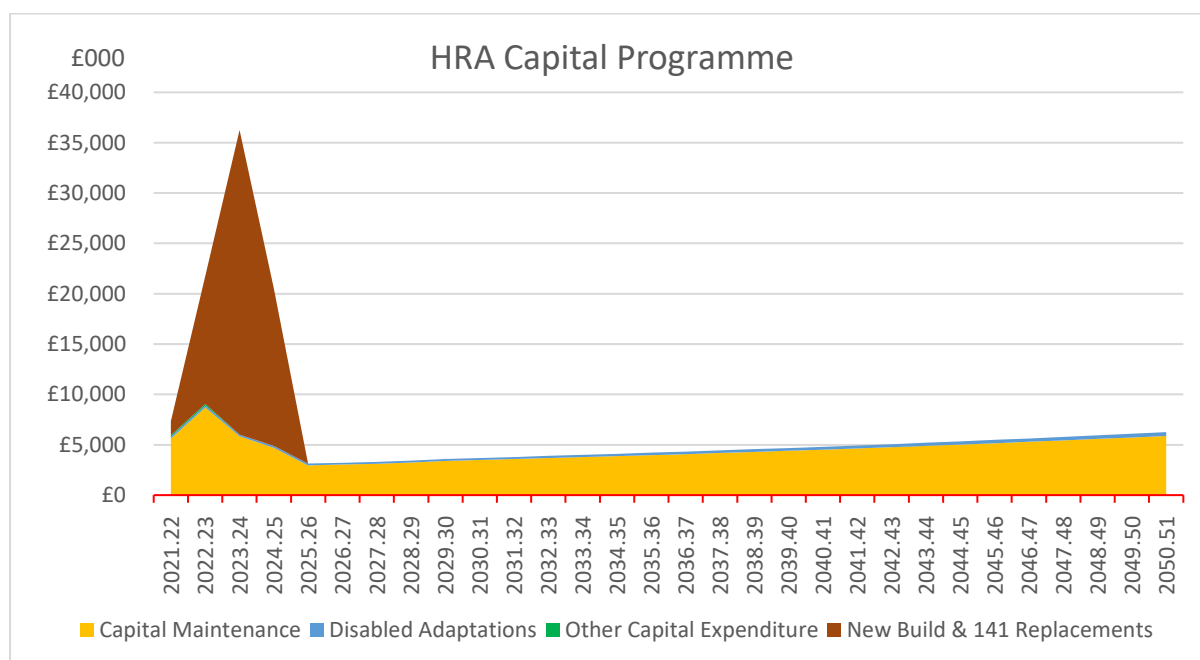
54. The HRA capital programme is aligned to achieve the following headlines in the Councils Corporate Strategy:

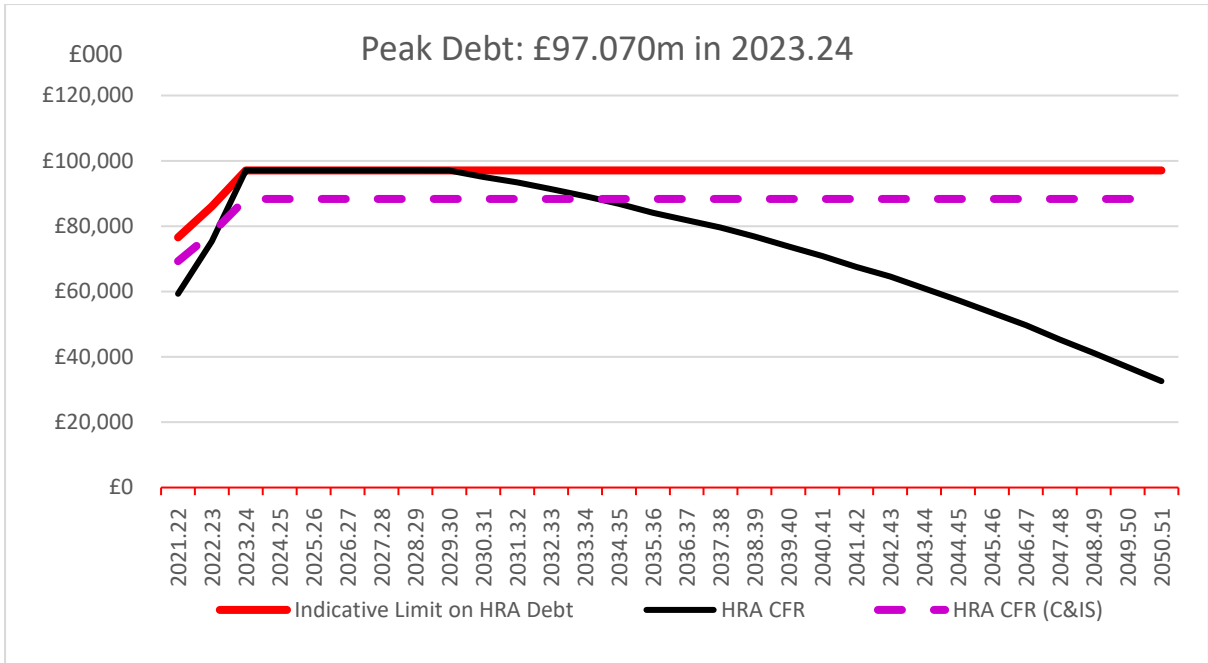
- Providing decent, safe and affordable homes
- Supporting responsible development in the borough
- Undertaking refurbishment of existing council housing.

Table 9 – HRA Capital Programme

	2022/23 £'000	2023/24 £'000	2024/25 £'000
HRA Decent Works Programme	9,060	6,008	4,884
Strategic Housing Development Programme (SHDP)	5,633	30,248	15,534
Total	14,693	36,256	20,418
Funded by			
HRA Capital Receipts	(2,103)	(5,485)	(8,765)
Grant Funding	0	(3,030)	(2,520)
Major Repairs Contribution	(3,564)	(2,941)	(2,941)
Borrowing	(9,026)	(24,800)	(6,192)
Total	(14,693)	(36,256)	(20,418)

55. The graph below demonstrates the Capital programme profiled over a 30 year period, taking account the assumption that £60million will be invested over a 5 year period for New Builds within the Borough





The Debt profiling on the HRA remains within the indicative limit

Treasury Management Strategy (HRA)

56. The current total HRA borrowing is £59.166 million for the self-financing Settlement.
57. Previously the borrowing was capped by the Government at £72.587 million, this cap has now been removed.
58. At present, £46.023 million has been assumed for the HRA capital programme. The interest costs on this borrowing consume a significant proportion of the HRA's resources and the management of these is, therefore, critical to the HRA budget.
59. As the development programme for housing within the borough advances, the borrowing needs will need to be addressed and factored into the financial viability of the scheme developments and the impact on HRA resources.

Self-Financing Settlement

60. On 28 March 2012 the Council borrowed £64.166 million from PWLB (Public Works Loan Board) in order for the HRA to become Self Financing as the subsidy system was being demolished. The Council profiled this borrowing over 6 loans ranging from lengths of 5 years to 30 years.

61. The table below shows the profiles of the loans that the Council holds regarding the Self-Financing Debt

Table 10 – HRA Loan Pool

Loan Amount	Number of Years Held	Date Repayable	Interest %
5,000,000	10	28/03/2022	2.4
10,000,000	15	28/03/2027	3.01
15,000,000	20	28/03/2032	3.3
15,000,000	25	28/03/2037	3.44
14,166,000	30	28/03/2042	3.5

62. The HRA Business Plan from 2012/13 had been setting aside monies from surplus cash, to repay the loans. As at 31 March 2021 the amount set aside is £2.147 million.

63. The next loan is rescheduled to be paid 28/03/2022 and will require refinancing of £2.853 million.

64. The Business Plan assumes that HRA, will continue to set aside some money as long as it is affordable to the HRA. From 2024/25 it is expected the HRA can set aside funds to repay the remaining loans.

30 Year Business Plan

65. As with the budget and capital programme the 30-year financial forecast is reviewed annually and amended where appropriate and this is set out below.
66. Following the priorities set out above means the capital required on the stock is funded throughout the term of the 30 years.
67. The Business Plan demonstrates that the HRA is sustainable over a 30-year term, including the capital programme and debt repayment can commence from the financial year 2024/25.
68. When budget proposals are made to the Council, the Section 151 Officer will take these issues into consideration when advising on the level of balances that should be retained within the HRA.

Table 11 – HRA 30-year Business Plan

HRA Business Planning Model										
Description	1 2021.22	2 2022.23	3 2023.24	4 2024.25	5 2025.26	6-10 2026.31	11-15 2031.36	16-20 2036.41	21-25 2041.46	26-30 2046.51
Income										
Gross Rental Income	£12,188	£12,615	£13,447	£14,809	£15,184	£80,411	£87,753	£95,359	£104,256	£113,524
Void Losses	-£14	-£219	-£234	-£257	-£264	-£1,397	-£1,525	-£1,657	-£1,812	-£1,973
Tenanted Service Charge	£931	£940	£971	£999	£1,019	£5,409	£5,972	£6,593	£7,280	£8,037
Non-Dwelling Income	£271	£327	£336	£343	£350	£1,857	£2,050	£2,264	£2,499	£2,760
Total income	£13,376	£13,663	£14,520	£15,894	£16,289	£86,279	£94,250	£102,560	£112,223	£122,348
Expenditure										
General Management	-£3,310	-£3,489	-£3,533	-£3,581	-£3,721	-£19,750	-£21,806	-£24,075	-£26,581	-£29,348
Special Management	-£1,248	-£1,185	-£1,201	-£1,217	-£1,241	-£6,589	-£7,275	-£8,032	-£8,868	-£9,791
Other Management	-£777	-£736	-£738	-£740	-£751	-£3,930	-£4,243	-£4,588	-£4,969	-£5,390
Bad Debt Provision	-£60	-£60	-£60	-£60	-£62	-£326	-£356	-£386	-£422	-£460
Responsive & Cyclical	-£3,163	-£3,241	-£3,172	-£3,262	-£3,373	-£17,744	-£19,147	-£20,628	-£22,408	-£24,336
Other revenue expenses	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total expenditure	-£8,558	-£8,711	-£8,704	-£8,860	-£9,147	-£48,339	-£52,826	-£57,710	-£63,249	-£69,325
Capital financing costs										
Interest paid on debt	-£2,000	-£2,071	-£2,454	-£2,710	-£2,666	-£13,006	-£11,498	-£9,730	-£7,100	-£4,324
Interest paid on 141 re	£0	£0	£0	-£44	-£43	-£14	-£176	-£769	-£1,143	-£1,145
Interest Received	£50	£94	£62	£61	£65	£505	£1,166	£1,840	£2,630	£3,644
Depreciation	-£2,941	-£2,941	-£2,941	-£2,941	-£3,063	-£16,109	-£17,509	-£19,027	-£20,670	-£22,450
Capital financing costs	-£4,891	-£4,918	-£5,333	-£5,634	-£5,707	-£28,624	-£28,017	-£27,685	-£26,284	-£24,274
Appropriations										
Revenue provision (H	£0	£0	£0	-£1,941	-£2,287	-£9,170	-£13,431	-£16,995	-£22,657	-£28,225
Other appropriations	£73	£0	£0	£983	£0	£0	£0	£0	£0	£0
Appropriations	£73	£0	£0	-£958	-£2,287	-£9,170	-£13,431	-£16,995	-£22,657	-£28,225
Net income/ (expend	£0	£34	£484	£442	-£853	£146	-£24	£170	£34	£525
HRA Balance										
Opening Balance	£1,480	£1,480	£1,514	£1,997	£2,439	£1,586	£1,732	£1,708	£1,878	£1,912
Generated in year	£0	£34	£483	-£541	-£853	£146	-£24	£170	£34	£525
Appropriated out	£0	£0	£0	£983	£0	£0	£0	£0	£0	£0
Closing Balance	£1,480	£1,514	£1,997	£2,439	£1,586	£1,732	£1,708	£1,878	£1,912	£2,436

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**BRENTWOOD
BOROUGH COUNCIL**

Brentwood Borough Council
Capital and Investment
Strategy
2022/23

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Introduction

1. This document has been prepared in accordance with the 2017 CIPFA Prudential Code, which requires a capital strategy to be approved at a meeting of the Council ahead of the 2022/23 financial year.

2. The capital strategy gives an overview of how capital expenditure, capital financing and treasury management activity will contribute to the provision of public services in Brentwood, along with an overview of how associated risk is managed.

3. CIPFA published its revised Prudential Code and Treasury Management Code on 20th December 2021. CIPFA have stated that Councils may defer the full adoption of the Codes until the 2023/24 financial year. The Council has decided to take up this option, and will introduce these new requirements into its 2023/24 Capital & Investment Strategy but will adhere to them as part of its day to day business once accompanying guidance notes are published.

The revised codes will have the following implications:

- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
- the Code clarifies what CIPFA expects a local authority to borrow for and what CIPFA do not view as appropriate borrowing. This will include the requirement to set a proportionate approach to commercial and service capital investment;
- a requirement to address environmental, social and governance (ESG) issues within the Capital Strategy
- the implementation of a policy to review commercial property, with a view to divest where appropriate
- the creation of new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices)
- a requirement to ensure that any long-term treasury investment is supported by a business model
- a requirement to effectively manage liquidity and longer-term cash flow requirements
- an amendment to Treasury Management Practice 1 to address ESG policy within the treasury management risk framework
- an amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council

In addition, all investments income must be attributed to one of the following three categories:

- Treasury management – see Treasury Management Strategy Statement starting on page 30
- Service delivery – these investments are covered on pages 26-29
- Commercial return – these investments are also covered on pages 26-29

Capital Expenditure

4. Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset that is needed to provide services. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year. This contrasts with revenue expenditure which is spending on the day to day running costs of services.

5. The Local Government Act 2003 extends the definition for the purpose of capital expenditure to allow expenditure on computer software and on the making of loans or grants for capital expenditure by another body to be treated as capital expenditure of the local authority. These Statutory Regulations have been absorbed into CIPFA's Accounting Code for Local Government Accounting (the Code) and where appropriate form the basis of statutory overrides to International Financial Reporting Standards used within company accounts. For this reason, as well as the Capital Programme produced and approved as part of the annual Budget Setting report, there will also be other activities that are required to be accounted for as Capital Expenditure in addition to the annual programme.

6. The capital programme is the Councils plan of capital works for future years, including details on the funding of the schemes. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included in the program could be service and commercial investments.

Treasury Management

7. The Council is required to have regard to the 2017 CIPFA Prudential Code and Treasury Management Code when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year.

8. All decisions on overall Treasury Management Strategy and the setting of annual TM Strategies are determined by Ordinary Council. The same process will apply to changes to the relevant policy or strategy during the course of a year. Thus, all matters relating to borrowing, investments and debt repayment are determined by Ordinary Council.

9. The objective of the strategy is to establish a framework under which officers can carry out treasury activities. The control framework is established initially by what is permitted within the approved strategy, but further levels of control exist within the operational aspects of the activities. This means that just because something is permitted by the strategy, it does not

necessarily follow that the activity will take place. The Section 151 Officer has the responsibility for this day to day decision making with the primary objective of acting in the best interest of the Council's finances at all times.

10. Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

11. For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Strategy.

Knowledge and expertise

12. Capital accounting and treasury activities are highly technical areas of local authority accounting and are covered by specific regulations that are over and above regular accounting functions. In respect of commercial investment, the knowledge and expertise required is specific to asset management within a commercial environment.

13. To ensure that the Council is able to manage these activities appropriately and make informed recommendations, specialist consultants are engaged.

14. In relation to asset acquisitions either directly by the Council or by under the wholly owned company Seven Arches Investment Ltd (SAIL), property management and investment consultants are used to undertake the initial assessment of potential sites for purchase and to evaluate the proposed purchase.

15. For other treasury and investment activities, the Council engages with treasury consultants, who provide general economic data as well as interest and investment rate forecasts and other market data.

The Capital Programme Budget Setting Process

16. For any particular budget setting year, the process starts in July of the preceding year. Budget Managers must complete a Growth Bid template to be submitted to Finance by September. In the period between October and December, Budget Challenge sessions are held with the Chief Executive, Strategic Director and S151 to discuss budgets and potential growth bids with the Budget Manager.

How Budget Managers should identify need for Capital Expenditure/Investment.

17. The need for a capital scheme may be identified by a Service through one or more of the following processes.

- Services annually prepare plans ensuring that their objectives meet the overall aims and objectives of the Council paying careful consideration to the Council's Corporate Strategy. These plans must identify any capital investment needed to meet future service demands. This should be the main method of identifying and planning for service's capital requirements;
- The *Corporate Asset Management Strategy* is currently being revised to highlight deficiencies in the condition, suitability and sufficiency of the Council's existing building stock and identify future areas of need;
- Reviews and external Inspections may also identify areas that need capital investment;
- The need to respond to Government initiatives and new laws and regulations;
- The need to generate a revenue income to contribute to the funding of services.

These plans and review outcomes must be considered by Budget Managers who then must identify their key capital priorities for the relevant service planning period.

Deciding on Capital Growth to submit

18. When identifying capital needs the Budget Manager along with their Link Accountant, should consider the proposals against the following criteria:

Prudence:

- Recognition of the ability to prioritise and refocus following transformation work;
- Recognition of the capacity in the organisation to deliver such a programme;
- Recognition of the knowledge and skills available and whether these are commensurate with the appetite for risk;
- Recognition of the future vision of the authority;
- The approach to commercial activities including ensuring effective due diligence, expert advice and scrutiny, defining the risk appetite and considerations of proportionality in respect of overall resources;
- The approach to treasury management and the management of risk as set out in the Treasury Management Strategy.

Affordability:

- Revenue impact of the proposals on the Medium-Term Financial Strategy;
- The borrowing position of the Council, projections of external debt and the use of internal borrowing to support capital expenditure;
- The authorised limit and operational boundary for the following year;
- Whether schemes are profiled to the appropriate financial year.

Sustainability:

- A long-term view of capital expenditure plans, where long term is defined by the financing strategy of and risks faced with reference to the life of the project/assets;
- Provision for the repayment of debt over the life of the underlying debt as set out in the Minimum Revenue Provision policy;
- An overview of asset management planning including maintenance requirements and planned disposals.

Growth bid Appraisals

19. As part of the process of producing a list of potential schemes for the capital programme budget managers should complete option appraisals to determine the most cost effective and best service delivery options.

20. By submitting the project, the budget manager is agreeing to fund all operational and running costs of the scheme and to find any necessary capital resources to fund the scheme or make the Council aware of the full requirement of the use of corporate resources.

21. Projects are assessed through financial modelling as though they were funded by borrowing and are required to provide a positive Net Present Value by the modelling of the project cash flows, including the financing costs, to ensure that income or cost savings are greater than sums expended.

22. Some projects may require a feasibility study. As part of any feasibility study an assessment of the maintenance costs per annum averaged over the whole life of the asset should be calculated.

23. All projects, especially major, complex and strategic projects, as part of setting the capital programme for new schemes and additions, should follow the *Corporate Project Management Process*.

Submission of Bids

24. All bids are produced in line with the appropriate timetable with consideration for the financial information contained within the bid.

Budget Managers must have a clear understanding of the service requirement and the budget consequences, both revenue and capital, of completing the capital program.

Bids must be submitted in September in order to be considered as part of the budget setting process.

25. Possible sources of funding can then be considered for each of the proposed capital schemes. Each project will be considered in terms of revenue funding to cover the operational running costs of the asset and any borrowing repayment costs, and also how the asset will be funded in terms of capital expenditure.

26. The proportionality of the proposals as a whole will then be considered in respect of overall resources and longer-term sustainability and risk. The Section 151 will take an overall view on the prudence, affordability and sustainability of the overall borrowing level if all bids are accepted.

27. Once the Section 151 has taken a view of the prudence of the overall borrowing level, growth bids are presented to the Senior Leadership Team to be considered from a corporate strategy perspective.

Prioritisation of Bids

28. A formalised corporate approach allows the Council to:

- Identifying essential capital investment in the short term
- Identifying projects through approved strategies such as *Leisure Strategy* and *Play Area Strategy*, ensuring strategies line up against the capital program.
- Utilise feasibility studies where needed, to ensure the right capital funds are being requested.
- Ability to enter projects in a managed way through the annual budget cycle and when the capital program is reviewed at mid-year.
- The Council is mindful of the current program and the capacity available to deliver new projects and the relevant financing of the new bids.

29. This corporate approach results in a list of capital project proposals to be considered as part of that year's budget approval process and a 'waiting list' of other capital project proposals that may be put forward for consideration later in the year or as part of the following year's budget approval process.

Member Approval

30. Large schemes are reported to individual committees before final submission is made to Policy, Projects and Resource Committee. The Business Plan of these schemes are reported to members before they approve and allow the drawdown of budgets for the scheme in question.

31. Bids that are successful are then incorporated into the Capital Program as part of the Budget Report, that is presented to Policy, Resources and Economic Development Committee who refer the program to Ordinary Council for approval.

32. Members approve the overall borrowing levels at the Ordinary Council budget meeting each year as part of the Treasury Management Strategy. Any external borrowing then

becomes an operational decision for the Section 151 who will decide based on current financial position whether to borrowing internally or enter into external borrowing.

33. Once the Council has approved the capital programme, then expenditure can be committed against these approved schemes subject to the normal contract and procurement procedure rules and the terms and conditions of funding, if applicable.

34. Following approval by Council the capital programme expenditure is then monitored on a monthly basis.

Monitoring the Capital Programme

35. Once the detailed program has been approved at Ordinary Council, the financial spend is monitored on a monthly basis. The monitoring cycle is summarised below

1. At the end of the financial month, Capital Budget monitoring cycle is opened in Collaborative Planning, the Council's monitoring system.
2. Budget mangers project the progress of each capital project and update the system with their current estimates.
3. Link Accountants review the updates and make any necessary challenges or amendments with discussion with the Budget Manager.
4. Senior Leadership Team review the information to ensure the projects are on target at quarterly Budget Challenge sessions.
5. Members review overall delivery as part of Budget update reports taken to Policy, Resources and Economic Development Committee.

Housing Revenue Account (HRA) Capital Programme

36. The Council has begun a pipeline of new affordable homes through the development and regeneration of various Housing Revenue Account (HRA) owned sites. As a reminder, this Strategic Housing Delivery Programme (SHDP) is currently made up of two elements, 1) the regeneration of Brookfield Close, Hutton resulting in a planned 61 zero carbon homes and 2) the development of a range of smaller HRA sites to deliver new homes. All of these new homes will contribute to, and be managed within, the Council's HRA.

37. A review of the HRA Business Plan, and its assumptions and capacity to deliver a sustainable programme of new homes has continued into a further phase and now incorporates the costs and returns from the viability assessments the revised plan assumes the pursuing of a 5 to 7-year programme funding new homes to a total cost of £60m of that period.

38. It is essential to ensure that the stock is maintained to a proper standard and to meet the other demands and commitments of the capital programme. The delivery of a continuous Decent Home Programme ensures the stock remains compliant with any legislative changes and prolongs the life of the assets, ensuring the best homes for the borough's tenants.

39. The major source of funding for the HRA Capital programme is the depreciation charge to the HRA which is charged to the Major Repairs Reserve and drawn down from here to finance the HRA Decent home Program. However, the HRA can also make contributions of revenue to capital expenditure. The HRA revenue budget identifies the proposed level of depreciation as well as the proposed level of revenue contribution for the Capital programme.

Funding the Capital Program

40. How the Council funds its capital expenditure and investment.

Capital Receipts

41. A capital receipt is an amount of money exceeding £10,000 which is received from the sale of an asset. They cannot be spent on revenue items.

42. Surplus and poor performing assets are reviewed with re-investment in higher performing assets and the Council's focus on investment and regeneration will ensure maximum return from council assets. The general policy is that any capital receipts are then pooled and used to finance future capital expenditure and investment according to priorities.

Section 106 – Planning obligations

43 When the Council adopts land for open space or play area the developer pays a commuted sum under a 'section 106 agreement'. This is held on the balance sheet and the interest earned offsets the future maintenance costs of the recreation asset. The Council also seeks to secure the provision of infrastructure and facilities to mitigate the effects of development under section 106.

External Grants and Contributions

44. Through partnership working, supportive funding and innovation, the Council will seek to attract investment into the Borough. We seek to maximise external funding to support our programme. This tends to be for specific purposes. Working with public and private sector partners we are able to make better use of Council money.

Revenue contributions

45. The Council is able to contribute revenue to the Capital if it chooses to do so. The Council's budget and MTFS sets out allocation of reserve balances and this Council's approach to managing working balances.

Balances and Reserves

46. The Council continues to hold specific reserves, these reserves are mostly earmarked for specific projects, limiting funding for new initiatives.

Prudential/Unsupported Borrowing

47. Local Authorities can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so services need to ensure they can fund the repayment costs. This borrowing may also be referred to as Prudential Borrowing.

48. Capital projects that cannot be funded from any other source can be funded from Prudential Borrowing. The Council must be able to afford the borrowing repayment and interest charges on the loan from existing revenue budgets or the Council must see this as their key priority for the budget process and to be factored into the Medium-Term Financial Strategy accordingly.

49. The Section 151 will make an assessment of the overall prudence, affordability and sustainability of the total borrowing requested. The impact of this borrowing will be reported in the Treasury Management Strategy alongside the Prudential Indicators required by CIPFA's Prudential Code for Capital Finance.

50. The view of the Section 151 will be fed into the corporate bidding process so that, should the borrowing levels be unaffordable or not prudent, then the schemes will be prioritised against the available funding from borrowing using the corporate plan.

51. The Section 151 will also determine whether the borrowing should be from internal resources or whether to enter into external borrowing.

Leasing

52. The Section 151 may enter into finance leasing agreements to fund capital expenditure on behalf of services. However, a full option appraisal and comparison of other funding sources must be made and the Section 151 must be certain that leasing provides the best value for money method of funding the scheme.

53 Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

Invest to Save Schemes

54. Occasionally projects arise for which services require assistance with meeting the set-up costs of projects which may bring long term service delivery improvements and/or cost savings.

55. The initial set up costs may be of a revenue or capital nature. Assistance for these schemes must be considered on an, individual basis by the Senior Leadership Team and then reported to Policy, Resources & Economic Development Committee with consideration to the Council's overall priorities and resources. For 'invest to save' schemes assistance may be given for initial set up costs, but it is expected that in the longer term these schemes will produce savings and/or additional income that will as a minimum fund any additional operational or borrowing costs. If the additional savings/income does not cover the additional costs incurred, then the service will be required to fund the gap from their existing budgets (i.e. they will underwrite the savings/income

Capital Programme 2021/22

56. The table below highlights the current forecast for 2021/22 Capital Projects and the proposed slippage to be agreed as part of 2021/22 outturn report, that will be submitted to Policies, Resource and Economic Development Committee June 2022.

57. These capital schemes have been aligned with the Corporate Strategy headings. The schemes within each strategy theme are set to achieve the following:

Protecting our Environment

- Reducing pressure on environmentally sensitive areas and infrastructure.
- Investing in an electric fleet or alternative fuel powered vehicles to reduce the impact on the environment.
- Improving and enhancing the Councils Waste management services.

Developing Our Communities

- Investing in community facilities to support the growing population.
- Enhancing and developing sustainable leisure facilities.
- Protecting residents and property through enforcement initiatives and crime prevention initiatives.

Improving Housing

- Undertaking refurbishment of existing council housing.
- Increasing the delivery of housing to meet local needs.
- Using brownfield sites efficiently to provide affordable homes and relive pressure on the green belt.

Delivering an efficient and effective Council

- Using Council building's efficiently and to good effect.
- Continuing to deliver service improvement
- Invest further in technology to improve the customer journey when accessing Council services.
- Invest in acquiring strategic in borough assets to promote employment and regeneration.

Table 1 - Capital Programme 2021/22 – Estimated Outturn

	2021/22 Current Budget £'000	2021/22 Estimated Outturn £'000	Variance £'000
<u>Protecting Our Environment</u>			
Vehicle Fleet Management	1,544	950	(594)
Open Spaces Infrastructure	100	100	0
Low Emissions Infrastructure	138	0	(138)
Car Parking Improvements	193	7	(186)
Cemetery Infrastructure	50	50	0
Cemetery Headstones	8	8	0
Total Protecting Our Environment	2,033	1,115	(918)
<u>Developing Our Communities</u>			
Play Area Refurbishment	948	948	0
King George's Pavilion Redevelopment	6,769	6,769	0
Football Hub Development	791	150	(641)
Open Spaces – Car Parks	149	0	(149)
Community Halls	122	122	0
Brentwood Leisure Centre	250	250	0
S106 -Park Enhancements	47	47	0
Total Developing Our Communities	9,076	8,286	(790)
<u>Improving Housing</u>			
Home Repair Assistance Grant	5	0	(5)
Disabled Facilities Grant	250	250	0
HRA Decent Home Programme	7,528	6,412	(1,116)
Strategic Housing Delivery Programme	8,585	1,500	(7,085)
Total Improving Housing	16,368	8,162	(8,206)
<u>Delivering an Effective and Efficient Council</u>			
Asset Management Strategy	629	550	(79)
Asset Development	288	0	(288)
Equipment Purchase	9	9	0
ICT Strategy	50	30	(20)
ICT Hardware	44	44	0
Software Infrastructure	111	41	(70)
Strategic Property Acquisitions	4,650	0	(4,650)
Total Delivering an Effective and Efficient Council	5,781	674	(5,107)
Total Capital Programme	33,258	18,237	(15,021)

*It should be noted that the estimated outturn has been included to ensure future years prudential indicators are appropriate. No formal decision has been made to include within the capital programme.

Table 2 - Funding the 2021/22 Capital Programme

The following table identifies how the 2021/22 Capital Programme will be funded.

	2021/22 Current Budget	2021/22 Estimated Outturn	Variance
	£'000	£'000	£'000
Grants & Contribution	(297)	(297)	0
Capital Receipts	(200)	(200)	0
Borrowing	(16,648)	(9,828)	(6,820)
Total General Fund Capital Funding	(17,145)	(10,325)	(6,820)
HRA Capital Receipts	(2,230)	(450)	(1,780)
Major Repairs Reserve	(7,528)	(6,412)	(1,116)
Revenue Contribution from HRA	0	0	0
HRA Borrowing	(6,355)	(1,050)	(5,305)
Total HRA Capital Funding	(16,113)	(7,912)	(8,201)
Total Capital Funding	(33,258)	(18,237)	(15,021)

Slippage Proposals

58. Slippage is proposed when capital schemes are not completed within the specified financial year but are still ongoing. Reasons for slippage could be delays to works starting, delay to contracts being agreed, projects being affected by resources and weather, projects requiring re-profiling are some examples. Not all underspends on schemes need to be brought forward, only those for schemes that are commitment. Proposed Slippage from 2021/22 is as follows

Table 3 – Proposed Capital Slippage

Capital Scheme	Amount £'000
Vehicle Fleet Management	594
Low Emissions Infrastructure	138
Football Hub Development	641
Asset Management Strategy	79
Asset Development	288
Software Infrastructure	70
Strategic Property Acquisitions	4,650
Total General Fund Slippage Proposals	6,460
Strategic Housing Delivery Programme	7,085
Total HRA Slippage Proposals	7,085
Total Slippage Proposals	13,545
Funded By:	
Borrowing	(6,460)
Total General Fund Funding	(6,460)
HRA Capital Receipts	(2,130)
Borrowing	(4,955)
Total HRA Funding	(7,085)
Total Funding of Slippage Proposals	(13,545)

These will be finalised and approved as part of 2021/22 outturn, which will be reported to Policy Resources & Economic Development Committee.

Capital Programme 2022/23

59. The table below details the capital programme budget for 2022/23 and the forecast for the next two years. Each scheme is aligned with the Corporate Strategy as detailed on page 13 of this document, and the proposed budget is set to deliver against each Corporate Strategy theme.

Table 4 - Capital Programme 2022/23 and forecasts for 2023/24 & 2024/25

	2022/23 £'000	2023/24 £'000	2024/25 £'000
<u>Protecting Our Environment</u>			
Vehicle Fleet Management	1,340	1,400	900
Open Spaces Infrastructure	120	150	100
Solar Bin Pilot Scheme	12	0	0
Car Park Enhancements	320	150	100
High Street Planters	25	0	0
Total Protecting Our Environment	1,817	1,700	1,100
<u>Developing Our Communities</u>			
Play Area Refurbishment	300	150	150
King George's Pavilion Redevelopment	200	0	0
Football Hub Development	3,500	0	0
Total Developing Our Communities	4,000	150	150
<u>Improving Housing</u>			
Home Repair Assistance Grant	5	5	5
Disabled Facilities Grant	250	250	250
HRA Decent Home Programme	9,060	6,008	4,884
Strategic Housing Delivery Programme	5,633	30,248	15,534
Total Improving Housing	14,948	36,511	20,673
<u>Delivering an Effective and Efficient Council</u>			
Asset Management Strategy	100	100	100
Asset Compliance	250	250	100
ICT Strategy	100	100	100
ICT Hardware for Hybrid Working	125	125	125
Regeneration Fund	20,000	0	0
Software Infrastructure	80	50	50
Total Delivering an Effective and Efficient Council	20,655	625	475
Total Capital Programme	41,420	38,986	22,398

Table 5 - Funding the Capital Programme

	2022/23	2023/24	2024/25
	£'000	£'000	£'000
Total General Capital Programme	26,727	2,730	1,980
Total HRA Capital Programme	14,693	36,256	20,418
Total Capital Programme	41,420	38,986	22,398
Funded By:			
General Fund Capital Receipts	(200)	(200)	(200)
Government Grants	(250)	(250)	(250)
Borrowing	(26,277)	(2,280)	(1,530)
Total General Fund Capital Funding	(26,727)	(2,730)	(1,980)
HRA Capital Receipts	(2,103)	(5,485)	(8,765)
HRA Grant Funding	0	(3,030)	(2,520)
Major Repairs Reserve	(3,564)	(2,941)	(2,941)
HRA Borrowing	(9,026)	(24,800)	(6,192)
Total HRA Capital Funding	(14,693)	(36,256)	(20,418)
Total Capital Funding	(41,420)	(38,986)	(22,398)

Capital Schemes 2022/23

60. A high-level summary is provided for each capital scheme that has been budgeted for in 2022/23 under each Corporate Strategy heading.

Protecting our Environment

Vehicle Fleet Management, replacing existing fleet predominantly for waste services. Current fleets are aged and need replacing to reduce revenue burden of repairs and maintenance. Consideration will be given to replacing vehicles to electric vehicles where applicable.

Open Spaces Infrastructure, additional funds that support workstreams on, improving the car parks at King Georges, improving the boundaries at the golf course, and enhancing open spaces in the borough to address the Council's environmental agenda.

Solar Bin Pilot Scheme, trial of four solar litter bins that compact waste and notify when full to generate synergies and decrease unnecessary journeys on emptying the bins.

Car Parking Enhancements to support the delivery on improving the car parking facilities offered in the borough as an outcome of the car parking strategy.

High Street Planters, installation of planters in the high street to restrict parking on the pavement, protects pedestrian safety and prevents damage to the pavements.

Developing Our Communities

Play Area Refurbishment, continued support in achieving the play area strategy.

King George's Pavilion Redevelopment additional support in contributing to the project ensuring the Council can meet its plans for the leisure strategy.

Football Hub Development at the Brentwood Centre Site, to develop a community hub in the Borough for the use of football achieving the Council's play pitch strategy, this budget will not be committed until a Full Business Case has been presented.

Improving Housing

Home Repair Assistance Grants awarded for small home repairs through public applications.

Disabled Facilities Grant received from central government for the Council to pay for essential housing adaptations to help disabled people stay in their own home, subject to applications and criteria.

HRA Decent Home Programme is planned works and major repairs works on the current stock in the HRA to ensure they meet decent home standards for living.

Strategic Housing Delivery Programme: The regeneration of Brookfield Close, Hutton and the development of a range of smaller HRA sites to deliver new homes.

Delivering an Efficient and Effective council

Asset Management Strategy funds to enhance Council owned assets through planned enhancements.

Asset Compliance Works that are required to develop existing owned assets, ensuring they are compliant with all health & safety requirements and building regulations.

ICT Strategy for the development of ICT in the Council to produce synergies and efficiencies and support services and ICT enhancements required.

ICT Hardware and Hybrid Working rolling program of replacing ICT hardware as it comes to the end of its useful life to support the delivery operating a hybrid way of working for officers.

Regeneration Fund, opportunity to loan funds to developers to support local development and regeneration subject to lending criteria and due diligence and approval at PRED committee.

Software Infrastructure Enhance Council software to support the ICT strategy in producing synergies and efficiencies

Aspiring Capital Programme

61. The Council has further aspirations that go beyond the current proposed capital programme. However, monetary commitments cannot be made in this budget cycle against the aspiring projects that are currently underway.

62. These aspiring projects are large scale projects the Council is committed to achieving however until all due diligence and financial modelling is completed, timescales of the project life span cannot be committed to.

63. Due to the value of these aspiring projects, it is expected that the completed business cases would be presented at Ordinary Council in year for decision on committing funds to continue with the project. Therefore, the current capital programme or MTFs does not account for these projects, project proposals going to full council would need to show the full impact on the Council's capital programme and general fund revenue account, to ascertain the financial impact on the Council's finances.

The following projects and the range of monetary commitment are as follows:

Project	Minimum Value* £'000	Maximum Value* £'000
<u>Regeneration</u>		
Depot Relocation	10,000	15,000
Baytree Centre	40,000	100,000
Brentwood Centre	20,000	80,000
Total Regeneration	70,000	195,000
<u>Leisure & Recreation</u>		
Pavilion Refurbishment	1,200	1,560
Town Centre Play Area	200	350
Woodland Park Offering	350	500
Golf Course Improvements	800	1,000
Total Leisure & Recreation	2,550	3,410
Total Potential Capital Investment	72,550	198,410

*Indicative figures until projects are refined and finalised

A high-level summary is provided for each capital aspiration.

Regeneration

64. These programmes are identified as regeneration requirements. Work continues on business cases including financial appraisals of the available options. The final options will be reported to Ordinary Council for formal approval and budget approval. These identified projects are deemed as the ones to prioritise.

Depot Relocation, to unlock the current land the depot currently resides. As per the Council's Local Development Plan, the current depot site is earmarked for housing development. Therefore, to achieve this housing growth the depot must locate to an alternative site.

Baytree Centre, the Centre was purchased March 2021 for the purpose of regenerating the site and enhancing the offering to support the high street.

Brentwood Centre, creating a new leisure facility on the site for the borough.

Leisure and Recreation

65. These identified programmes require identified investment however the priority to deliver these programmes does not supersede the regeneration agenda. When capital funding is constrained, these programmes will be prioritised less over the regeneration programmes. However, work continues to progress on these programmes to identify if other funding options, such as grant funding, SIL/S106 can support the delivery of this aspirations.

Pavilion Refurbishment, supporting the enhancement and improvements of the pavilions situated across the borough that are Council owned.

Town Centre Play Area, to identify a site and install play equipment in proximity of the town centre.

Woodland Park Offering, to create a woodland park in the borough.

Golf Course Improvements planned improvements to enhance the offering at Hartswood golf course. The project is expected to be phased over a 5-year period.

Implications of the Aspiring Capital Programme

66. Each aspiring project requires full financial appraisal as a project as well as the impact on the Council's General Fund Revenue Account. Understanding how these projects can be funded will determine the affordability of the projects against the Council's projected finances.

67. Projects that require borrowing will have a revenue implication to the General which currently is not forecast into the MTFs.

68. Based on current indications if the whole programme was to be financed with prudential borrowing there could be a revenue impact of the following

	Minimum Value £'000	Maximum Value £'000
Interest Payable @ 2%	1,451	3,968
MRP @ 3.5%*	1,451	3,968
Total Revenue Impact	2,901	7,936

*Average used over life of 50 years. Minimum Value ranges from £0.553 million in year 1 to £2.986 million in year 50. Maximum Value provision ranges from £1.515 million in year 1 to £8.173 million in year 50.

69. These are high level indicative figures; everyone's project would need to determine the cashflows of the project to determine when long term borrowing would be required. In addition to this MRP is calculated on a reducing balance basis and is charged the year after the asset is brought to use. With regard to MRP it must be noted that the revenue set aside increases per annum over the life of the asset. The amounts for this would be dependant of each project's life to determine how much revenue is set aside per annum.

70. The indicative figures are to inform the reader of the potential revenue the General Fund would need to finance. In addition to this the Council's Borrowing limits would need to increase if the projects could not be met within the existing borrowing limits.

71. It should be stressed that when assessing the affordability of an capital project the revenue implications must be considered also as part of the project to determine the total affordability of the project, especially when resources are limited.

Risk, Procurement and Value for Money in the Capital Strategy

72. Risk is the threat that an event or action will adversely affect the Council's ability to achieve its objectives and to execute its strategies successfully.

73. Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing/mitigating them and/or responding to them. It is a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

74. The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties.

75. To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

76. It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in capital assets held primarily for financial returns. Under the CIPFA Prudential Code these are defined as investments and so the key principle of control of risk and optimising returns consistent with the level of risk applies.

77. The Council is faced with diminishing capital finance and reduced access to grants and external funding which means the Council will need to monitor spend against available funds carefully to ensure that it does not spend or commit in advance of receiving funding.

78. The Capital Financing Requirement (CFR) will need to be monitored carefully. Risk is therefore addressed throughout this strategy by setting out clearly how projects will be appraised, approved, monitored and reported on.

79. The strategy is closely aligned to the Treasury Management Strategy which contains key performance indicators.

80. Capital projects will be managed through the council's budgeting system. All risks that may affect a project are considered. These can include political, economic, legal, technological, environmental and reputational as well as financial. Large projects will use appropriate project management tools in accordance with the size of the project.

81. A specific risk as a VAT registered body is the recovery of exempt VAT only up to a value of 5% of all the VAT it incurs. This is known as the de-minimis limit. Monitoring and control of exempt input tax is essential for the council as where exempt input tax exceeds the 5% limit the whole amount is irrecoverable and will represent an additional cost to the council. Each capital investment will be closely reviewed to assess its VAT implications.

Procurement

82. The purchase of capital assets should be conducted in accordance with the Procurement Strategy, ensuring value for money, legality and sustainability at all times. Contract standing orders and rules governing the disposal or write offs of assets are contained in the Constitution.

83. The Capital Programme and business cases associated with the development of the individual schemes should take in consideration the Council’s Procurement strategy, Standing Orders for Contracts (as part of the Council’s Constitution) and Financial Regulations.

84. The decision on which procurement route to take is governed by the following thresholds, contained within Standing Orders:

Overall value	Procedure
Under £25,000	One quotation required, obtaining best value for money
£25,000 and WTO Thresholds (as contained with Public Contracts Regulations 2015)	Full tender exercise conducted by Procurement Officers on Delta E-Sourcing website and advertised on the Councils website for at least two weeks
Over WTO Threshold	Full tender exercise conducted on Delta E-Sourcing website by the Procurement Officers, in accordance with the public Contracts Regulations and advertised on the Council’s website for at least two weeks.

It should be noted that the thresholds are amended every two years, and were amended on 1st January 2022 to:

Goods and Services	£213,477 including VAT
Works	£5,336,937 including VAT

Standing orders will be amended in the constitution to reflect the new thresholds.

Other options

85. Many collaborative organisations let framework agreements which public sector organisations can use.

86. A framework is an agreement between one or more authorities and one or more contractors which establishes the terms governing any call-off contracts that are let during a set period. It is not in itself a contractual agreement to supply, but is an enabling agreement providing agreed specifications, delivery terms, prices, and terms and conditions of contract.

87. Framework agreements have been tendered in a way compliant with Public Contracts Regulations 2015 and because of this the Council can use these instead of a full, open tender exercise.

88. Once a framework agreement is in place, individual purchase orders can be placed against it under the agreed terms and conditions. The orders, once placed, are contracts under the Framework.

89. There are rules about how you can use a framework agreement, and these will vary dependent on the individual terms of each framework agreement. The Procurement Officer will be able to advise as to the availability of any framework agreements.

90. Standing Orders state that waivers from procurement rules are allowed only under certain circumstances:

- The subject matter of the contract can only be supplied by one specialist supplier;
- There is an unforeseen emergency involving immediate risk to persons, property or serious disruption to Council services;
- The contract is an extension to an existing contract and a change of supplier would cause technical difficulties, diseconomies of scale or significant disruption to Council services;
- The purchase involves collaborative procurement arrangements with another local authority or government department;
- There is any other compelling or practical reason that a competitive exercise should not be run.

91. If a waiver is appropriate for a particular procurement, officers must obtain a Waiver Form from the Procurement Team, complete and sign it and return it to the Procurement Team, who will check its validity and obtain a signature from either the Section 151 Officer, the Chief Executive or the Monitoring Officer.

92. A waiver cannot be granted if the value of the required procurement is above the current WTO thresholds above.

93 Where capital spend involves a specific procurement process which differs from the standard process, we will adopt the principal that by approving the capital project we are also approving the specific procurement process.

Value for Money

94. The Council recognises that effective procurement lies at the heart of delivering value for money and is essential if the Council is to obtain real improvements to quality and service

costs. The Council seeks to achieve value for money by applying rigorous procurement standards in the selection of suppliers and contractors to ensure efficiency, economy and effectiveness is received throughout the life of a contract. The significant resources applied to capital expenditure require the adopted principles of value for money to be at the heart of our capital strategy. Specifically, we will seek to strengthen the outcome indicators as part of post project reviews.

95. Brentwood Borough Council's Procurement Ethics Code is based on the principles of maintaining honesty, fairness and transparency and forms part of the Standing Orders for Contracts.

96. All Officers of Brentwood Borough Council are required to uphold this code and to seek commitment to it by all those with whom they engage in their professional practice.

97. Officers are expected to encourage their suppliers to adopt an ethical purchasing policy based on the principles of this code and to raise any matter of concern relating to business ethics at an appropriate level.

Service Delivery & Commercial Investments

Service Delivery Investments

98. These are investments that are held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure.

99. The investments held by the Council that come within this category are Childerditch Industrial Park, Baytree Centre and Academy Place Office. These were purchased in 2021 at a total cost of £89m for economic regeneration and protection of local employment purposes. These assets are managed on behalf of the Council by its subsidiary company, Seven Arches Investment Limited (SAIL).

Commercial Investments

100. These are investments held primarily for financial return with no treasury management or direct service provision purpose

The investments held by the Council that come within this category are:

- the loans totalling £60m made by the Council to its subsidiary company, SAIL, to fund the purchase of commercial properties
- the residential flats and the commercial office space in the Town Hall
- the neighbourhood shops that were formerly part of the HRA (these can be considered as legacy assets)

101. Under the 2021 Prudential Code, Councils may no longer borrow to invest primarily for financial return. The capital expenditure plans for 2022/23 to 2024/25 do not include any such borrowing by the Council.

102. All of the above, including the loan to SAIL, were capital expenditure, and the revenue income generated from both types of investments is an integral part of the Medium Term Financial Strategy.

103. Unlike the Council Investments which focuses on the prudent investment of surplus cash flows, by following the factors of Security, Liquidity and Yield in that order, investment in commercial operations, by their nature, need a different objective.

104. Whilst seeking to maintain the level of investment, the focus is on Yield (the level of financial return) and the investments are not likely to be liquid (the speed at which the investment can be converted into cash).

Indicators

105. The following table shows the Council's total exposure to service delivery and commercial investments:

Investment Exposure	2022/23 £'000	2023/24 £'000	2024/25 £'000
Service Delivery Investments			
- Childerditch Industrial Park, Baytree Centre & Academy Place	89,120	89,120	89,120
Commercial Investments			
- loans to subsidiary	60,000	60,000	60,000
- Town Hall - residential flats and commercial suites	7,197	7,197	7,197
- neighbourhood shops	3,256	3,256	3,256
Total Investment Exposure	159,573	159,573	159,573

The following table shows the extent to which the above investments have been funded from borrowing:

Investments funded by borrowing	2022/23 £'000	2023/24 £'000	2024/25 £'000
Service Investments			
- Childerditch Industrial Park, Baytree Centre & Academy Place	89,120	89,120	89,120
Commercial investments			
- loans to subsidiary	60,000	60,000	60,000
- Town Hall - residential flats and commercial suites	5,943	5,943	5,943
- neighbourhood shops	3,256	3,256	3,256
Total Investments funded by borrowing	158,319	158,319	158,319

The following indicators show the rate of return on the above investments, measured by the net income as a proportion of the total investment.

Rate of return	2022/23 £'000	2023/24 £'000	2024/25 £'000
Service delivery investments	2%	2%	2%
Commercial investments - loans to subsidiary	2%	2%	2%
Commercial investments - Town Hall flats & comm suites	5%	5%	5%
Neighbourhood shops	4%	4%	4%

The final indicator shows the gross income from the investments as a proportion of Net Revenue Stream.

Ratio of gross income to Net Revenue Stream	2022/23	2023/24	2024/25

	£'000	£'000	£'000
Service delivery investments - strategic acquisitions	45%	52%	50%
Commercial investments - loans to subsidiary	27%	28%	28%
Commercial investments - Town Hall flats & comm suites	5%	5%	5%
Commercial investments - neighbourhood shops	3%	3%	3%

106. Net Revenue Stream includes Council Tax income, un-ringfenced grant funding (excluding any capital grants), such as New Homes Bonus, business rate retention income and Collection fund surplus or deficit.

107. The above indicator is the measure that is prescribed in the Prudential Code. The following points, however, should be borne in mind:

a) In addition to Net Revenue Stream, the Council receives income from many other sources, including fees & charges and grants. This other income can be referred to as Total Gross Income. The following table measures the gross income from the investments as a ratio of Total Gross Income

Ratio of gross income to Total Gross Income	2022/23 £'000	2023/24 £'000	2024/25 £'000
Service delivery investments - strategic acquisitions	15%	16%	15%
Commercial investments - loans to subsidiary	9%	9%	9%
Commercial investments - Town Hall flat & comm suites	2%	2%	2%
Commercial investments - neighbourhood shops	1%	1%	1%

b) Part of the income generated from these assets is used to fund the financing costs associated with these assets. It is the net income from these assets that contributes to the funding of Council services. The ratio of net income to Net Revenue Stream is as follows:

Ratio of net income to Net Revenue Stream	2022/23 £'000	2023/24 £'000	2024/25 £'000
Service delivery investments - strategic acquisitions	17%	23%	20%
Commercial investments - loans to subsidiary	13%	14%	14%
Commercial investments - Town Hall flat & comm suites	3%	3%	3%
Commercial investments - neighbourhood shops	1%	1%	1%

Risk Management

108. It is essential that, at the very least, 'other' investments need to provide an income to the General Fund which is sufficient to cover these costs, but preferably to also create a

surplus that can be used to support the provision of services. However, in complying with the regulations, it is necessary to recognise the risks and in particular that the income generated by these schemes may not be sufficient to cover the costs incurred.

The Council uses a number of mechanisms to reduce these risks, including the following:

a) Project cost modelling – in this exercise, the income and expenditure cash flows for the life of the project are modelled. These are based on a number of assumptions which may include the borrowing rate, term of the borrowing and rate of inflation. These costs are then converted into a ‘present value’ (taking out the impact of inflation and the opportunity cost of income that could be generated if the funds had simply been invested for a return), using an appropriate discount rate, the effect being as though all of the costs and income generated by the project occurred on day 1. Other investment appraisal techniques are also used including:

- Payback
- Internal rate of return

b) Use of specialist advisors – as part of these activities, the Council employs the use of specialist advisors, who know and understand the market in which the activities operate and provide the Council with appropriate advice and data on which to base many of the assumptions used within the modelling.

c) The activities undertaken by SAIL - This area is subject to a strategic framework in which to operate. Their *Commercial Property Investment Strategy* that clearly sets out the parameters around which investments that will be reviewed and considered by SAIL’s board. This strategy is approved alongside the Business Plan on an annual basis by the board and presented annually to the shareholders. Policy, Resources and Economic Committee is the nominated committee to represent the Council as shareholder. All purchase decisions under the strategy are subject to the approval of the Directors. Policy, Economic and Resources Committee has delegated authority to approve any required funding should this be requested by SAIL and included within the capital programme.

d) Use of earmarked reserves – these activities are rarely consistent in terms of costs and income and while these are modelled as accurately as possible, there will be fluctuations that are unknown at the outset. One of the methods that will be used by the Section 151 Officer to protect the Council from these fluctuations is the use of Earmarked Reserves. In this instance any surpluses above projections, may be transferred into a reserve to offset any future deficits that may be experienced. In this way, the Section 151 Officer can take a view annually of the extent to which surpluses generated can be used to fund services whilst being mindful of the risk to future budget setting of any negative events in any of these more commercial areas.

Treasury Management Strategy Statement

Introduction

109. Treasury management is a key element of the Council’s overall financial management arrangements. It relates to the Council’s borrowing and investment activities and the effective management of the associated risks. These activities are strictly regulated by statutory requirements and professional codes of practice, which require authorities to set local parameters for their Officers to work within. This Council has adopted the CIPFA Code of Practice on Treasury Management in the Public Services and, as required by the Code, has an approved Treasury Management Policy Statement and associated Treasury Management Practice Statements (TMPs).

110. Under these arrangements, Council approves an annual strategy for the expected treasury management activity in the forthcoming financial year. A further report is made after the year-end on the actual activity for the year and a mid-year report will also be made comparing performance with the approved strategy.

111. This section summarises the current position about the Council’s Treasury Management arrangements and proposes a strategy for 2022/23.

Treasury management consultants

112. The Council uses Link Group, Treasury solutions as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers

Capital Expenditure and Financing

113. The main driver of the Council’s treasury activity is its capital expenditure plans. The following table summarises the Council’s capital expenditure programme for 2022/23 to 2024/25, and the 2020/21 actuals and 2021/22 forecast outturn. The figures for 2022/23 incorporate the slippage proposals reported on page 17.

	2020/21 Actual £000	2021/22 Estimated outturn £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
General Fund	121,441	10,325	33,187	2,730	1,980
HRA	4,396	7,912	21,778	36,256	20,418
Total	125,837	18,237	54,965	38,986	22,398

The following table summarises how the capital programme will be financed:

	2020/21 Actual £000	2021/22 Estimated outturn £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Capital receipts	(668)	(650)	(4,433)	(5,685)	(8,965)
Capital grants & contributions	(226)	(297)	(250)	(3,280)	(2,770)
Revenue contributions	(500)	0	0	0	0
Major repairs reserve	(2,820)	(6,412)	(3,564)	(2,941)	(2,941)
Borrowing	(121,623)	(10,878)	(46,718)	(27,080)	(7,722)
Total	(125,837)	(18,237)	(54,965)	(38,986)	(22,398)

Capital Financing Requirement

114. The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

	2020/21 Actual £000	2021/22 Estimated outturn £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Capital Financing Requirement					
General Fund	177,159	185,802	217,180	217,438	216,670
HRA	63,437	64,487	78,468	103,268	109,460
Total CFR	240,596	250,289	295,648	320,706	326,130

Movement represented by:					
Net financing need for the year		10,878	46,718	27,080	7,722
Debt Repayment Provision		(1,067)	(1,359)	(2,022)	(2,298)
Movement in CFR		9,811	45,359	25,058	5,424

Gross Borrowing and the Capital Financing Requirement

115. The Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes. The following table shows that the level of gross external borrowing is

expected to be below the CFR, which demonstrates compliance with the requirement of this indicator.

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Total external borrowing	232,847	233,338	279,835	309,832	313,329
Capital financing requirement	240,596	250,289	295,648	320,706	326,130
Under borrowing	(7,749)	(16,951)	(15,813)	(10,874)	(12,801)

Borrowing Strategy

116. The intended borrowing strategy for 2022/23 and subsequent years is to fund capital schemes through short-term borrowing while they in progress, and to replace this with long borrowing once the schemes are complete. This approach enables the Council to maintain a borrowing portfolio containing a mix of long and short-term borrowing. Long term borrowing supports medium term financial planning by providing certainty around interest costs, and maintaining some short-term borrowing enables the Council to take advantage of lower interest rates.

117. During 2021 the Council has entered into a deferred draw-down arrangement with a market lender, Phoenix Life. Under this arrangement, the Council will borrow draw-down a long-term loan of £25m in August 2023, and another long-term loan of £20m in June 2024. Both of these loans will run for forty years at 2.058% and 2.059% respectively. These two borrowings will provide long-term finance for the capital schemes due to complete in those two financial years.

118. The Council do not expect the need to take out short-term borrowing to cover its general cash flow needs. In the event of any unplanned cash flow shortages, however, it will take out short-term loans to cover these needs.

Sources of borrowing

119. The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board and any successor body
- any other UK local authority or other public sector body
- any UK bank or building society
- capital market bond investors

HRA and General Fund 'Pools'

120. HRA and General Fund debt is managed separately in two pools. The following principles are adhered to:

- There must be no detriment to the General Fund in this approach.
- Any allocation of debt should be broadly equitable between the HRA and the GF.
- Future charges to the HRA in relation to borrowing are not influenced by GF decisions, giving a greater degree of independence, certainty and control.
- Cash resources (reserves and other cash backed balances e.g. provisions) which allow borrowing to be below the capital financing requirement are separated between the HRA and General Fund.

121. Where relevant the figures that follow are split between HRA and GF. It should, however, be noted that all debt is secured on all the revenues of the Council and that the Section 151 Officer retains responsibility for the overall TM strategy.

Projected Portfolio Position

122. The projected position for the Council's debt and investments is set out in the table below.

	31 March 2021 £000	31 March 2022 £000	31 March 2023 £000	31 March 2024 £000	31 March 2025 £000
Borrowing					
- PWLB	108,166	194,166	222,166	222,166	222,166
- Market Lender	0			25,000	45,000
- Other Local Authorities	124,500	39,000	57,500	62,500	49,500
- Transferred Debt	181	172	169	166	163
Total Borrowing	232,847	233,338	279,835	309,832	316,829
Investments	0	-8,000	-8,000	-8,000	-8,000
Net Borrowing	232,847	225,338	271,835	301,832	308,829

Interest rate forecasts

123. The following table, provided by the Council's treasury advisors Link Group, shows bank rate and PWLB interest rate forecasts up to March 2024:

	Dec- 21	Mar- 22	Jun- 22	Sep- 22	Dec- 22	Mar- 23	Jun- 23	Sep- 23	Dec- 23	Mar- 24
Bank Rate	0.25%	0.25%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%
PWLB Rates										
- 5 years	1.40%	1.50%	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.80%	1.90%
- 10 years	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	2.00%	2.10%
- 25 years	1.80%	1.90%	2.00%	2.10%	2.10%	2.20%	2.20%	2.20%	2.30%	2.30%
- 50 years	1.50%	1.70%	1.80%	1.90%	1.90%	2.00%	2.00%	2.00%	2.10%	2.20%

124. A gradual rise in the Bank Rate is expected over the forecast period, but these forecasts are subject to change due to the high level of uncertainty prevailing on a number of fronts, such as the impact on the economy of rising gas and electricity prices.

125. There is also expected to be a steady but slow rise in both Bank Rate and PWLB rates during the forecast period, though there will doubtless be much volatility at any time during this forecast period, could provide opportunities to lock into longer-term borrowing at favourable rates of interest.

Debt Limits

126. Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits

Operational Boundary For External Debt

127. This is the borrowing limit above which borrowing would not normally be expected to rise. It will not normally be a matter of concern if the Operational Boundary is breached temporarily due to variations in cash flow. However, a sustained or regular trend above the Operational Boundary would require investigation and appropriate action.

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Borrowing	229,534	245,000	300,000	325,000	330,000
Total	229,534	245,000	300,000	325,000	330,000

Authorised Limit For External Debt

128. The Authorised Limit is the limit placed by the Council on the absolute level of its gross debt. The Local Government Act 2003 stipulates that it must not be breached at any time. The indicator is split between limits for external borrowing and for other long-term liabilities.

	2020/21 Actual £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000
Borrowing	244,500	290,000	327,000	352,000	357,000
Other long-term liabilities	3,000	3,000	3,000	3,000	3,000
Total	247,500	293,000	330,000	355,000	360,000

129. As the two Debt Limits are set locally, the Council may review and amend either or both of them during the course of the year by formal resolution.

Ratio of Financing Costs to Net Revenue Stream

130. The following table show the revenue costs to the General Fund of financing capital expenditure (i.e. interest charges and provision for debt repayment) as a ratio of the General Fund net revenue stream.

General Fund	2020/21	2021/22	2022/23	2023/24	2024/25
Financing costs	1,109	3,431	4,300	4,998	5,938
Net revenue stream	9,245	9,061	9,027	8,477	8,647
Ratio	12%	38%	48%	59%	69%

131. It should be noted that most of the General Fund financing costs are associated with service delivery assets and loans to the Council's subsidiary company. These are fully funded from the income generated by these assets and loans.

132. The following table shows the ratio of other financing costs (i.e. not associated with service delivery and loans to subsidiary) to net revenue stream

	2022/23	2023/24	2024/25
Financing costs	305	976	1,890
Net revenue stream	9,027	8,477	8,647
Ratio	3%	12%	22%

133. The following table show the revenue costs to the HRA of financing capital expenditure as a ratio of HRA gross income

HRA	2020/21	2021/22	2022/23	2023/24	2024/25
Financing costs	1,928	2,000	2,071	2,454	2,710
Gross income	13,185	13,376	13,663	14,520	15,894
Ratio	15%	15%	15%	17%	17%

Debt Rescheduling

134. This is the practice of repaying debt of one maturity early in order to borrow for a different maturity period.

135. Rescheduling of current borrowing in our debt portfolio is unlikely to occur during 2022/23 as there is still a very large difference between premature redemption rates and new borrowing rates.

136. If any rescheduling is undertaken in 2022/23, it would be authorised by the Section 151 Officer under delegated arrangements and reported to Council at the next opportunity following its action.

Treasury Indicators

Upper Limits on Fixed and Variable Interest Rate Exposure

137. This indicator is intended to set upper limits to the Council's exposure to the effects of changes in interest rates in 2022/23 and for the following two financial years.

138. The Council's policy is just to borrow at fixed rates of interest and therefore by default the upper limit for fixed rate exposure is 100%. An upper limit on variable interest rate exposure is not required.

Maturity Structure of Borrowing

139. The following indicators are designed to limit the Council's exposure to sums falling due for replacement at about the same time. Long-term fixed loans could be running at historical rates significantly different from the market rate at the time of repayment, with consequences for the revenue account.

140. The limits refer separately to the maximum and minimum proportions of the borrowing portfolio that may mature in each given time period. They have been maintained at the same levels as 2021/22 as no change is deemed to be necessary. The minimum amounts have been set at 0% since, in the long term, one of the objectives of the HRA business plan is to repay the debt in full. The maximum limits have been kept at their limits to provide flexibility in decision making over appropriate maturity periods for new debt.

Maturity Structure of Borrowing

Maturity Structure of Borrowing	Lower limit	Upper limit
Under 12 months	0%	50%
12 months and within 24 months	0%	50%
24 month and 5 years	0%	50%
5 year and within 10 years	0%	50%
10 years and above	0%	100%

Treasury Investment Strategy

141. The treasury investment strategy deals solely with treasury investments, i.e. investments arising from the organisation's cash flows or treasury risk management activity and representing balances which are only held until the cash is required for use.

142. The categories of service delivery and commercial investments are dealt with on pages 26-29 of this document.

The Council's treasury investment strategy has regard to the following: -

- DLUHC's Guidance on Local Government Investments
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017
- CIPFA Treasury Management Guidance Notes 2018

143. The general objective is to invest surplus funds prudently. Accordingly, priority is given to (1) security, (2) liquidity and (3) yield, in that order. The highest rate of return is sought only after security and liquidity requirements are satisfied.

144. The Council's strategy will be to invest surplus funds in amounts of up to £5m per counterparty in a mix of fixed term deposits, call accounts and any other investment products deemed worthwhile, in accordance with the limits set out in the following paragraphs.

Durational limits

145. To determine the duration of investments with bank and building societies, the Council will use the creditworthiness service provided by Link Asset Services. This service employs a modelling approach utilising credit ratings from the three main credit rating agencies, Fitch, Moody's and Standard & Poor, supplemented by other information. The Council will follow these recommended durations, up to a maximum duration of one year. The Link Asset Services model does not apply to local authorities, with which the maximum duration for investments will also be one year.

Specified and non-specified investments

146. Specified investments are high security, high liquidity investments in sterling with high credit quality and a maturity of no more than one year.

147. Non-specified investments are any other type of investments; in addition, any investment with a duration of over one year is classified as a non-specified investment. In previous years the Council has not used non-specified investments. For 2022/23, investments of up to three years with other local authorities will be allowed, up to a total value of £5m. This is to enable the Council to access higher returns through investing for longer periods.

Credit ratings

148. Banks and some of the larger building societies have credit ratings from the three main credit rating agencies, Fitch, Moodys and Standard & Poor (S&P). Some banks and building societies opt for credit ratings from all three agencies; others opt for credit ratings from two out of three agencies. Ratings are split between short term and long term, which are explained in more detail below.

The Council's proposed minimum acceptable credit ratings for 2022/23 are as follows:

Agency	Short term	Long term
Fitch	F1	A-
Moody	P1	A3
S&P	A1	A-

149. Where a bank or building society has opted for ratings from two of the three agencies, the minimum acceptable ratings will be deemed to have been met if both ratings are at or above the levels in the above table. This is a change in approach from previous years. It is not considered that this will expose the Council to the risk of loss.

Credit Rating Definitions

Long-term Issuer Default rating

150. This rating measures the ability of a financial institution to meet all of its most senior financial obligations on a timely basis over the term of the obligation. It is therefore effectively a benchmark for rating institutions' probability of default.

- For Fitch ratings: the top end of the scale is AAA (the lowest expectation of credit risk) and ranges down to D (where the institution is in default and the potential for recovery of funds is minimal).
- For Moody's ratings: the top end of the scale is Aaa (highest quality with minimal credit risk) and the lowest related class is C (where the institution is in default and the potential recovery is minimal).
- For Standard & Poor's ratings: the top end is AAA (the lowest expectation of credit risk) and the lowest class is D (where the institution is in payment default).

Short-term Issuer Default rating

151. This rating is based on the liquidity profile of the institution and relates to its ongoing capacity to meet financial obligations within a relatively short time horizon (normally less than 13 months).

- For Fitch ratings: the scale ranges from F1 (highest) to D (actual or imminent payment default)

- For Moody’s ratings: the scale is from P-1 (highest, where the institution has the superior ability to repay short-term obligations) to P-3 (the lower end of ability to repay short-term obligations).
- For Standard & Poor’s ratings: the scale is A-1 (highest) to D (imminent default in payment)

Individual (Fitch), Strength (Moody’s)

152. These ratings are assigned only to banks and assess how a bank would be viewed if it were entirely independent. Link have advised that this “standalone” rating be removed as the exclusion of sovereign status from the institutions has adversely affected the rating but does not represent any intrinsic change.

- Fitch ratings: The principal factors assessed are balance sheet integrity and profitability. The range is from A (a very strong bank) to F (bank has defaulted or would have defaulted without external support).
- Moody’s ratings: range from A (strong intrinsic financial strength) to E– (in serious difficulty).
- Standard and Poor’s have no ratings criteria for this. Link will continue to publish these ratings, it is however intended to use the results of these to inform investment decisions, rather than dictate them.

Country limits

153. In previous years, investments have been restricted to UK financial institutions. In 2022/23, it is proposed that the the country limit be expanded to include the non UK banks that are accessible via the Agency Treasury Service provided by Link Group. The Agency Treasury Service is a facility that gives the Council easy access to a number of UK and non UK banks. The Council has used this facility for a number of years in order to access some UK banks such as Standard Chartered Bank. Expanding the country limits will give the Council access to some new banks, all of which have been carefully selected by Link. They are considered to be secure potential counterparties, which would add diversity to the Council’s investment portfolio. At the time of writing this strategy, these banks would be:

- Bayerische Landesbank (Germany)
- Landesbank Hessen-Thuringen Girozentrale (Germany)
- National Bank of Canada
- First Abu Dhabi Bank PJSC (United Arab Emirates)
- Qatar National Bank

This may change during the year if new banks are added or existing banks removed.

154. The minimum credit rating would apply to each of these, and in addition the minimum acceptable sovereign credit rating of the country of origin at the time of placing the deposit will be AA- (the UK sovereign rating at the time of writing this strategy).

155. The Council will prioritise UK financial institutions when making investments.

Investment instruments and limits

156. The table below details the Councils Investment Instruments that it will utilise, and the associated limits:

Investment Instruments

Instrument	Minimum short term credit rating	Minimum long term credit rating	Maximum value of investment per counterparty	Maximum duration of investment
Term Deposits with UK Local Authorities	N/a	N/a		3 years
Term deposits or notice accounts with UK banks and building societies	Fitch F1 Moody's P-1 S&P A-1	Fitch A- Moody's A3 S&P A-	£5m	1 year
Term deposits with banks part nationalised	Minimum credit ratings not required as long as these banks continue to be part nationalised		£5m	1 year
Term deposits or notice accounts with non UK banks accessible via the Link Group Agency Treasury Service	Fitch F1 Moody's P-1 S&P A-1	Fitch A- Moody's A3 S&P A-	£5m	1 year
	Sovereign rating AA-			
Debt Management Account Deposit Facility (DMADF)	N/a	N/a	Unlimited	6 months (DMADF time limit)
Ultra-Short/Short Dated Bond Funds	Selection process	Selection process		
Treasury Bills issued by the UK Government	N/a	N/a	Unlimited	1 year
Money Market Funds CNAV	N/a	AAA	£5m	Liquid
Money Market Funds LVNAV	N/a	AAA	£5m	Liquid
Money Market Funds VNAV	N/a	AAA	£5m	Liquid
Certificates of Deposit issued by UK institutions	Fitch F1 Moody's P-1 S&P A-1	Fitch A- Moody's A3 S&P A-	£5m	1 year

Current accounts

157. The monetary limits included in the investment strategy does not apply to balances on our suite of current accounts provided by Lloyds Bank plc. As a result, the Council may operate from time to time with monies held with Lloyds Bank marginally above the investment limits shown because of these current account balances. The Council endeavours to keep balances of no more than £2m on its current accounts.

Ultra-Short/Short-Dated Bond Funds

158. These are pooled investment vehicles where risk is diversified because of the spread of investments. They are a potential new investment instrument for the Council, and a selection process will be undertaken to ensure that the most suitable fund is chosen, if officers consider that it is worthwhile pursuing them.

Investment Consultants

159. Accessing suitable sources of information, especially in relation to credit risk, are essential elements of an effective TM operation. The Section 151 Officer retains the services of Link Asset Services for this purpose, as well as advice on borrowing, regulation and other technical aspects of capital finance. The quality of the service is controlled through regular monitoring and feedback, as well as through dialogue at periodic review meetings.

Prudence in Borrowing and Investment

160. The Prudential Code 2021 edition requires the Council to ensure that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable.

161. The Code states that authorities may borrow and invest for the following purposes:

- any function of the authority under any enactment
- for the prudent management of their financial affairs.

162. It also gives the following examples of legitimate of prudent borrowing:

- financing capital expenditure primarily related to the delivery of a local authority's functions
- temporary management of cash flow within the context of a balanced budget
- securing affordability by removing exposure to future interest rate rises
- refinancing current borrowing, including adjusting levels of internal borrowing, to manage risk, reduce costs or to reflect changing cash flow circumstances

163. The Council will ensure that all of its borrowing and investment activity during 2022/23 is prudent and in accordance with the above examples.

164. The Code also states that certain acts or practices are not prudent activity for a local authority and incur risk to the affordability of local authority investment:

- In order to comply with the Prudential Code, an authority must not borrow to invest primarily for financial return.
- It is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority and where any financial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.

165. The Council will comply with the above requirements during 2022/23.

Minimum Revenue Provision

166. The Council is required by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 to calculate a level a provision for the repayment of debt liability that it considers to be prudent, known as the Minimum Revenue Provision (MRP). The regulations also require the full Council to approve an MRP policy in advance of each financial year. There are four recommended options for the calculation of the provision.

167. The Council is recommended to approve this policy for 2022/23. The policy is as follows:

Debt Liability pre 1 April 2008

168. For capital expenditure funded by borrowing before 1 April 2008, minimum revenue provision will be provided on a 2% straight-line basis, i.e. provision for the repayment of debt over 50 years.

Debt Liability 1 April 2008 onwards

169. Minimum revenue provision for new capital expenditure incurred wholly or partly by unsupported (Prudential) borrowing will be determined by reference to the expected life of the asset on an annuity basis. The asset life is deemed to begin once the asset becomes operational. Minimum revenue provision will commence from the financial year following the one in which the asset becomes operational.

170. Minimum revenue provision in respect of unsupported (prudential) borrowing taken to meet expenditure, which is treated as capital expenditure by virtue of either a capitalisation direction or regulations, will be determined in accordance with the asset life method as recommended by the statutory guidance.

171. The Council retains the right to make additional voluntary payments to reduce debt if deemed prudent.

172. There is no requirement on the HRA to make a minimum revenue provision but under HRA reform there is a requirement to charge depreciation on its assets, which will have a revenue effect. The HRA business plan will need to fund this depreciation over the life of the assets.

Debt Liability to finance long-term lending to wholly owned subsidiary

173. MRP will not be provided on borrowing raised to finance long-term loans to the Council's wholly owned subsidiary, Seven Arches Investments Ltd (SAIL). This is on the basis that:

- a) the loan is secured against the assets of SAIL
- b) the Council expects the loan to be repaid in full
- c) the receipt from the repayment of the loan will be used to repay the borrowing.
- d) In future years, if the loan is deemed to be impaired, the authority will make MRP to cover the difference between the total repayment amount now

expected to be received and balance of Capital Financing Requirement for the loan.

Debt Liability to Third parties

174. For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

175. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred on the loan is fully funded over the life of the assets

176. At the time of writing this report, the DLUHC is consulting on proposed changes to minimum revenue provision on investment assets and capital loans. Any changes arising from this consultation are expected to come into effect from 1 April 2023. It is unclear whether any changes will apply just to new loans or to loans already in place.

Prudential and Treasury Indicators

Indicators for Prudence

Estimates of capital expenditure

177. The local authority will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. These prudential indicators will be referred to as estimates of capital expenditure and shall be expressed in the following manner: Estimate of total capital expenditure to be incurred in years 1, 2 and 3

Estimates of capital financing requirement

178. The local authority will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years. These prudential indicators will be referred to as the estimates of capital financing requirement and shall be expressed as follows:

Estimate of capital financing requirement as at the end of years 1, 2 and 3

Indicators for External Debt

Authorised limit

179. The local authority will set for the forthcoming financial year and the following two financial years an authorised limit for its total gross external debt, separately identifying borrowing from other long-term liabilities. This prudential indicator will be referred to as the authorised limit and shall be expressed in the following manner:

180. Authorised limit for external debt = authorised limit for borrowing + authorised limit for other long-term liabilities for years 1, 2 and 3

Operational boundary

181. The local authority will also set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt, excluding investments, separately identifying borrowing from other long-term liabilities. This prudential indicator will be referred to as the operational boundary and shall be expressed in the following manner:

182. Operational boundary for external debt = operational boundary for borrowing + operational boundary for other long-term liabilities for years 1, 2 and 3

Gross debt and the capital financing requirement

183. In order to ensure that, over the medium term, debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. If in any of these years there is a reduction in the capital financing requirement, this reduction is ignored in estimating the cumulative increase in the capital financing requirement which is used for comparison with gross external debt. This is a key indicator of prudence. This prudential indicator will be referred to as gross debt and the capital financing requirement.

184. Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy.

Indicators for Affordability

Estimates of financing costs to net revenue stream

185. As a minimum, the local authority will estimate for the forthcoming financial year and the following two financial years the proportion of financing costs to net revenue stream. This prudential indicator shall be referred to as estimates of the proportion of financing costs to net revenue stream and shall be expressed in the following manner:

Estimate of financing costs ÷ estimate of net revenue stream x 100% for years 1, 2 and 3.

186. Net revenue stream includes Council Tax income, un-ringfenced grant funding (excluding any capital grants), such as New Homes Bonus, business rate retention income and any Collection fund surplus or deficit.

Treasury Indicators

Interest exposures

187. Upper limits to the Council's exposure to the effects of changes in interest rates

Maturity structure of borrowing

188. The maximum and minimum proportions of the borrowing portfolio that may mature in each given time period.

Upper liming on total principal sums invested for periods longer than 364 days

189. A restriction on authorisation of longer-term investments.

The Prudential and Treasury Indicators are presented in the following tables:

	2020/21 Actual £'000	2021/22 Estimated outturn £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
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Estimates of Capital Expenditure					
General Fund	121,441	10,325	33,187	2,730	1,980
HRA	4,396	7,912	21,778	36,256	20,418
Total	125,837	18,237	54,965	38,986	22,398

Estimates of Capital Financing Requirement					
General Fund	177,159	185,802	217,180	217,438	216,670
HRA	63,437	64,487	78,468	103,268	109,460
Total	240,596	250,289	295,648	320,706	326,130

	2020/21 Actual	2021/22 Estimated outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
	£'000	£'000	£'000	£'000	£'000

External Debt					
Authorised Limit	247,500	293,000	330,000	355,000	360,000
Operational Boundary	229,534	245,000	300,000	325,000	330,000

Gross Debt and Capital Financing Requirement					
Estimated Gross Debt	232,847	233,338	279,835	309,832	316,829
Capital Financing Requirement	240,596	250,289	295,648	320,706	326,130
CFR + Following 2 Years Increases	295,648	320,706	326,130	326,130	326,130

Ratio of Financing Cost to Net Revenue Stream					
General Fund	12%	40%	75%	80%	96%
HRA	15%	0%	0%	0%	0%

Interest Exposures	
Fixed rate	100%
Variable rate	n/a

Maturity Structure of Borrowing	Lower limit	Upper limit
Under 12 months	0%	50%
12 months and within 24 months	0%	50%
24 month and 5 years	0%	50%
5 year and within 10 years	0%	50%
10 years and above	0%	100%

	2022/23	2023/24	2024/25
Principal sums invested > 364 days	£5m	£5m	£5m

Proposed Treasury Management Strategy for 2022/23

190. Taking account of the above position, the Section 151 Officer recommends the following strategy for 2022/23:

- a) The overall direction of treasury management strategy will reflect the separation of HRA and GF debt (the two-pool approach).
- b) The overall debt and investment position will be managed having regard to the Prudential Indicators set by the Council and the treasury indicators set out above.
- c) The Council will invest its monies prudently, considering security first, liquidity second and yield last whilst also carefully considering its investment counterparties. It will similarly borrow monies prudently to meet the Council's service objectives.
- d) The gross level of borrowing will be maintained below the average Capital Financing Requirement for the year.
- e) Surplus funds (with the exception of funds required for liquidity purposes or for internal investment) will be invested in accordance with the approved Investment Strategy.
- f) New borrowing will be diversified over a range of maturity periods, including short term (less than one year), having regard to longer-term projections of CFR, liquidity considerations and expected movements in interest rates.
- g) Opportunities for rescheduling debt will be kept under review according to market and other relevant factors, but will not be actively pursued.
- h) The treasury management strategy including the investment strategy, will be continually reviewed in the light of changing circumstances, including legislation. Within the limits set by this Strategy as set out above, the Section 151 Officer will exercise their discretion to determine the extent to which surplus funds will be used to minimise new borrowing and exposure to external investments.
- i) Nothing in this strategy confers on the Section 151 Officer the authority to enter into any derivative or derivative like contract without the permission of the full Council.

191. The strategy has been prepared on the statutory guidance and rules currently applicable. Any changes to these or to wider economic circumstances may require a revision to the made to the strategy.

192. A revised Treasury Management Strategy will be prepared and submitted to Full Council if the Section 151 Officer considers that any such revision is necessary.

193. Otherwise, the Section 151 Officer is free to work within the limits determined by the strategy without reference to Full Council. They will, however, as a minimum, draw attention to any such variation in their mid-year report and annual report on TM activity for the year.

Other considerations

194. All capital schemes must comply with legislation and Council policies such as the Financial Regulations and Contract Procurement Rules. Reference should also be made to other strategies and plans of the Council.

195. To be able to manage the significant forecast budget gaps and minimise the impact on service levels the Council needs to explore and implement innovative ways of generating income. Such activity will involve an increase in the level of borrowing that the Council holds but this will only be undertaken in cases where an appropriate level of return is expected. The proposed governance arrangements detailed in this strategy are intended to both place Members within the tactical decision-making process for such activity and to ensure that all Members are kept up-to-date on activity in this area.

Documents for reference are:

- Constitution
- Corporate Strategy
- Financial Regulations
- Medium Term Financial Strategy
- SAIL Commercial Property Investment Strategy
- Corporate Project Management Process
- Leisure Strategy
- Play Area Strategy
- Digital Strategy

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Brentwood Borough Council

Pay Policy Statement

2022/23

Policy Owner:	Human Resources
Date published:	
Effective Date:	20 January 2022
Review Date:	20 January 2023



Brentwood 2025

Where everyone matters

Corporate Strategy

www.brentwood.gov.uk



Brentwood Borough Council Pay Policy Statement 2022/23

Introduction

The pay policy statement is provided in accordance with Section 38 (1) of the Localism Act 2011 and is updated annually. It sets out Brentwood Borough Council's approach, to ensure transparency and accountability with regards to the setting of pay.

The Pay Policy statement should be:

- approved formally by the Full Council.
- approved by the end of March each year.
- amended during the course of the financial year.
- published on the Council's website.

This policy applies to those employed on Brentwood Borough Council's terms and conditions of employment, whose remuneration (including rates of pay and terms and conditions) are determined by and within the control of the authority. It therefore doesn't apply to employees that transferred to the Council under TUPE as they retain their previous terms, conditions and policies.

Scope

The statutory Pay Policy statement must include the Council's policy on:

- The level and elements of remuneration of Chief Officers.
- The remuneration of the lowest paid employees.
- The relationship between chief officers' remuneration and that of other officers.

The Act defines remuneration widely, to include not just basic pay but also:

- allowances including car allowances and training expenses, benefits in kind, increases in/enhancements of pension entitlements, and termination payments.

Chief Officers for the purpose of this statement refers to the Chief Executive, Strategic Directors and Corporate Directors of the Senior Leadership Team.

Regarding Seven Arches Investment Limited (SAIL) officers are employed by the Council and are recharged to the Council's wholly owned company as Directors of Seven Arches Investment Limited.

Chief Officers

Chief Executive

The Chief Executive is on a spot salary of £125,000 per annum (based on a bench marking exercise). Performance of the Chief Executive is assessed through an appraisals system with the Leader of the Council.

The Chief Executive undertakes the roles of Returning and Acting Returning Officer in respect of local, national and European elections. The Returning/Acting Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983.

Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Borough Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

Strategic Directors and Corporate Directors

Strategic Directors are paid on Grade SD (£83,230 - £90,262).

Corporate Directors are paid on Grade CD (£69,161 - £76,192).

The post of the Council's Chief Finance Officer (section 151) and Monitoring Officer are paid an annual allowance of £5,000 in addition to their salary for these responsibilities.

Remuneration and Job Evaluation

Brentwood Borough Council has a local pay framework in place which consists of an overall number of 15 grades on the pay scales with grade A being the lowest and grade CE the highest (see pay scales attached to this statement).

Each grade except the CE has a number of increments assigned to it which staff progress through. On average there are five increments per grade, although Grade A has four.

Each employee will be on one of the 15 grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade subject to assessment of their performance.

When determining the pay and remuneration of all employees, Brentwood Borough Council will comply with the Equality Act 2010.

The recruitment of the Senior Leadership Team is covered by the Council's Constitution.

For all other employee's recruitment will be in line with the Council's Recruitment Policy. New appointments will normally be made at the minimum point of the relevant grade, although discretion can be applied to vary where necessary to secure the best candidate and in line with the policy.

Salary grades for employees other than the Chief Executive and Apprentices are determined as follows:

Grade A to Grade E are evaluated using the National Joint Council (NJC) Job Evaluation scheme.

Grade F to Grade J are evaluated using the Hay job evaluation scheme.

Grade ELT1 to Grade SD are evaluated using the Local Government Association (LGA) scheme.

Apprentices are paid in accordance with the National Minimum Wage.

It is the Council's intention to keep under review the number of Job Evaluation schemes used.

The Council may apply a locally agreed cost of living pay award to salaries. The Council therefore is not part of any national terms and conditions for local government employees.

The Council does not pay bonuses.

Lowest paid Employees

The Council's lowest pay grade is A (Scp 11) of which 4 employees are budgeted on this grade. All staff are paid the legal minimum or above.

Relationship between Chief Officers' pay and all other employees.

The idea of publishing the ratio of pay of an Organisation's top earner to that of its median earner has been recommended to support the principles of Fair Pay (Will Hutton 2011) and transparency.

- The ratio of the Chief Executive (top earner) salary to the median salary, (£24,674) is 1:5.06
- The ratio of the Chief Executive (top earner) salary to the lowest salary, (£18,044) is 1:6.9

Allowances and Other elements of remuneration

- Overtime where applicable as per the Overtime Policy.
- Reimbursement of travel as per the approved Mileage and Car Allowance Policy.
- Reimbursement of subsistence as per the guidelines for travel and subsistence.
- Car allowance as per the approved Mileage and Car Allowance Policy.

- Payments under the eye test scheme.
- Subject to the schemes' rules and conditions staff can participate in the car loan facility and season ticket loan facility.
- Salary Sacrifice Schemes that are government approved such as Cycle to Work and Car Purchase Schemes
- For those staff who are required to be a member of a professional association as a requirement of their employment the Council will meet the cost of subscription.
- Market Supplements as per the approved Market Supplement Policy.
- Acting Up or Honorarium Payments as per the Acting Up/Additional Duties and Finaising Secondments Policy.
- Standby and Out of Hours were applicable as per the Standby and Out of Hours Policy.

Pension and Termination Payments

Pension provision is an important part of the remuneration package. All employees are automatically enrolled in the Local Government Pension Scheme administered by the Essex Pension Fund subject to meeting eligibility requirements. Employees have the opportunity to opt out of the scheme.

It is a statutory scheme with contributions from both employees and from employers. The employee contribution levels vary according to the level of salary.

The LGPS provides for the exercise of discretion that allow for retirement benefits to be enhanced. The Council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees.

All staff within the pension scheme meeting the set criteria, are given the opportunity to apply for 'flexible retirement', which would enable them to continue to be employed by the authority, whilst also being in receipt of a Local Government pension. All such requests are considered in accordance with the adopted policy on this matter.

On ceasing to be employed by the Council, staff will only receive compensation:

- (i) In circumstances that are relevant (e.g. Redundancy)
- (ii) That is in accordance with our Policy Statement on how we exercise the various employer discretions provided by the Local Government Pension Scheme (LGPS)
- (iii) That complies with the specific terms of a Settlement Agreement
- (iv) That will comply with Government Exit Cap Payments and return to work criteria.

Publication and access to information

Details of the senior management remuneration are published annually on the Council's website as part of this Pay Policy Statement and in the Council's Statement of Accounts.

This will also include the number of employees whose remuneration was £50,000 or more in bands of £5,000.

The Council will publish the salary ranges covering employees on the Council's website on an annual basis.

Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. If it should be necessary to amend this Statement during the year it applies, an appropriate resolution will be made by Ordinary Council.

Pay Scales 2021/22

BRENTWOOD BOROUGH COUNCIL PAY SCALES

Effective 1st April 2021

Grade A

SCP	Annual Salary	Monthly Salary	Hourly Rate
8	16,067	1,340	8.32
9	16,990	1,417	8.81
10	17,683	1,475	9.17
11	18,044	1,505	9.35

Grade B

SCP	Annual Salary	Monthly Salary	Hourly Rate
11	18,044	1,505	9.35
12	18,405	1,535	9.54
13	18,876	1,574	9.78
14	19,221	1,603	9.96
15	19,625	1,637	10.17

Grade C

SCP	Annual Salary	Monthly Salary	Hourly Rate
15	19,625	1,637	10.17

16	20,086	1,675	10.41
17	20,569	1,715	10.66
18	20,985	1,750	10.88
19	21,759	1,815	11.28

Grade D

SCP	Annual Salary	Monthly Salary	Hourly Rate
19	21,759	1,815	11.28
20	22,553	1,881	11.69
21	23,377	1,950	12.12
22	23,984	2,000	12.43
23	24,674	2,058	12.79

Grade E

SCP	Annual Salary	Monthly Salary	Hourly Rate
23	24,674	2,058	12.79
24	25,469	2,124	13.20
25	26,273	2,191	13.62
26	27,112	2,261	14.05
27	28,007	2,336	14.52

Grade F

SCP	Annual Salary	Monthly Salary	Hourly Rate
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28	28,922	2,412	14.99
29	30,044	2,506	15.57
30	31,033	2,588	16.09
31	32,009	2,670	16.59
32	32,946	2,748	17.08

Grade G

SCP	Annual Salary	Monthly Salary	Hourly Rate
33	33,910	2,828	17.58
34	34,866	2,908	18.07
35	35,592	2,968	18.48
36	36,517	3,046	18.93
37	37,561	3,133	19.47

Grade H

SCP	Annual Salary	Monthly Salary	Hourly Rate
37	37,561	3,133	19.47
38	38,648	3,223	20.03
39	39,877	3,326	20.67
40	40,935	3,414	21.22
41	42,016	3,504	21.78

Grade I

SCP	Annual Salary	Monthly Salary	Hourly Rate
41	42,016	3,504	21.78

42	43,067	3,592	22.32
43	44,134	3,681	22.88
44	45,217	3,771	23.44
45	46,223	3,855	23.96

Grade J

SCP	Annual Salary	Monthly Salary	Hourly Rate
45	46,223	3,855	23.96
46	47,345	3,949	24.54
47	48,407	4,037	25.09
48	49,484	4,127	25.65
49	50,519	4,213	26.19

Grade ELT 1

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	50,993	4,253	26.43
2	52,168	4,351	27.04
3	53,336	4,448	27.65
4	54,511	4,546	28.25
5	55,685	4,644	28.86

Grade ELT 2

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	57,443	4,791	29.77
2	59,200	4,937	30.68
3	60,367	5,035	31.29
4	61,539	5,132	31.90

5	62,717	5,231	32.51
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Grade CD (Corporate Director)

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	69,161	5,768	35.85
2	70,920	5,915	36.76
3	72,677	6,061	37.67
4	74,435	6,208	38.58
5	76,192	6,355	39.49

Grade SD (Strategic Director)

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	83,230	6,942	43.14
2	84,988	7,088	44.05
3	86,744	7,235	44.96
4	88,505	7,382	45.87
5	90,262	7,528	46.79

Grade CE (Chief Executive)

SCP	Annual Salary	Monthly Salary	Hourly Rate
N/A	125,000	10,417	64.79

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**BRENTWOOD
BOROUGH COUNCIL**

Section 151 Officer's
Assurance Statement
& Useful Information

Introduction

1. Section 25 of the Local Government Act 2003 requires the Section 151 Officer to report to the Council on the robustness of the budget calculations and the adequacy of reserves as part of the budget and council tax setting decision.

2. The Council's budget is based on a range of assumptions. In considering the overall budget position, it is necessary for Members to be aware of the range and scale of risk and uncertainty surrounding the budget projections, particularly with regard to external factors.

3. While the Act itself does not provide any specific detail on how to evaluate the robustness of the estimates, accompanying guidance notes state that it should be based on an assessment of all circumstances considered likely to affect the authority.

4. The following factors have been taken into account when considering the overall levels of reserves:

- Assumptions regarding inflation
- Treatment of demand-led pressures
- Treatment of savings and efficiencies
- Financial standing of the authority (for example level of borrowing, debt outstanding)
- The authority's track record in budget management (including the robustness of medium term plans)
- The authority's capacity to manage in-year budget pressures
- The authority's virement and year-end procedures in relation to under and Overspends
- The adequacy of insurance arrangements
- The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions
- The risks inherent in the council's investment activities
- Risks inherent in partnerships
- Estimates of the level and timing of capital receipts
- The general financial climate to which the authority is subject

5. This report considers the robustness of the Council's budget calculations including a summary of the key risks inherent in the budget forecast, and it reviews the adequacy of reserves in light of these risks.

General Budget Uncertainties

6. This section updates Members on a number of key activities and responsibilities that have a significant financial impact for the Council but also by their nature carry inherent risk and uncertainty as to the full extent of that impact. Generally specific budget allocation or provision has been set aside for such associated costs but the scale of some of the risk means that reserve levels must take these into account.

a) Government Grant and Support

The scope for local authorities to maximise government grant and support lies in incentive schemes such as are offered by business rates retention and the New Homes Bonus (although these schemes are subject to further review by the government). Any significant benefit, however, will depend on growth policies being implemented and being sustained over several years.

The business rates retention scheme is being reviewed by central government with a proposal that 75% of business rates be retained at the local level but these proposals have now ceased with the pandemic being a catalyst. Government is now exploring how it can redistribute funding to local areas with less tax income and no conclusions can be drawn at this stage on future of the business rates retention scheme.

There is no direct control over business rates by local authorities because the multiplier is set by the Government and the rateable value by the Valuation Office Agency (VOA).

Local risks specifically include:

- Risks associated with appeals by ratepayers against their rateable values, for example one large appeal could have a big impact on business rate income.

b) COVID-19

There is continued uncertainty over the financial impact of the pandemic on the council. The budget has been prepared on the basis of current business and issues will therefore be dealt with as they arise during the year. Reserves have been set aside to mitigate any in year pressures. However working balances are also held for emergency situations.

c) Delivery of savings

The budget for 2022/23 is balanced and continues to set aside property income surplus into a regeneration reserve. However, the budget does include a modest level of savings of approx.. £1m assumed within the MTFS yet to be achieved. Decisions and delivery must be required in order to achieve these savings which will provide sustainability for the Council's finances.

d) Council tax and Business Rates

The tax base projections used in the MTFS include a target of 0.5% growth. The predications of housing targets as set out in the emerging Local Plan, have not yet been incorporated. Delivery will need to be closely monitored to ensure the assumptions are realised.

There is a great deal of volatility in the Business Rates system that has been exaggerated by the pandemic. Close monitoring is required to ensure that assumed income is realised.

e) Investment & Regeneration income

The budget and forecast assume significant levels of income from council property acquisitions, regeneration activity and investment income from the Council's company, Seven Arches Investment Limited (SAIL). This income can be affected by a number of factors, for example:

- The general economic climate
- Interest rates and financing costs
- Government policy

The alterations to the PWLB borrowing criteria have prevented further investment for yield at this time and therefore unless regeneration opportunities are discovered and acquired within the Borough no further investment will take place. This is a risk in respect to further diversification of the income stream.

At the time of writing this report, the DLUHC is consulting on proposed changes to minimum revenue provision on investment assets and capital loans. Any changes arising from this consultation are expected to come into effect from 1 April 2023. It is unclear whether any changes will apply just to new loans or to loans already in place, however depending on the outcome of the consultation this could present a risk to the Council and will be monitored closely throughout 2022/23.

f) UK leaving the European Union

The Council is not immune from the effects of uncertainty surrounding the UK's exit from the EU on 31 December 2020, but these effects are likely to be manifested through changes in the external environment (for example interest rates and inflation). The Council is not exposed to the risk of the withdrawal of EU funding and none of the current regeneration plans are predicated on the receipt of such funding. The risk to these projects lies rather in the impact of the exit on the economy as a whole, for example a decline in the availability of labour, and the ability of public and private sector partners to deliver their contractual obligations. The Senior Leadership Team regularly review and monitor the developments in this area. The Council has seen no direct impacts in relation to EU Exit and so it has been reviewed to reduce the balance of the earmarked reserve to zero, which was previously set aside from a Government grant received to support the Council in the transition.

g) Legal risk

It is usual for a number of judicial processes and challenges to be in progress at any given point in time. These will relate to various issues including planning, planning enforcement, contract disputes, property disputes, business rates, housing issues and other matters. It is not practicable to estimate the financial effect or timing of these issues but they may give rise to unanticipated expenditure. To the extent that it is possible provisions are made in respect of known issues.

h) Local Government Pension Scheme

The local scheme is administered by Essex County Council and Brentwood is a scheduled body to the scheme. The scheme is valued every 3 years by an actuary. The results of the valuation and the assumptions that the actuary makes about the future of the fund (e.g. investment performance, longevity) determine the payments that the Council has to make for any deficit arising from past service and the ongoing contributions that have to be made by both the Council and its employees who are members of the scheme in the future.

The last actuarial valuation took place at 31 March 2019 and this set the employer's ongoing contribution rate for the Council at 19.9% (an increase of 2.8% over the previous rate) for the period 1 April 2020 to 31 March 2023. In line with other local government schemes the pension fund deficit fell at this valuation indicating a better fund performance than in previous periods.

i) Interest Rates

While interest rates have remained relatively stable for a considerable amount of time the Bank of England base rate or Bank Rate did increase to 0.25% in December 2021 (previously 0.1%) in is expected to continue to rise. The continued uncertainties in the global economy regarding the pandemic and the impact of UK's departure from the European Union means there is always the risk of fluctuations in interest rates and therefore a significant risk to the Council's finances.

The decision to increase PWLB rates by 1% overnight in October 2019 highlighted the risk of dependency on the PWLB as the main source of borrowing. This risk is increasing with the council's growing level of borrowing need (to support investment and income generation activities). However due to changes within PWLB rules following the results of a government consultation the rates dropped back down to much more sustainable levels. The key mechanisms to manage this risk in respect of borrowing are:

- Ongoing use of external Treasury Management (TM) advisors to provide information on interest rate forecasts.
- Maturity structure of borrowing designed to minimise exposure in any one year.
- Retention of core fixed rate borrowing within the portfolio.

j) Inflation

The draft MTFS was prepared in accordance with the Budget Setting Guidelines for 2022/23 as distributed to Senior Leadership Team and agreed by the Policy, Resources & Economic Development Committee. However inflation did see a sharp incline during the autumn, where in November 2021, the Consumer Price Index (CPI) rose by 5.1% in the 12 months to November 2021, up from 4.2% in October 2021 and continues to rise for December 2021. Taking new statistics into account:

The following assumptions have been made on inflation:

- Inflation of 4% has been applied to service employee budgets for 2022/23
- Inflation has been applied to expenditure that is subject to legal contractual obligations in accordance with the terms set out in the relevant contract.

k) Treatment of demand-led pressures

Certain budgets are particularly susceptible to demand-led pressures. These include Benefits and Homelessness. The level of budgeted income for Council services, particularly planning, land charges, and building control is also subject to changes in customer preference and demand. While every effort is made as part of the budget setting process to identify current trends, review historic patterns and assess the likelihood of change, such budgets will always have inherent risk. This risk is particularly heightened in the current economic climate.

The Council has a range of mechanisms in place to respond to changes in expenditure/income patterns including the option to review service levels, virements from other budget heads and the use of contingency and/or reserves.

l) Value Added Tax (VAT)

VAT is a complex issue for Local Authorities and active management of VAT is essential both to avoid significant unexpected costs and also to ensure that the Council is able to take advantage of opportunities to recover VAT previously paid when possible. The major VAT risk is that the Council exceeds its partial exemption threshold. If this is exceeded it would mean that a substantial payment, estimated to be in excess of £500,000 for 2022/23, would need to be paid to HMRC. In general it is large capital projects that would cause this to happen and VAT issues are, therefore, considered at an early stage in the development of all such projects.

Adequacy of Reserves

7. As outlined above, the Council's finances are subject to a range of external influences and significant risk particularly in the current economic climate and the associated impacts on local government funding. Continued reductions to government grants, reductions and potential further changes to the NHB scheme, the Fair Funding Review, business rates reset and the risk of appeals in the business rates system, together with the reversal to not implement 75% business rates retention exacerbates uncertainty and risk. The table below sets out the arrangements in place to mitigate such risks.

Risk	Mitigation
Government Grant Support	Forecast assumes no resources additional to those currently being received.
COVID-19	Earmarked Reserve and General Fund reserves
UK leaving the European Union	Combination of measures to mitigate other risks. Business Continuity Plans reviewed.
Legal	Specific provision set aside as well as Earmarked reserve for specific casework.
Pensions	Contingency within forecast costs.
Interest rates	Contingency within forecast costs.
Inflation	Reserve balance would be used to manage significant demand pressures

Demand	Reserve balance would be used to manage significant demand pressures
VAT	Careful management of partial exemption position.
Regeneration projects	Robust management of assets. Regeneration reserve.
Insurance	Earmarked reserve available
Business rates and fair Funding review	Earmarked reserve available
Investment asset returns	Prudent assumptions made in forecasting income. Earmarked reserve available

8. The Council remains ambitious and is continuing to deliver on a number of significant capital and revenue investment projects. These projects, combined with exceptional financial uncertainty, mean that the financial scale of risk and complexity that the Council will be managing is substantial. Financial resilience and adequate reserves are therefore, paramount. This, together with the overall scale of the Council's financial transactions and complexities of its core operations, means that such risk cannot be eliminated but must be managed effectively.

9. Particular attention is drawn to the reserves section in Appendix A of the budget report that identifies the reserves currently retained by the Council over the forecast period together with the rationale for each reserve.

10. Earmarked Reserves are currently forecasted at March 2022 totalling £6.472 million. These have been re-aligned to reflect the anticipated outturn position for 2021/22 and the council's current priorities and changing risk profile. It is important to note that while the council does have discretion to use its reserves in any manner it sees fit, the current position means that the majority of this sum (some £.601 million) is allocated for specific purposes and therefore not generally usable.

11. It is anticipated that these earmarked reserves will be used over the forecast period to support the council's ongoing investments and the delivery of budget reductions.

12. Although there is no statutory minimum level of reserves, the level of the General Fund working Balances is reviewed annually as part of the budget process and an annual risk assessment is undertaken alongside the Councils strategic risk register. Given the overall levels of risk the Section 151 Officer considers that the General Fund working Balance should be maintained above £2 million when setting the budget for 2022/23. £2 million represents approximately 20% of the total Spending requirement for and 5% of the Councils Gross Expenditure of £39.4million for 2022/23.

13. The general fund balance will, therefore, be used to manage unusual or unanticipated events, for example a borough wide emergency situation, failure to deliver savings targets or unprecedented increases in demand or costs to provide a short term contingency to manage the risks identified in this report.

Robustness of the Budget Calculations

14. The budgets and forward financial forecasts represent the current assessment of the costs of providing services in line with the Council's existing policies and strategic priorities. The estimates are based on assumptions about levels of pay (including an allowance for pay awards, increments and vacancies), inflation and other external factors such as legislative changes, and changes in demand for services. These assumptions are considered to be appropriate. Service Fees & Charges have been considered by the relevant service committee chair and senior leadership team. Any significant changes in external factors, compared to the assumptions made at this time, could result in a variance in the actual levels of expenditure and income against the budget provision and the council's financial targets not being met. Similarly, there will be a risk to the delivery of services at both operational and strategic levels.

The Authority's track record in budget management, including its ability to manage in-year budget pressures and the robustness of the Medium Term Financial Strategy

15. Financial monitoring reports are subject to review by Policy, Resources & Economic Development Committee and by the senior leadership team. The budget includes prudent contingencies that can and are used to manage in year budget pressures. The council's in year budget management is effective. Earmarked reserves are used for non-recurring expenditure to assist in producing a smooth profile of expenditure over the forecast period. The council also has a track record of delivering savings and efficiencies as required. However, reserves can only be used once and the ability to continue to deliver savings and efficiencies cannot be taken as a given, particularly in the light of the current funding circumstances. In particular a significant shift in expenditure or income outside the parameters considered in the budget or a combination of several issues at once could constitute a serious shock to the Council's level of resources and threaten its potential ongoing financial viability.

16. The assumptions underpinning the Medium Term Financial Strategy are set out in Appendix A These are considered to be as robust as is possible given the continuing uncertainty over the future of government funding.

17. During November 2021, the Council participated in a peer review, supported by the Local Government Association, and was carried out by senior Officers from other Local Authorities.

18. The review complimented the Council's financial planning and management and highlighted
Financial arrangements are fundamentally sound, with a good set of accounts and clean opinions. The review also highlighted a few areas of consideration, which are under review and will be explored throughout 2022/23.

19. As part of their value for money work during the 2019/20 audit the external auditors considered whether or not the council was taking appropriate measures to ensure that its financial position remains sustainable. Specifically they reviewed:

- Governance arrangements for Joint Venture decision making.
- Delivering Financial Resilience

They had no concerns to report. The 2020/21 audit is still ongoing at this present time.

CIPFA Financial Resilience Index

20. This index measures resilience in relative terms by placing authorities on an axis of risk as expressed by various financial metrics relative to all other (or groups of) authorities. It does not take account of future plans, as expressed in medium term financial planning, for example planned use of reserves, and it is not an absolute measure of financial resilience. As such it is of limited value in its current form.

However, it can be seen to demonstrate that the council is well placed, both absolutely and compared to its peers, to manage the financial challenges of the future.

CIPFA Financial Management Code

21. CIPFA published the first edition of their 'Financial Management Code' for local authorities in October 2019. CIPFA considers that compliance with this code is mandatory for all local authorities but it is important to note that such compliance is not specifically mandated by statute. CIPFA state that the first year in which it expects authorities to be fully compliant with the code is by April 2022, it is proposed that an assessment is carried out in March demonstrating the Council compliance.

22. The code is essentially a best practice guide to financial management in the local authority sector. It covers the following areas:

- The responsibilities of the chief financial officer (section 151 Officer) and the leadership team
- Governance and financial management style
- Medium to long term financial management
- The annual budget
- Stakeholder engagement and business plans
- Monitoring financial performance
- External financial reporting

23. Officers are yet to complete a full assessment of the extent of compliance with the requirements of the code. However, on initial consideration it can be confirmed that in general terms the council's arrangements follow the recommended best practice set out in the code.

Conclusion

24. Taking all of the above factors into account it is considered that the budget calculation is robust and that the level of reserves are adequate at this time. Members are reminded of the need to consider all of the factors discussed in this section and their potential impact on the

ongoing sustainability of the Council's medium term financial position when considering the budget and level of council tax to be set for 2022/23.

Legalities of setting a balanced budget

Council's constitution

25. The Council's constitution states in Part 4.5 – Financial Regulations (section 2.11)

Section 114 of the Local Government Act 1988 - The Section 151 Officer shall report to the Council, Policy, Projects & Resources Committee, Audit & Scrutiny Committee and the external auditor in fulfilment of the statutory obligations under Section 114 of the Local Government Finance Act 1988 or otherwise if the Authority or any of its Officers:

- a) Has made, or is about to make, a decision which involves incurring unlawful or unauthorised expenditure.
- b) Has taken, or is about to take, an unlawful or unauthorised action which has resulted or would result in a loss or deficiency to the Authority.
- c) Has made or is about to make an unlawful or unauthorised entry in the Authority's accounts.

26. The Section 151 Officer shall assist the Council to put in place an appropriate control environment and effective internal controls which provide reasonable assurance of effective operations, financial stewardship, effective risk management, probity and compliance with laws and regulations.

27. The Section 151 Officer shall ensure that there are effective and properly resourced internal audit and risk management functions, that key controls are operating effectively and that controls are recorded and managed within an effective risk management framework.

Legislation

28. The Local Government Finance Act 1992 states that the Council must set a (balanced) budget and its council tax, including precepts, before 11 March in each financial year. The responsibilities and consequences of not adhering to Legislation are listed below.

Council

29. The consequences for the Council itself would be:

- It would be subject to the 'prohibition period' under the 1988 Act;
- It could be faced with acute cash flow and potentially collection difficulties, and
- It might be unable to meet its obligations to its precepting authorities.

Officers

30. The processes should be managed so that the consequences are avoided.

31. If the Council does not set its budget and council tax the officer of the council having responsibility for the administration of the council's financial affairs under Section 151 of the Local Government Act 1972 ('the Section 151 Officer') would be obliged to make a Report pursuant to Section 114 (and 114A) of the Local Government Finance Act 1988 including subsection (3).

32. This would have the ultimate consequences set out in Sections 115 and 115B of the 1988 Act. They include that during a 'prohibition period' the council is very constrained with respect to what expenditure, it can incur.

33. The Section 151 Officer should do whatever he can to protect the council's financial interests. Specifically, the person should:

- Make a Section 114/114A Report. In preparing a Report to consult so far as possible the Head of the Paid Service and the council's Monitoring Officer ('MO') and discharge his Section 114 duties personally;
- Do so as soon as it is apparent that the budget and council tax are not likely to be Set by 11 March;
- To send copies of the Report to the council's External Auditor and to all Councillors
- To give the Council his opinion as to what staff, accommodation and other resources he/she needs in order to allow his Section 114 duties to be performed.

34. In addition, the Monitoring Officer (MO) has responsibilities, pursuant to Sections 5 and 5A of the Local Government and Housing Act 1989.

35. The Council Members' Code of Conduct, pursuant to Sections 27 and 28 of the Localism Act 2011 ('LA 2011'), imposes an obligation on Councillors to 'uphold the law'.

The MO should:

- Make a statutory Report at or about the same time or in conjunction with the Section 151 Officer's Section 114 Report; and

warn Councillors as to:

- the implications of the Code and of their legal obligation and of breaches thereof, and
- their potential liabilities.
- The MO also has a duty to consult so far as is practicable with the person who is for the time being designated as the head of the authority's paid service and with their Chief Financial Officer

Full Council

36. The statutory responsibility of Full Council is all other functions in relation to the budget and council tax. It is Full Council who take final responsibility for the budget and the council tax.

Section 114/114A Report

37. The Council/Policy, Resources and Economic Development Committee must consider the Section 114/114A Report at a meeting where it shall decide whether it agrees or disagrees with the views contained in the Report and what action (if any) it proposes to take in consequence of it.

38. That meeting must be held not later than the end of 21 days beginning with the day on which copies of the Report are sent. The Council must, during the period beginning with the day on which copies of the Report are sent and ending with the first business day to fall after

the day on which the Council's consideration of the Report is concluded, not enter into any new agreement which may involve the incurring of expenditure (at any time) by the Council unless the Section 151 Officer is able to and does authorise it to do so. Policy, Resources and Economic Development Committee must act in accordance with Section 115B.

39. If the Policy, Resources Economic Development Committee, having received a Section 114/114A report and having held the meeting required by Section 115B, disagrees with it, in these circumstances, the Section 151 Officer will have discharged his duties to make a Report to the Audit and Scrutiny Committee. The misconduct of Councillors will, however, be aggravated.

40. If the Policy and Resources Committee agrees with the Section 114 Report, but the Council were to vote against approving a budget and setting a council tax, in these circumstances, the Section 151 Officer will have discharged his duties to make a Report to Council. The misconduct of Councillors will, however, be aggravated.

Councillors

41. The statutory and common law responsibility of all Councillors and each and every Councillor individually is to seek to ensure that the Council's statutory responsibilities are duly, fully and timeously discharged.

42. Councillors must work together to find a proposal that can be carried in accordance with the legislative timetable. Any Councillor who played a part in achieving the defeat of all proposals for a balanced and lawful budget, by voting against every such proposal, or even by abstaining, would be at very serious potential risk, disciplinary, financial and reputational.

Implications for Councillors

- Officers do have an obligation to make Councillors aware of the consequences for Councillors themselves. Group Leaders' briefings and more widely published briefing notes would be useful.
- Each individual Councillor who makes a declaration of office is required to carry out the statutory duties to which the Council is subject. Moreover, every Councillor has a duty to comply with the Council's statutory Code of Conduct. Each Councillor is under a positive duty at all times to do what he or she can to ensure that the Council fully complies with the law.
- Councillors who breach the Code are liable to sanctions. Notwithstanding the abolition of surcharge, if a Councillor's wilful misconduct is found to have cause loss to the Council the Councillor will be liable to make good such loss.
- Further, Councillors may incur liabilities in other ways. Not only may they become liable to compensate the Council for losses the Council sustains, also they may:
 - Be guilty of the tort and crime of misfeasance in public office: and
 - They may be liable in negligence and/or breach of statutory duty to service users.

What is Tort?

43. This is a civil liability for breach of obligations imposed by law.

What is Tort and Crime of Misfeasance in public office?

44. The Crime of Misfeasance in Public Office is an offence at common law against a holder of public office. The Tort of Misfeasance in Public Office provides an individual with a remedy against someone in Public Office, such as a Councillor, who has acted in bad faith, where there has been injury or damage caused which was foreseeable by the Defendant. This is a serious offence.

45. As the Council is a 'best value authority', Central Government is able to step in should the Council fail to set a balanced budget and council tax. Central Government has powers of inspection under Sections 10 and 11 of the Local Government Act 1999 and intervention powers under Section 15 of that Act.

46. The House of Commons also could summon Councillors and/or Officers before a Committee.

47. Furthermore, the Council's auditors have powers and duties under Part 5 of the Local Audit and Accountability Act 2014 and also Section 116 of the 1988 Act.

Glossary

Actuary

A business professional who measures and manages risk and uncertainty.

Asset management

Process that identifies the resources required for the upkeep of properties.

Baseline

The minimum level of business rates the council will receive (subject to the safety net).

Budget gap

Also known as a budget deficit, this is when planned expenditure is forecast to exceed revenue in any given year. The gap must be closed by the delivery of savings, efficiencies or growth in income. The opposite of this is a budget surplus.

Budget Requirement

This represents net budgeted expenditure for the year adjusted for transfers to and from reserves but allowing for sums required by Parish and Town Councils. It is used to determine the amount of Council Tax to be precepted on the Collection Fund after allowing for income from Government and any surplus or deficit on the Collection Fund.

Business rates multiplier

This is the number of pence per pound of rateable value that has to be paid in business rates, before any relief or discounts are deducted.

Business Rates Retention Scheme

The scheme under which the council is permitted to retain an agreed portion of business rates collected.

Capital Programme/Budget

The council's budget for capital expenditure and resources for the current and future years.

Capital Expenditure

This generally relates to expenditure on the acquisition or enhancement of noncurrent assets that will be of long-term use or benefit to the authority in providing its services. It also includes grants made by the council to other individuals, community organisations and other external bodies for similar long-term benefit.

Capital Receipts

Income from the sale of capital assets and the repayment to the council of grants and loans given for capital purposes. Regulations govern the way capital receipts may be used.

Cash terms/Real terms

Cash terms compares sums in actual amounts regardless of when received/paid. Real terms adjusts these amounts for inflation.

Chartered Institute of Public Finance and Accountancy (CIPFA)

CIPFA is the professional accountancy body for public services. It publishes the Code of Practice which defines how local authority accounts are prepared.

Code of Practice

The Code of Practice on Local Authority Accounting in the United Kingdom, also referred to as the Code. This document is based on International Financial Reporting Standards, and states how these must be applied to the preparation of the Statement of Accounts by local authorities.

Collection Fund

The fund into which Council Tax and Non-Domestic Rates are paid and from which the Council Tax precepts and shares of business rates of Brentwood Borough Council, Essex County Council, Essex Police Authority, Essex Fire Authority, the Government and Parish and Town Councils are met as appropriate. Any surplus or deficit is shared between the various authorities, other than the Parish and Town Councils, in proportion to precepted amounts.

Collection Rate

The percentage of total taxation collected by the authority.

Committee

A committee appointed for a specific purpose.

For more information visit

[Committee structure - Brentwood Borough Council \(modern.gov.co.uk\)](http://modern.gov.co.uk)

Contingency

Money set aside in the budget to meet the cost of unforeseen items of expenditure or shortfalls in income occurring during the year ahead. This would include changes to the inflation and interest rate assumptions made when the budget was set.

Core Spending Power

Core spending power measures the core revenue funding available for local authority services, including council tax and locally-retained business rates.

Corporate Strategy

Presents the council's goals, objectives and plans.

Council Tax Base

The equated number of dwellings over which the council tax is collected. All dwellings are valued and classified into eight bands (A to H). Each band is expressed as a proportion of Band D. The council tax base is the number of dwellings expressed in terms of a Band D equivalent after adjusting for the local council tax support scheme.

Council Tax Requirement

The portion of the annual budget that is required to be funded through council tax.

Department for Levelling Up, Housing and Communities

Successor Ministry of Housing, Communities & Local Government (MHCLG)

Successor Department to CLG

<https://www.gov.uk/government/organisations/ministry-of-housing-communities-and-local-government/about>

Departmental Expenditure Limit (DEL)

The budget allocated to specific Government departments set at the spending reviews.

Depreciation

The measure of the wearing out, consumption or other reduction in the useful economic life of a non-current asset, whether arising from use, passing of time or obsolescence through technical or other changes.

Devolution

The government granting powers to regional authorities to make decisions at a local level, rather than through central government.

Discretionary Rate Relief

A relief on business rates available to some businesses and charities.

Fair Funding Review

The Fair Funding Review will deliver an assessment of relative needs of local authorities within a fixed amount of business rates income. For the services currently supported by the local government finance system, the outcomes of the Fair Funding Review will establish the funding baselines for the introduction of 100% business rates retention. The distribution of funding for new responsibilities will be considered on a case by case basis once these responsibilities are confirmed; they are likely to have bespoke distributions.

Fees and Charges

Charges made to the public to the use of council services and facilities. A full schedule of current fees and charges is published on the council's website.

Financial Conduct Authority

Regulates the financial services industry in the UK. It protects customers, promotes competition and keeps the industry stable.

Financial Regulations

A written framework for the proper financial management of the authority. The Financial Regulations are approved by the Council as part of its formal constitution.

General Fund (GF)

The main revenue fund of the council. Day to day spending and income from services are accounted for here.

Gross domestic product (GDP)

The total market value of all final goods and services produced in a country in a given year, equal to total consumer, investment and government spending, plus the value of exports, minus the value of imports.

Housing benefit administration subsidy grant

A grant provided by central government to assist with the costs of administering housing benefit.

Housing Revenue Account (HRA)

This statutory account records the revenue expenditure and income relating to the provision of council housing. While technically part of the General Fund, the balance is 'ring-fenced' and may not be included in the budget requirement to be met by Council Tax.

Insurance Pool

The council acts as internal insurer for all the council activities. Some risks are selfinsured and others are reinsured through external insurance companies. Premiums and excesses are charged to the revenue accounts of services and credited to the Pool.

Judicial Review

A court reviews an administrative action by a public body.

Leasing

A method of acquiring the use of assets in which the investment is made by a lessor and a rental is charged to a lessee. The council operates both as lessor and lessee in respect of land, property, vehicles, plant and equipment. Finance Leases transfer substantially all the risks and rewards of ownership to the lessee, and are regarded as a debt extended to purchase the leased asset (even when ownership of the asset does not legally pass to the lessee). Any lease which does not meet the definition of a finance lease is classified as an Operating Lease, and is treated as an arrangement to hire an asset for a specified term.

Levy rate

The rate at which the Government shares in the benefits of business rate growth above the baseline.

Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012

For more information please visit

<http://www.legislation.gov.uk/uksi/2012/2914/contents/made>

Local Development Plan (LDD)

A project plan that identifies which local development documents will be produced, in what order, and when.

Local Government Act 1972

For more information please visit

<http://www.legislation.gov.uk/ukpga/1972/70/contents>

Local Government Act 1988

For more information please visit

<http://www.legislation.gov.uk/ukpga/1988/9/contents>

Local Government Act 2003

For more information please visit

<http://www.legislation.gov.uk/ukpga/2003/26/contents>

Local Government Finance Act 1992

For more information please visit

<http://www.legislation.gov.uk/ukpga/1992/14/contents>

Local Government and Housing Act 1989

For more information please visit:

<http://www.legislation.gov.uk/ukpga/1989/42/contents?wb48617274=A375BAFB>

Localism Act 2011 Local Government Finance Act 1992

For more information please visit:

<https://www.gov.uk/government/publications/localism-act-2011-overview>

Local Government Act 2000

For more information please visit:

<https://www.legislation.gov.uk/ukpga/2000/22/contents>

Local Government Act 1999

For more information please visit:

<http://www.legislation.gov.uk/ukpga/1999/27/section/10>

Local Audit and Accountability Act 2014

For more information please visit:

<http://www.legislation.gov.uk/ukpga/2014/2/contents/enacted>

Local Government Finance Settlement

The annual determination of funding to local government.

Localised Council Tax Support Scheme (LCTS)

Council tax support replaced council tax benefit from 1 April 2013. Each billing authority is required to have a published scheme in place setting out the entitlement to support for residents.

Localism Agenda

The movement of responsibilities from central Government to local government and local communities.

Local Precepting Authority (LPA)

Precepting authorities instruct billing authorities to collect council tax on their behalf. Local preceptors include parishes, villages or towns.

Major Precepting Authority

Authorities that do not collect council tax directly but instead they instruct a billing authority to collect it on their behalf. Major preceptors are larger than the billing authorities, i.e. usually county councils.

Minimum revenue provision (MRP)

Each year local authorities are required to set aside a prudent amount of revenue as provision for financing capital expenditure.

Department for Levelling Up, Housing and Communities

Successor Ministry of Housing, Communities & Local Government (MHCLG)

Successor Department to CLG

<https://www.gov.uk/government/organisations/ministry-of-housing-communities-andlocal-government/about>

MMI

Municipal Mutual Insurance

Monitoring Officer

Section 5 of the Local Government and Housing Act 1989, as amended by Schedule 5 paragraph 24 of the Local Government Act 2000 requires a local authority to appoint a monitoring officer. The Monitoring Officer has three main duties:

1. To report on matters they believe are, or are likely to be, illegal or amount to maladministration.
2. To be responsible for matters relating to the conduct of Councillors and Officers.
3. To be responsible for the correct operation of the Council's Constitution.

New Burdens Grant

Grants designed to cover the costs associated with providing new local authority services, which, if not funded by central government, could lead to an increase in council tax.

New Homes Bonus (NHB)

A grant paid to local councils on an incentive basis from central government to encourage housing growth.

National Non-Domestic Rates (NNDR)

Non-Domestic Rates (NDR), or Business Rates, are the means by which occupiers of non-residential property contribute to the cost of providing local authority services. They are levied on the rateable value of each business property multiplied by a uniform amount set annually by the government. Business rates are collected by all Billing Authorities on behalf of other preceptors and the government.

Office for Budget Responsibility (OBR)

A public body that provides independent economic forecasts and analysis of the public finances.

Parish Council

A parish council is a civil local authority found in England and is the lowest, or first, tier of local government. They are elected corporate bodies, have variable tax raising powers, and are responsible for areas known as civil parishes

Partial Exemption Threshold

The limit to which the council can recover VAT on certain activities undertaken; however, if the 5% limit is exceeded all such VAT becomes irrecoverable.

Planning Inspectorate

An organisation that deals with planning appeals, applications and examinations of local plans.

Policy, Resources and Economic Development Committee

The Policy, Resources and Economic Development Committee co-ordinates the development and recommendation to Council of the Budget.

Precept

The amount that local authorities providing services within the Brentwood Borough require to be paid from the Collection Fund to meet the net cost of their services. The Council Tax requirement is made up of the sum of all precepts levied on the Billing Authority.

Preceptor

A body that levies a precept.

Prudential code for capital finance in Local Authorities

A CIPFA publication, providing guidance to ensure capital programmes are affordable, prudent and sustainable.

Prudential Indicators

Indicators within the treasury management strategy that ensures that borrowing and debt is within agreed limits.

Public Works Loans Board (PWLB)

A government agency that offers longer-term loans to local authorities at interest rates marginally above the government's own cost of borrowing.

Referendum Limit (For council tax setting purposes)

Each year the Secretary of State sets a limit for the rise in council tax. If council taxes are set to rise by this percentage or higher than the decision must be ratified through a local referendum.

Reserves

Reserves are set aside at the discretion of the council to meet items of expenditure in future years.

Reserves – Earmarked

Reserves set aside for specific purposes.

Revenue budget

The money allocated to the day to day running of the council.

Revenue support grant (RSG)

This is part of the main sources of finance given to local authorities from central government.

Right to Buy (RTB) Scheme

Allows eligible council tenants to purchase their property at a discount. S106 Agreements which make a development proposal acceptable in planning terms that would not otherwise be acceptable, i.e. restrictions on the use of land, sums of money to be paid to the authority. Safety net Should the council's business rates income fall below 92.5% of the baseline the Government will provide a grant to ensure that the council receives at least 92.5% of the baseline amount. If the council is in a pool for business rates purposes the shortfall is funded by the pool.

Section 151 (S151) Officer

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to appoint an Officer to have responsibility for those arrangements. The Officer appointed under this requirement is called the Section 151 Officer.

Section 31 Compensation

Grant provided by central government. Section 31 of the Local Government Act 2003 allows ministers to grant monies to local authorities for any purpose; more information can be found at <http://www.legislation.gov.uk/ukpga/2003/26/section/31>

Seven Arches Investment Limited (SAIL)

A wholly owned company of Brentwood Borough Council.

Settlement Funding Assessment (SFA)

The government's assessment of the level of government funding required by a local authority.

Shire Districts

(Non-metropolitan districts), A type of local government district in England. As created they are subdivisions of non-metropolitan counties in a two-tier arrangement.

Social Housing

Housing that is affordable to people on low incomes.

Small business rates relief

Small business rates relief is generally available if a business only uses one property and that property's rateable value is less than £12,000.

Spending Review

A Spending Review or occasionally Comprehensive Spending Review is a governmental process in the United Kingdom carried out by HM Treasury to set firm expenditure limits and, through public service agreements, define the key improvements that the public can expect from these resources.

Ultra Vires

Beyond the legal powers or authority.

Universal Credit

A single monthly credit, combining a number of other benefits or tax credits.

Valuation Office Agency Provides the Government with the valuations and property advice it needs to support tax and benefits.

Virements

The transfer of a budget from one account to another. Welfare Reform Act 2012

For more information please visit

<http://www.legislation.gov.uk/ukpga/2012/5/contents>

Yield

The interest earned on investments.



**BRENTWOOD
BOROUGH COUNCIL**

Corporate Strategy
Budget Summary
2022-25

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Our key priorities



Growing our economy

A thriving borough that welcomes a wealth of business and culture



Protecting our environment

Developing a clean and green environment for everyone to enjoy



Developing our communities

Safe and strong communities where residents live happy, healthy and independent lives



Improving housing

Access to a range of decent homes that meet local needs



Delivering an effective and efficient council

An ambitious and innovative council that delivers quality services



Summary

Below is a summary of the direct costs aligned with Corporate Strategy themes. These budgets are included in the General Fund budget and HRA budget. This document highlights the gross expenditure and income spent on services in order to achieve the themes of the Corporate Strategy.

	Gross Expenditure	Gross Income	Net Budget	Gross Expenditure	Gross Income	Net Budget	Gross Expenditure	Gross Income	Net Budget
	2022/23	2022/23	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Growing Our Economy	2,532	-1,308	1,225	2,564	-1,313	1,251	2,597	-1,318	1,279
Protecting Our Environment	6,954	-4,925	2,029	7,050	-5,020	2,030	7,142	-5,109	2,033
Developing Our Communities	1,967	-796	1,171	1,974	-798	1,176	1,992	-800	1,192
Improving Housing (GF)	490	-354	136	482	-354	128	490	-354	136
Improving Housing (HRA)	10,593	-10,778	-185	10,970	-11,265	-295	11,339	-11,699	-360
Delivering an Effective and Efficient Council	20,541	-15,499	5,042	20,624	-15,528	5,096	20,710	-15,561	5,150
Total Corporate Strategy Spend	43,077	-33,659	9,418	43,664	-34,278	9,386	44,270	-34,841	9,429



Growing our Economy

A thriving borough that welcomes a wealth of business and culture by:

- Promoting Brentwood as a place to set up and do business from
- Enabling the growth of existing businesses
- Encouraging the creation of new enterprises and inward investment.

Council Services that sit under this Corporate Strategy heading are:

- Building Control
- Economic development
- Land Charges
- Planning Development
- Planning Enforcement
- Planning Policy

The budget details of these areas are detailed on the next page

Growing our Economy

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Building Control	406	-307	99.19	414	-307	106.79	421	-307	114.54
Economic Development	212	-25	186.77	214	-25	189.04	216	-25	191.35
Land Charges	114	-145	-31.44	115	-148	-32.6	116	-150	-33.74
Planning Development	852	-681	170.99	866	-684	182.11	880	-686	193.51
Planning Policy	839	-150	689.27	844	-150	694.05	849	-150	698.93
Planning Enforcement	110	0	109.75	112	0	111.94	114	0	114.17
Total	2,532	-1,308	1,225	2,564	-1,313	1,251	2,597	-1,318	1,279



Protecting our Environment

Developing a clean and green environment for everyone to enjoy by:

- Promoting the environment and recognising its importance in the decisions we make
- Encourage a clean, safe and environmentally friendly place to live, work and visit.
- Improve and enhance the Councils waste management services.
- Support and engage the community to protect their environment.

Council Services that sit under this Corporate Strategy heading are:

- CCTV
- Cemeteries
- Street Care Management & Admin
- Environmental Initiatives
- Grounds Maintenance
- Household Waste
- Land Drainage
- Licensing
- Other Environmental Services
- Parking Services
- Recycling
- Street Lighting
- Street Services
- Trade Waste
- Traffic Management
- Vehicle Fleet Management
- Waste Collection Support
- Waste Minimisation

The budget details of these areas are detailed on the next page.

Protecting our Environment

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
CCTV	170	-51	119	173	-51	122	176	-51	125
Cemeteries	135	-108	27	137	-108	29	139	-108	31
Street Care Management & Admin	749	-3	746	762	-3	759	777	-3	774
Environmental Initiatives	80	-45	35	59	-23	36	35	0	35
Environmental Maintenance	0	-58	-58	0	-58	-58	0	-58	-58
Grounds Maintenance	704	-282	422	717	-287	430	730	-292	438
Household Waste	971	-830	140	988	-830	158	1,005	-830	175
Land Drainage	2	0	2	2	0	2	2	0	2
Licensing	205	-221	-17	207	-233	-26	210	-240	-30
Other Environmental Services	460	-22	438	475	-22	453	483	-22	461
Parking Services	758	-1,354	-596	770	-1,454	-684	782	-1,554	-772
Recycling	829	-1,161	-332	843	-1,161	-318	857	-1,161	-304
Street Lighting	7	0	7	7	0	7	7	0	7
Street Services	721	-171	550	733	-171	562	745	-171	574
Trade Waste	333	-592	-259	334	-592	-258	336	-592	-256
Traffic Management	0	0	0	0	0	0	0	0	0
Vehicle Fleet Management	766	-15	751	778	-15	763	790	-15	775
Waste Collection Support	54	0	54	55	0	55	56	0	56
Waste Minimisation	12	-12	0	12	-12	0	12	-12	0
Total	6,954	-4,925	2,029	7,050	-5,020	2,030	7,142	-5,109	2,033



Developing our Communities

Safe and strong communities where residents live happy, healthy and independent lives by:

- Keeping safe in Brentwood
- Investing in community facilities to support a growing population.
- Supporting, strengthening and sustaining communities
- Encouraging residents to lead active, healthy and fulfilling lifestyles.

Council Services that sit under this Corporate Strategy heading are:

- Christmas Lights & Decorations
- Community Development
- Community Services
- Corporate Enforcement
- Events – Family Fun Days
- Events – Lighting Up Brentwood
- Events – Remembrance Day
- Events – Shenfield Christmas Fayre
- Events – Strawberry Fayre
- Food & Health Safety
- Golf Course
- Grants to Organisations
- Health & Wellbeing
- Open Spaces - Buildings
- Open Spaces – Recreation Areas
- Open Spaces – Sport Areas
- Social Venues

The budget details of these areas are detailed on the next page.

Developing our Communities

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	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Christmas Lights & Decorations	24	0	24	24	0	24	24	0	24
Community Development	18	-36	-18	8	-36	-28	8	-37	-28
Community Services	217	0	217	222	0	222	226	0	226
Corporate Enforcement	291	-132	158	296	-134	162	301	-136	165
Events - Family Fun Days	12	-12	0	12	-12	0	12	-12	0
Events - Lighting up	21	-8	13	21	-8	13	21	-8	13
Events - Remembrance	4	0	4	4	0	4	4	0	4
Events - Shenfield Xmas Fayre	19	-12	7	19	-12	7	19	-12	7
Events - Strawberry Fayre	8	-5	3	8	-5	3	8	-5	3
Food & Health	225	-3	222	228	-3	225	231	-3	228
Golf Course	259	-338	-78	261	-338	-77	264	-338	-74
Grants To Organisations	112	0	112	112	0	112	112	0	112
Health & Wellbeing	72	-39	33	73	-39	34	75	-39	36
Open Spaces - Buildings	110	-2	108	111	-2	109	112	-2	110
Open Spaces - Sport Areas	32	-60	-28	32	-60	-28	32	-60	-28
Open Spaces - Recreation Areas	141	-35	106	141	-35	106	141	-35	106
Social Venues	403	-115	288	403	-115	288	403	-115	288
Total	1,967	-796	1,171	1,974	-798	1,176	1,992	-800	1,192



Improving Housing

Access to a range of decent homes that meet local needs by:

- Providing decent safe and affordable homes for local people
- Supporting tenants with a high quality, well managed service
- Supporting responsible development in the borough

Council Services that sit under this Corporate Strategy heading are:

- Community Alarm Service
- Homelessness Administration
- Homelessness Prevention
- Housing Advice
- Housing Enabling & Strategy
- Housing General Fund Properties
- Housing Standards
- Private Sector Leased Accounts
- Temporary Accommodation – B&B
- Temporary Accommodation – Own Stock

Council Services that sit under this Corporate Strategy that are held in the Housing Revenue Account HRA are:

- Repairs & Maintenance
- Supervision & Management
- Special Services
- Rent Rates & Other Charges
- Bad Debt Provision
- Contribution to Major Repairs Reserve (Depreciation)
- Corporate & Democratic Core
- Settlement Debt Repayment
- Dwelling Income
- Non-Dwelling Income
- Charges for Services & facilities
- Contributions towards Expenditure

The budget details of these areas are detailed on the next page:

Improving Housing (GF)

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Community Alarms Service	15	0	15	0	0	0	0	0	0
Homelessness Admin	315	-203	112	321	-203	118	328	-203	125
Homelessness Prevention	10	0	10	10	0	10	10	0	10
Housing Advice	0	0	0	0	0	0	0	0	0
Housing Enabling & Strategy	51	0	51	52	0	52	53	0	53
Housing General Fund Properties	0	-56	-55	0	-56	-55	0	-56	-55
Housing Standards	0	-5	-5	0	-5	-5	0	-5	-5
Private Sector Leased Accounts	18	-23	-5	18	-23	-5	18	-23	-5
Temp Accommodation - Own Stock	13	0	13	14	0	14	14	0	14
Temporary Accommodation – B&B	67	-67	0	67	-67	0	67	-67	0
Total	490	-354	136	482	-354	128	490	-354	136

Improving Housing (HRA)

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Repairs and Maintenance	3,241	0	3,241	3,172	0	3,172	3,262	0	3,262
Supervision and Management	3,310	0	3,310	3,533	0	3,533	3,581	0	3,581
Special Services	1,185	0	1,185	1,201	0	1,201	1,217	0	1,217
Rents, Rates & Other Charges	171	0	171	173	0	173	175	0	175
Bad Debt Provision	60	0	60	60	0	60	60	0	60
Depreciation And Impairment	2,941	0	2,941	2,941	0	2,941	2,941	0	2,941
Core & Democratic Core	376	0	376	380	0	380	380	0	380
Dwelling Rents	0	(12,396)	(12,396)	0	(13,213)	(13,213)	0	(14,552)	(14,552)
Non Dwelling Rents	0	(327)	(327)	0	(336)	(336)	0	(343)	(343)
Charges for Services & Facilities	0	(940)	(940)	0	(971)	(971)	0	(999)	(999)
Total	11,284	(13,663)	(2,379)	11,460	(14,560)	(3,060)	11,616	(15,894)	(4,278)



Delivering an Effective and Efficient Council

An ambitious and innovative council that delivers quality services by:

- Delivering a quality customer service
- Effective and efficient delivery of service
- Maximising opportunity

Council Services that sit under this Corporate Strategy heading are:

- Asset Management
- Commercial Activity
- Communications
- Contingency & Savings
- Corporate Health & Safety
- Corporate management
- Corporate Fraud
- Customer Contact Centre
- Democratic Services
- Design & Print
- Digital Services
- Electoral Services
- Emergency Planning
- Finance
- Human Resources
- ICT Services
- Internal Audit
- Legal
- Office Accommodation
- Payroll
- Procurement
- Programmes & projects
- Revenues & benefits
- Senior Leadership Team

The budget details of these areas are detailed on the next page.

Delivering an Efficient and Effective council

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2023/24 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Asset Management	494	-165	328	498	-167	331	503	-169	335
Commercial Activity	0	-200	-200	0	-200	-200	0	-200	-200
Communications	118	-40	78	120	-41	79	122	-42	81
Contingency And Savings	53	-764	-711	23	-775	-751	13	-784	-771
Corporate Health & Safety	8	-18	-10	8	-18	-10	8	-19	-11
Corporate Management	249	-210	40	239	-208	31	239	-210	29
Corporate Fraud	74	-101	-27	75	-103	-28	77	-104	-28
Corporate Support	245	-29	216	250	-29	221	255	-30	225
Customer Contact	479	-181	298	488	-184	304	498	-188	310
Democratic Services	482	-169	312	484	-170	314	487	-171	316
Design & Print	57	-2	55	57	-2	56	58	-2	56
Digital Services Team	163	-69	94	166	-69	97	170	-70	100
Electoral Services	324	0	324	328	0	328	332	0	332
Emergency Planning	1	0	1	1	0	1	1	0	1
Finance	828	-157	672	841	-159	682	854	-161	694
Human Resources	425	-70	354	427	-71	357	430	-71	359
ICT Services	1,165	-132	1,032	1,174	-133	1,041	1,183	-135	1,049
Internal Audit	90	0	90	90	0	90	90	0	90

Delivering an Efficient and Effective council (continued)

	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Budget 2022/23 £'000	Gross Expenditure 2023/24 £'000	Gross Income 2023/24 £'000	Net Budget 2024/25 £'000	Gross Expenditure 2024/25 £'000	Gross Income 2024/25 £'000	Net Budget 2024/25 £'000
Legal	554	-179	375	557	-180	377	559	-180	378
Office Accommodation	703	-552	151	709	-554	156	715	-555	160
Payroll	47	-10	37	47	-10	37	47	-10	37
Procurement	56	-37	19	57	-37	20	58	-38	20
Programmes & Projects	178	-39	140	182	-39	143	185	-40	146
Revenues & Benefits	12,462	-11,788	674	12,490	-11,788	702	12,490	-11,788	703
Senior Leadership Team	1,286	-587	699	1,309	-591	718	1,333	-595	738
Total	20,541	-15,499	5,042	20,624	-15,528	5,096	20,710	-15,561	5,150

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Agenda Item 8

Committee(s): Policy, Resources and Economic Development Committee	Date: 2 February 2022
Subject: Economic Development Work Programme 2021-2025	Wards Affected: All
Report of: Phil Drane, Corporate Director (Planning & Economy)	Public
Report Author: Name: Laurie Edmonds, Corporate Manager (Economic Development) Telephone: 01277 312500 E-mail: laurie.edmonds@brentwood.gov.uk	For Decision

Summary

In November 2021 Policy, Resources and Economic Development Committee approved an Economic Development Strategy that identifies objectives to deliver corporate priorities for economic growth. A work programme has been developed to guide the work of the Economic Development Team in delivering these objectives (Appendix 1). This will be brought to the committee on a regular basis so that information on progress delivering the objectives can be monitored by Members.

Recommendations

Members are asked to:

R1. Endorse the Economic Development work programme as set out in Appendix A.

R2. Agree that the work programme is brought back to Policy, Resources and Economic Development Committee on a regular basis to inform Members on objectives and progress.

Main Report

Introduction and Background

1. The Council's Corporate strategy 2020-2025 was adopted in January 2020 and defines the Council's priorities for the next five years. Critical to the delivery of this strategy is a set of supporting strategies that assist with delivery of these priorities.

2. A refreshed Economic Development Strategy 2021-2025 was approved by Policy, Resources and Economic Development Committee on 24 November 2021 (Item 194).
3. The new Economic Development Strategy focuses on the three key objectives of the 'Growing Our Economy' corporate priority:
 - a) Promoting Brentwood as a place to set up and do business from;
 - b) Enabling the growth of existing businesses; and
 - c) Encouraging the creation of new enterprises and inward investment.
4. Each theme provides a set of priorities and objectives that will deliver effective delivery of the strategy.
5. In order to deliver the objectives a work programme is being used by the Economic Development Team to provide more detail on daily work tasks that link to the Council's priorities (Appendix 1).

Issue, Options and Analysis of Options

6. The Strategy is designed as a focussed high-level document to underpin specific action plans or be adapted in response to future changes in the economy arising from changes in national and international policy and/or financial circumstances.
7. The three 'Growing Our Economy' themes were created before the COVID-19 pandemic. The recommended set of priorities and objectives take into account the impact of COVID-19 on the local economy and support the recovery of a thriving borough business community.
8. The Strategy's objectives are supported by a work programme that provides more detail and defined targets.
9. The work programme is a live document of projects and actions that can be brought back to the Policy, Resources and Economic Development Committee on a regular basis to inform Members on objectives and progress. The document includes the 2022 objectives, along with how they support strategic aims, their status and target delivery dates.
10. Some of the projects planned for 2022 include organising the Brentwood Business Showcase, developing the Discover Brentwood website, promoting high street initiatives and adopting new Parking and Green Strategies.

11. COVID support continues to be integral to the work programme, with two new grant schemes currently being administered.

Reasons for Recommendation

12. The Economic Development Strategy 2021-2025 is critical to the delivery of the Corporate Strategy 2020-2025. The work programme sitting behind the Strategy details the specific projects and actions needed to achieve on the objectives.

Consultation

13. None.

References to Corporate Strategy

14. The Economic Development Strategy 2021-2025 supports the delivery of the Council's Corporate Strategy 2020-25. The strategy aligns with the 'Growing Our Economy' theme but will influence delivery of projects against a wide range of corporate priorities.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) and Section 151 Officer

Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

15. The resource required to deliver the Economic Development Strategy objectives is being considered as part of the budget setting process. Additional reserves for economic development have been approved by the Council to deliver town and village centre schemes that provide for business support and economic growth. Projected costs of undertaking further work are part of the economic development budget.

Legal Implications

Name & Title: Claire Mayhew, Corporate Manager (Democratic Services) and Deputy Monitoring Officer

Tel & Email: 01277 3125741/claire.mayhew@brentwood.gov.uk

16. There are no legal implications arising from this report. Legal input into contracts and procurement will be provided as required.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning & Economy)

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

17. The economic implications are contained within this report.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure and Health)

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

18. The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
 - a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

19. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for b) or c), although it is relevant for a).

20. The proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

Background Papers

- Item 194, Policy, Resources and Economic Development Committee, Economic Development Strategy 2021-2025, 24 November 2021
- Item 746, Policy, Resources and Economic Development Committee, 17 March 2021, Year in Review 2020-21
- Item 495, Policy, Resources and Economic Development Committee, 9 September 2020 July 2019, Economic Development / Place Audit Update
- Item 431, Policy, Resources and Economic Development Committee, 18 March 2020, Place Audits of Brentwood, Shenfield and Ingatestone
- Item 427, Policy, Resources and Economic Development Committee, 18 March 2020, Economic Development Study
- Item 370, Policy, Resources and Economic Development Committee, 12 February 2020, Economic Development Update
- Item 303, Policy, Resources and Economic Development Committee, 8 January 2020, Economic Development Update
- Item 268, Policy, Resources and Economic Development Committee, 27 November 2019, Economic Development Update

- Item 167, Policy, Resources and Economic Development Committee, 11 September 2019, Economic Development Update
- Item 121, Policy, Resources and Economic Development Committee, 10 July 2019, Economic Development Update

Appendices to this report

- Appendix A: Economic Development Work Programme (2022 objectives)

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Status Key

1 Action in progress needs intervention	4 Action completed
2 Action in progress needs attention	5 Action not started/On Hold
3 Action in progress no issues	



Economic Development Strategy 2021 - 2025

1 - Council's key priorities – Growing our economy: Sponsor - Phil Drane

	2022 Objectives	Strategic Aims			Delivery Projects	Update	Target date	Status
		Promote Brentwood	Enable Growth	Encourage Investment				
1	Expand the 2022 Brentwood Business Showcase to attract more visitors and exhibitors					1A. Date is being confirmed, a report for decision will be submitted to SLT (Jan 2022). 1B. Format of event being discussed with Communities Team and partners.	30/09/2022	3
2	Increase the membership of BEBA				PRJ-012	2A. Promote BEBA regularly in business newsletters. 2B. Attend BEBA board meetings to seek opportunities to engage with business community.	Ongoing	3
3	Support the work of the Brentwood Business Partnership					3A. Attendance at regular BBP meetings. 3B. Meeting scheduled to discuss sponsorship of the Artisan Ingatestone Market taking place on 19 March 2022. 3C. Seeking sponsorship for 2022/23 - discussion with Beresfords and Tees about extending sponsorship (Feb 2022).	Ongoing	3
4	Develop Brentwood Open as a resource to support our high streets					4A. Daily monitoring to ensure that all recommendations are for Brentwood-based businesses. 4B. Consider promoting Click It Local to start-up and home-based businesses via Brentwood Open. 4C. Investigate options for the future of Brentwood Open once the pandemic has ended.	Ongoing	3
5	Use the Discover Brentwood website and social media channels as key tools to promote local businesses and events				PRJ-201	5A. Events directory being finalised (Jan 2022). 5B. Social media support for Discover Brentwood has been secured (Dec 2021). 5C. Discover Brentwood video launched at the High Streets Conference (Jan 2022).	Ongoing	3
6	Support the use of the Click It Local online shopping platform					6A. Meeting scheduled with Click It Local MD to discuss the future plans for the platform (Feb 2022). 6B. Report back to PRED on performance (Mar 2022).	Ongoing	3
7	Encourage repeat shopping through Local Rewards digital loyalty scheme					7A. Brentwood is included in a new ECC loyalty scheme pilot programme to support high streets across the county.	Ongoing	3
8	Maximise commercial opportunities arising from the acquisition of The Baytree Centre				PRJ-060	8A. Redevelopment presentation given at the High Streets Conference on 11 January, new tenants to be announced shortly. 8B. Public consultation on initial ideas concluded (Jan 2022). 8C. ED team part of regular Baytree management meetings gauging local business demand etc.	Ongoing	3

9	Publish a vision for Brentwood Town Centre linking council-led regeneration and wider aspirations					9A. High Streets Conference feedback to inform first draft (to issue Mar 2022). 9B. Engagement with SAIL and BDP (Autumn 2021).	22/01/2022	3
10	Hold enlightenment and event programmes to increase footfall to our town centres				PRJ-013	10A. Sourcing an events company to bring in a dinosaur trail for Brentwood, Shenfield and Ingatestone high streets (Feb/Mar 2022). 10B. Platinum Jubilee events being planned. Will be promoted as 'Discover Jubilee' (June 2022). 10C. Work with Community Events team and BBP to organise activities linked to the Welcome Back Fund (must be held by 31 Mar).	Ongoing	3
11	Hold a High Streets Conference to bring together key high street stakeholders				PRJ-012	11A. Over 100 people registered to attend conference. Residents, businesses and other stakeholders listened to short presentations from Essex Police, PFCC, SLT, Richard Wilson and Paul Clement. A feedback report has been shared with SLT (Jan 2022). 11B. Identify outcome workstreams and review whether another conference is to be scheduled (Mar 2022).	11/01/2022	4
12	Identify short- and long-term economic benefits from Dunton Hills Garden Village & Brentwood Enterprise Park					12A. DHGV Economic Strategy submitted as part of outline planning application, ED Team reviewed (Nov 2021). Further work with CEG on economic outputs (Mar 2022). 12B. Initial work through BEP pre-application stages with St Modwen (Jan 2022). Application submission and review Economic Strategy (Mar 2022).	31/12/2022	3
13	Deliver business support workshops				PRJ-227	13A. "Marketing Your Sustainability" workshop will be co-hosted by BBC and Backing Essex Business and presented by Creative Quills (23 Feb).	Ongoing	3
14	Work with ASELA to progress delivery of key projects such as the university, freeport and estuary park					14A. Brentwood BC input on projects TBC	TBC	5
15	Maximise broadband rollout to businesses arising from the Local Full Fibre Network programme				PRJ-090	15A. Work with local businesses to identify and address current issues and challenges in respect to fixed broadband or mobile coverage. 15B. Continue to proactively engage with the market to promote the borough and attract investment. 15C. Proactively promote the LFFN Dark Fibre Network to attract private sector investment to deliver FTTP to businesses within the borough in areas either currently badly served by broadband services or where no immediate plans. 15D. Work with rural businesses to promote the Gigabit Voucher Scheme and identify opportunities for potential voucher applications. 15E. Host a Market Day for local businesses to meet business Internet providers/fibre carriers (autumn 2022).	Ongoing	2
16	Ensure new development allocations contribute to the local economy					16A. Economic Development Team involved in major application pre-app discussion and consultee on applications. 16B. Hallmark Care Homes HQ proposal job growth, submitted planning application, determination Spring 2022.	Ongoing	3
17	Resource our Planning Development Management service to increase the delivery of new homes and jobs				PRJ-227	17A. Business engagement on development needs and inward investment opportunities.	Summer 2022	5
18	Publish a Parking Strategy that supports economic growth					18A. Economic Development Team involved as consultee on strategy development. 18B. Involved in engagement with businesses. 18C. To be brought to PRED summer 2022.	Summer 2022	3
19	Develop inward investment content to promote the borough					19A. Discover Brentwood video launched (Jan 2022) using Welcome Back Fund. 19B. Review inward investment strategy and resources to deliver (Jul 2022)	Ongoing	3

20	Adopt a Green Strategy				PRJ-060	20A. Economic Development Team involved as consultee on strategy development.	TBC	5
21	Secure investment to deliver the West Horndon transport hub and unlock wider economic growth					21A. Secure Essex CC signature to MoU (Jan 2022). 21B. Sign MoU, present to committee (Spring 2022).	Ongoing	2
22	Work with Essex County Council to deliver active travel routes and the School Streets Programme					22A. Plans have been developed by ECC and DfT, works will start in late 2022. 22B. Identify further projects with ECC (Spring 2022).	Late 2022	3
23	Support Essex County Council's levelling up strategy					23A. Identify consistencies between strategies and work with Essex CC on joint projects.	Ongoing	5
24	COVID support					24A. Develop and launch the Brentwood Business Growth Grant (approved Nov 2021, launch Jan 2022, distribute grants Feb/Mar 2022). 24B. Round 6 of ARG funding (Jan-Feb 2022). 24C. Omicron Hospitality and Leisure Grant (Jan-Mar 2022).	31/3/2022	3
25	Other work					TBC	Ongoing	5



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Committee(s): Policy, Resources and Economic Development Committee	Date: 2 February 2022
Subject: Response to the Transport East 30-Year Strategy	Wards Affected: All
Report of: Phil Drane, Corporate Director (Planning and Economy)	Public
Report Author/s: Name: Phil Drane, Corporate Director (Planning and Economy) Telephone: 01277 312500 E-mail: philip.drane@brentwood.gov.uk	For Decision

Summary

This report seeks approval on a formal response to the Transport East Draft Transport Strategy public consultation “A 30-year transport strategy for the East”. The strategy is informed by the East’s unique contribution to the UK and specific challenges throughout the region. It identifies a vision and four strategic priorities (decarbonisation to net-zero; connecting growing towns and cities; energising coastal and rural communities; and unlocking international gateways). It identifies six core corridors that play a vital role in the movement of people and goods in the East, two of which flow through the borough.

A proposed response to the consultation on behalf of the Council is set out in Appendix A. This is broadly supportive of the high level aims of the 30-year strategy but raises concern that some of the specific transport issues in the borough are not sufficiently referenced. A consultation brochure providing an overview of the strategy is set out in Appendix B.

Recommendation

Members are asked to:

R1. Approve the response to the Transport East 30-Year Strategy consultation, as set out in Appendix A.

Main Report

Introduction and Background

1. Transport East was launched in March 2018 as a new sub-national Transport Body to deliver a collective vision for the future of transport in Essex, Norfolk, Suffolk, Southend-on-Sea and Thurrock. As a partnership, Transport East

brings together the local transport and planning authorities, and business leaders with Network Rail and National Highways. This enables the region to speak with one voice on the transport investment needed to drive transformational growth and improve the quality of life for all that live and work in the region.

2. Transport East is one of seven sub-national Transport Bodies covering England. Since its launch, Transport East has set out the objective to develop a Transport Strategy and Delivery Plan for the region to ensure that transport fully supports its members shared ambitions for economic growth, quality of life and prosperity.
3. Transport East has published their draft Transport Strategy, which is subject to a public consultation titled: “A 30-year transport strategy for the East”. This 30-year strategy provides the following context before identifying the strategic response (see Appendix B consultation brochure for further detail):
 - a) **The East’s unique contribution to the UK:** The East helps drive the UK economy, home to 3.5 million people and 1.7 million jobs with a strong and diverse economy including manufacturing, agriculture, information and communications technology (ICT), clean energy production, financial services and tourism. Some of its towns and cities are among the fastest growing in the country with population forecasted to increase by up to half a million by 2041 (566,000 new homes and 295,000 new jobs predicted by 2050). The region is also essential for the UK’s global trade, with 13 ports and 3 international airports. Half of the UK’s freight containers are moved through the region and there are plans to grow these gateways. In the energy sector, some of the world’s largest wind farms are being built off the region’s coastline. Following planned investment in renewables and nuclear power generation, the region will also be the leading supplier of renewable energy to the UK, providing power to 58% of the UK’s homes.
 - b) **Challenges:** The region covers a large area, with no major hub city. This means transport networks are particularly important in supporting the regional economy, by getting people to work and goods to businesses. Many journeys are difficult to make other than by car. This results in high transport related emissions and poor air quality in local areas, affecting people’s health and contributing to climate change. The Government has clear commitments to cut transport related carbon emissions and the East will need to drive forward the reduction of carbon emissions to net zero. Poor connections are a particular challenge for many people living in rural and coastal areas, making it difficult to access jobs, education and essential services, with communities cut off further

by poor broadband provision. Not only is the movement of people complex, so is the movement of goods. Ports connect Britain to the rest of the world, but constraints in connections to these hubs slow deliveries, add cost and, ultimately, make it harder for businesses to trade internationally. Critical investment is needed in transport networks to meet current and future challenges and allow the region to fulfil its potential. These challenges can be summarised into the following four themes:

- i. Rising emissions;
- ii. Dispersed communities;
- iii. Growth and congestion; and
- iv. Accessing international gateways.

4. The 30-year strategy has been in development since 2020 through engagement with the public and partners to ensure it aligns with local ambitions and needs. An improved transport network can bring about much-needed change to the region, connecting people to opportunities for work, education and leisure, and supporting local economies. Key to this is a regional Transport Strategy to guide investment in the East over the next 30 years. Through this strategy, Transport East aims to overcome some of the transport challenges experienced, while also delivering a fit for purpose, high quality, inclusive and sustainable transport network that will be able to accommodate future growth.
5. The overarching vision for Transport East is to have “a thriving economy for the East, with fast, safe, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.” Although the vision is region-wide, Transport East recognises the need for a tailored approach for the unique characteristics of different areas and communities, such as:
 - a) Rural and coastal communities;
 - b) Large urban areas; and
 - c) Ports and airports.
6. The 30-year strategy sets out a series of pathways to follow to deliver the vision, focussed on the following four strategic priorities for transport. These pathways are made up of Goals with identified Actions that Transport East will take to deliver against these goals:
 - a) **Decarbonisation to net-zero:** Working to achieve net zero carbon emissions from transport by 2040, building on the East’s status as the UK’s premier renewable energy region (and underpinning the other three pathways in the strategy).

- b) **Connecting growing towns and cities:** Providing enhanced links between the fastest growing places and business clusters. Improving access for people to jobs, suppliers, services, and learning; enabling the area to function as a coherent economy and improving productivity.
 - c) **Energising coastal and rural communities:** A reinvented sustainable coast for the 21st century which powers the UK through energy generation. Supporting productive rural communities and attracting visitors all year round.
 - d) **Unlocking international gateways:** Better connected ports and airports to help UK businesses thrive, boosting the nation's economy through better access to international markets and facilitating foreign investment.
7. Transport East has identified six core corridors that play a vital role in the movement of people and goods in the East. These corridors are the road and rail links between the region's growing urban areas, ports and airports, and the rest of the UK. Further investment in the corridors is needed if the region is to reach its potential as a thriving, connected and multi-centred economy. As well as cross-region initiatives, Transport East will be looking to deliver the four strategic priorities along these core corridors as part of the framework for future transport investment in the East. The corridors are (see Appendix B consultation brochure for more details and a map of the corridors):
- a) Midlands – King's Lynn – Norwich – Great Yarmouth;
 - b) London – Chelmsford – Colchester – Ipswich – Norwich and Suffolk Coast (this corridor flows through the borough, identified as the Central Brentwood Growth Corridor in the Council's Local Development Plan);**
 - c) Norfolk and Suffolk to Cambridge – Midlands – South-West;
 - d) Stansted – Braintree – Colchester – Harwich and Clacton;
 - e) King's Lynn – Cambridge – Harlow – London; and
 - f) South Essex – London – Thurrock – Basildon – Southend (this corridor flows through the borough, identified as the Southern Brentwood Growth Corridor in the Council's Local Development Plan).**
8. The 30-year strategy is informed by a detailed programme of technical work, including an Integrated Sustainability Appraisal (ISA). The ISA is a process for assessing social, economic and environmental impacts of strategies and projects. It helps make sure sustainable development principles underpin the strategy to protect the environment, people's health and equality.

9. Transport East is also responsible for the region's transport investment priorities through an Investment and Delivery Programme (IDP). This will be an evolving programme of schemes and initiatives to deliver the strategy.

Issue, Options and Analysis of Options

10. Appendix A sets out a proposed response to the consultation. The strategic priorities and related goals of the 30-year strategy are laudable. It is proposed these should be supported as Transport East acts with the collective bargaining power of a regional authority.
11. Whilst it is understood why a strategy for the East should identify high-level priorities, it is important to identify specific issues in the borough and South Essex that are either omitted or need highlighting. This includes the need for reference to the Elizabeth Line in Brentwood and Shenfield (to realise economic growth opportunities and tackle potential changes in travel behaviour), and the Council's vision for sustainable transport-led growth in the South Brentwood Growth Corridor (through the delivery of improvements to create an interchange at West Horndon station). It also includes reference to issues relevant both locally and across the East, such as measures to improve air quality and behaviours for travelling to school.

Reasons for Recommendation

12. Transport East is setting a collective vision for the future of transport in Essex (and beyond), through a partnership that Brentwood Borough Council is part of. The proposed response set out in Appendix A on behalf of the Council expresses support for the 30-year strategy but challenges specific issues relevant to the borough that at present are not sufficiently covered. Ongoing partnership working with Transport East would enable these issues to be discussed and tackled.

Consultation

13. The draft strategy has been the subject of an eight-week public consultation, open from Thursday 2 December 2021 until Sunday 30 January 2022. This included virtual exhibitions and live webcast events.
14. The response drafted in Appendix A has been submitted to meet the deadline but is subject to approval and amendment by the committee.

References to Corporate Strategy

15. The Council's Corporate Strategy includes key priorities to grow the economy and develop communities, among other things. The quality and provision of

transport infrastructure is of critical importance to achieve the objectives identified under these corporate priorities.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) and S151 Officer

Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

16. There are no financial implications directly arising from this report. Investment in local transport infrastructure is being considered through the Local Development Plan and supporting Infrastructure Delivery Plan. This work is informed by joint working with Transport East and our highways authorities (Essex County Council and National Highways) and other transport providers. Local initiatives such as the creation of a Community Infrastructure Levy (CIL), in addition to use of development contributions such as S106 and S278 agreements, are being progressed in 2022 as part of the Council's corporate objectives.

Legal Implications

Name & Title: Amanda Julian, Corporate Director (Law & Governance) and Monitoring Officer

Tel & Email: 01277 312500/amanda.julian@brentwood.gov.uk

17. There are no legal implications directly arising from this report.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning & Economy)

Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk

18. The Transport East vision is of a thriving economy for the East, with fast, safe, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come. Transport and the economy are intrinsically linked. The draft Transport Strategy sets out how this vision for a thriving economy is going to be achieved over the next 30 years.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities Leisure and Health)

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

19. The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful;
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
20. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for b) or c) although it is relevant for a).
21. The proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

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

22. An Integrated Sustainability Appraisal (ISA) has been published to accompany the 30-year strategy. This is a process for assessing social, economic and environmental impacts of strategies and projects. It helps make sure sustainable development principles underpin the strategy to protect the environment, people's health and equality. The ISA includes:
- a) Strategic Environmental Assessment (SEA);
 - b) Health Impact Assessment (HIA);
 - c) Equality Impact Assessment (EqIA);
 - d) Community Safety Assessment (CSA);
 - e) Habitats Regulations Assessment (HRA); and
 - f) Natural Capital Assessment (NCA).
23. A key part of the ISA is an ISA Monitoring Plan, which will help measure progress against important objectives and targets to inform future reviews of the 30-year strategy and Investment and Delivery Programme, to identify any mitigation measures required. This will form part of our overall monitoring and evaluation plan.

Background Papers

- Transport East 30-Year Transport Strategy consultation portal, including document library (<https://www.transporeast.org.uk/public-consultation/>)

- Item 432, Policy, Resources and Economic Development Committee, Lower Thames Crossing Supplementary Consultation 2020 and South Brentwood Growth Corridor Sustainable Transport Vision, 18 March 2020 (<https://brentwood.moderngov.co.uk/ieListDocuments.aspx?CIId=392&MIId=2106&Ver=4>)

Appendices to this report

- Appendix A: Brentwood Borough Council response to the Transport East Draft Transport Strategy
- Appendix B: Transport East “A 30-year transport strategy for the East” Public Consultation Brochure



Brentwood Borough Council response to the Transport East Draft Transport Strategy “A 30-Year Transport Strategy for the East” (November 2021)

Do you have any comments about the strategic priorities and goals set out in the Transport Strategy?

1. Thank you for the opportunity to respond to the draft Transport Strategy. The strategic priorities and related goals and actions are laudable and supported. It is understood why a strategy for the East should identify high-level priorities, but when considering the transport issues faced by Brentwood Borough and our position in South Essex working in partnership through the Association of South Essex Local Authorities (ASELA), the following comments are offered.

Do you have any other comments about the Transport Strategy?

2. The strategy and related work of Transport East needs to recognise the requirement of district councils (local planning authorities) to meet development needs through efforts to grow sustainably. Under the identified challenge “growth and congestion”, alignment is needed to assist with “connecting growing towns and cities”, and there will be specific issues faced both locally and across the East that partnership working can help unlock. The strategic priorities, goals and actions need to inform detailed delivery of projects.
3. In Brentwood Borough the transport priorities linked to accommodating growth can be summarised as below. Request is made for specific reference to projects through the strategy or Investment and Delivery Programme because this will assist in the delivery of solutions (project buy-in, funding bids etc):
 - a. Despite having some of the best rail infrastructure in the East, Brentwood is not mentioned either with reference to relevant corridors or through the complete omission of the Elizabeth Line. We need to collectively support sustainable growth to maximise opportunities from the Elizabeth Line and tackle the potential negative impacts from changing travel behaviour (increased demand for example). Therefore, it is important that reference is made to it. In the South Brentwood Growth Corridor (Brentwood Borough part of the Transport East identified “South Essex” corridor), reference should be made to our current work delivering a sustainable transport interchange at West Horndon station (see paragraph 3b below).

- b. We support mention of the South Essex Bus Metro as a case study (strategy figure 4.3.8). We request further work with Transport East to help deliver this scheme with partners, such as Essex County Council, recognising the importance and opportunity to create a sustainable transport interchange at West Horndon station. The Council's vision is for the station to become a gateway for growth across the South Brentwood Growth Corridor, supporting new development and a new community at Dunton Hills Garden Village. Partnership working is already underway with c2c Rail and others, capitalising on the opportunity for station upgrades to deliver required improvements rather than the request for an entirely new station (as is often the case elsewhere with new development).
 - c. In terms of strategic highways relevant to Brentwood Borough, in the South Brentwood Growth Corridor reference should be made to our work securing investment for increased capacity and/or better traffic flow at M25 junction 29 (M25/A127). In the Central Brentwood Growth Corridor (Brentwood Borough part of the Transport East identified "London – Chelmsford – Colchester – Ipswich – Norwich and Suffolk Coast" corridor), reference should be made to securing investment for increased capacity and/or better traffic flow at M25 junction 28 (Brook Street Roundabout, M25/A12). So far, the identification of development to meet needs has resulted in a struggle with National Highways to think strategically about highway infrastructure and growth (in Brentwood and beyond).
 - d. Opportunities to reassess carriageway space on the A127 should be realised, away from the current priority for cars by creating a dedicated two-way segregated cycle superhighway, linking-up with efforts to establish cycle priorities in London (Transport for London). This could also coincide with the project to deliver the South Essex Bus Metro (see paragraph 3b above).
 - e. A strategic solution and mitigation funding is needed to help resolve congestion and prioritise sustainable modes of travel at Wilson's Corner. This is the local central crossroads through which all traffic flows in Brentwood, highlighting the issue of old infrastructure (at or beyond capacity) supporting new growth.
4. The following strategic issues are raised that relate both to Brentwood Borough and the wider region:
- a. There is a need for funding and projects to reduce the impact of school trips by investing in active travel measures, such as segregated cycle lanes and electric buses from 'park and choose' sites, etc.
 - b. Delivering 'park and choose' (park and ride or walk) infrastructure to take away non-essential trips from towns, through the identification of

best practice at different scales (informing different size settlements and/or levels of growth).

- c. Using the collective bargaining power of a regional authority to undertake a bus contract across the East to help solve some of the rural bus issues identified (“dispersed communities”).
- d. Supporting the downgrading of speeds in towns and villages to 20mph (improving safety and air quality etc).
- e. Think to the future on parking standards and car ownership types, i.e. introduce ultra-low emission zones or similar around major towns and cities (again utilising best practice at relevant scales) and introducing flexibility for future fuel types (EV charging infrastructure and other technologies).
- f. Keeping freight where it should be if using roads (on the strategic highway network until needing to access local roads) but utilising rail freight to a greater degree.
- g. Support the net zero agenda for maintaining but not growing the capacity of major roads, such as the M25, A12 and A127, by identifying travel and health improvements that outweigh pressure for more lanes.
- h. Make active travel measures much better, even to the disbenefit of car journeys, so that they become a viable alternative. This could be through measures that fully consider the practical delivery of improved walking and cycling infrastructure, particularly in connecting rural areas, like replacing lost farming subsidies with lease agreements for strips of land on the other side of hedgerows for example, creating LTN120 super rural cycle paths adjacent to rural A-roads and covered by suitable lighting and CCTV, etc.

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A 30-year transport strategy for the East

Public Consultation

TRANSPORTEAST

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Appendix B

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Foreword

The East is a fantastic region with talented people, innovative businesses and a wealth of natural assets. It is no wonder more people want to live, work and learn here. But it's fair to say our transport networks hold us back. Through Transport East, local authorities, enterprise partnerships, business groups and wider partners are working hard to change this.

Our vision is of a thriving economy for the East, with fast, safe, reliable and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come. Our draft Transport Strategy, which is outlined in this brochure, sets out exactly how we are going to do it over the next 30 years.

Transport shapes our day-to-day lives in ways we rarely consider - where we live and work, the shops and services we access, our health and wellbeing, our towns and cities, and how we spend our leisure time. And the personal travel choices we make affect our neighbours, places, country and world.

Transport in the East is the biggest contributor to our region's carbon emissions; 42% of carbon dioxide emissions, the driver of climate change, is generated by transport with the vast majority by road travel. Reducing emissions from our transport to net zero, in line with national

government commitments, is going to need action at all levels, which is why decarbonising travel is a core priority in this strategy.

The draft Transport Strategy has been developed through the COVID-19 pandemic, which has had a profound impact on our society, economy and travel. The long-term impacts of the COVID-19 pandemic on our transport networks are uncertain. Some of the changes that we have witnessed may prove to be temporary, while others may stick.

The changes seen through the pandemic are only one part of the picture. We're expecting high growth across the region with 566,000 new homes and 295,000 new jobs predicted by 2050 and we have pockets of high deprivation in places which need levelling up. The East is also crucial to the flow of goods between businesses across the UK and the rest of the world. Increased and better focussed transport investment is essential to addressing all these issues.

Our work to develop the region's first overarching Transport Strategy, through hundreds of conversations, has resulted in a set of priorities unique to the Transport East region. This public consultation sets out those priorities and is your opportunity to shape the future of transport. I strongly encourage you to take part.



Cllr Kevin Bentley
Chair of Transport East

Public consultation

Welcome to our consultation on the draft regional transport strategy for the East. This is your opportunity to tell us what you think about the strategy and help us improve it before it is finalised.

The consultation runs for eight weeks, starting on Thursday, 2 December 2021 and closing at 11.59pm on Sunday, 30 January 2022.

Please have your say by completing our **online consultation survey**, via www.transporteast.org.uk

To find out more about the draft transport strategy and ask questions, you can also attend our online consultation events.

Virtual exhibition

Our virtual exhibition is available online throughout the public consultation period and contains all of the information and materials you would expect to find at a traditional consultation event. The virtual exhibition is accessible at any time of the day, so you can visit at a time to best suit you. Clear instructions are available to help you navigate your way around the virtual room and view the information. If you need help accessing the virtual exhibition, please email us at: transporteastconsultation@jacobs.com

The virtual exhibition is available via our webpage at: www.transporteast.org.uk

Live webcast events

We are holding two online public consultation events where you can find out more about the draft transport strategy. The video call-style live webcasts on Microsoft Teams will include a short presentation and a question-and-answer session, where you will be able to submit written questions to the project team. Anyone can attend and you can join via the Microsoft Teams app, online or by phone, but attendees will not be able to use their microphones or web cameras.

Tuesday 14 December 2021 - 2pm - 3.30pm

Tuesday 11 January 2022 - 7pm - 8.30pm

Instructions about how to join the webcasts are available at: www.transporteast.org.uk



Photo: Visit East of England

Background - the East's unique contribution to the UK

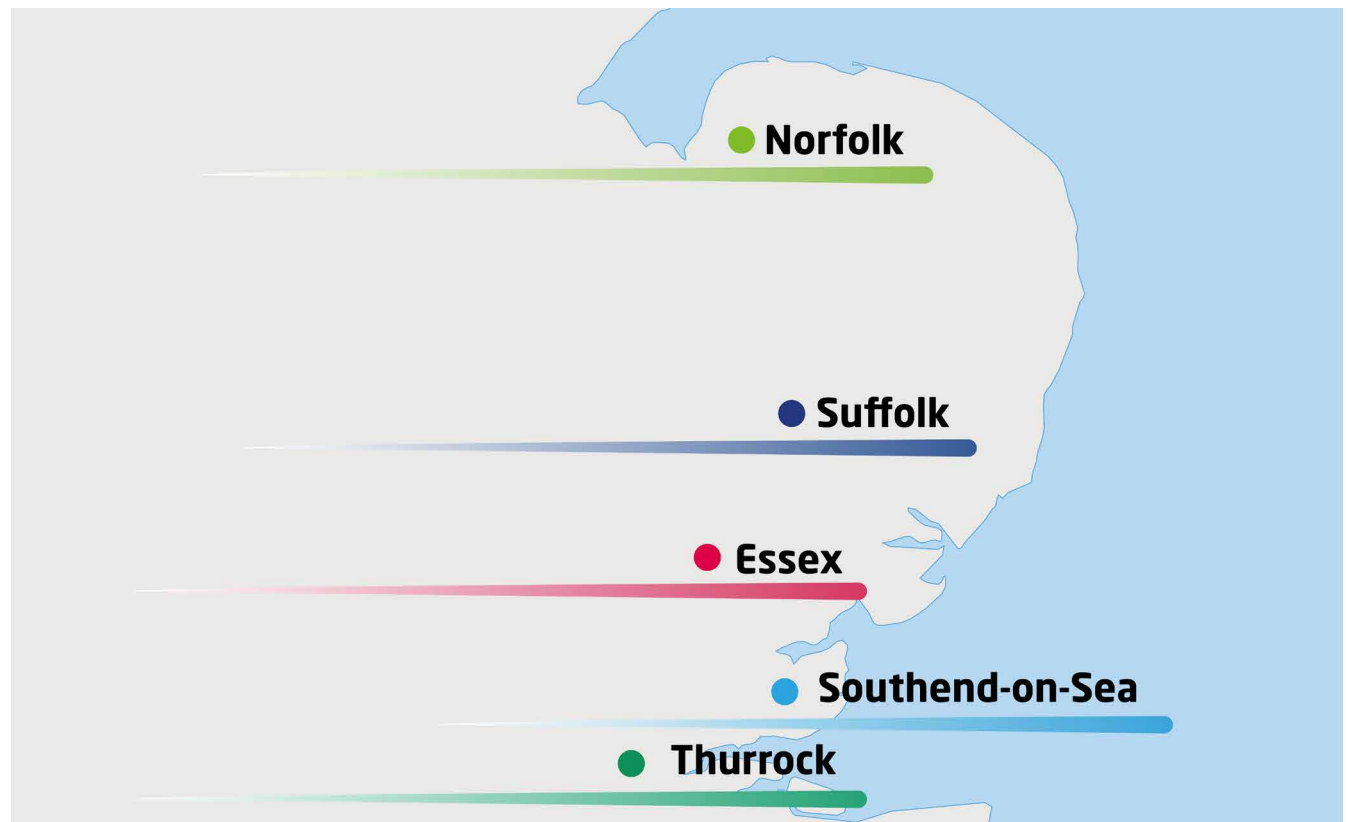
The East helps drive the UK economy. It is home to 3.5 million people and 1.7 million jobs. The region prides itself on providing a strong and diverse economy including manufacturing, agriculture, information and communications technology (ICT), clean energy production, financial services and tourism.

Some of our towns and cities are among the fastest growing in the country. The region's population is forecast to increase by up to half a million by 2041, with 566,000 new homes and 295,000 new jobs predicted by 2050.

The region is also essential for the UK's global trade, with 13 ports and 3 international airports. Half of the UK's freight containers are moved through the region and there are plans to grow these gateways. For example, the Government has designated two Freeports in the region, Thames Freeport at London Gateway and the Port of Tilbury, and Freeport East at the ports of Felixstowe and Harwich.

In the energy sector, some of the world's largest wind farms are being built off the region's coastline. Following planned investment in renewables and nuclear power generation, the region will also be the leading supplier of renewable energy to the UK, providing power to 58% of the UK's homes.

The East is crucial to delivering Government ambitions to level up the country, achieve net zero and drive global Britain forward.



Transport East region

1.67M **140,000**
jobs from enterprises

Key Sectors

-  **Manufacturing**
-  **Distribution**
-  **ICT**
-  **Agri-tech**
-  **Biosciences**
-  **Green energy production**
-  **Financial Industries**
-  **Visitor economy**

£73.5bn

GVA to UK economy

3.5M residents
500 MILES of coastline

1,000 wind turbines generating
£2bn Bioenergy industry
60% of UK's offshore wind energy

19% of the UK's freight tonnage in **2017** including over
50% of UK container traffic

3 airports
5 major ports
6 regional ports
2 freeports

19,000 people **directly employed** in the East's energy sector

£10bn tourism industry with **240,000** jobs

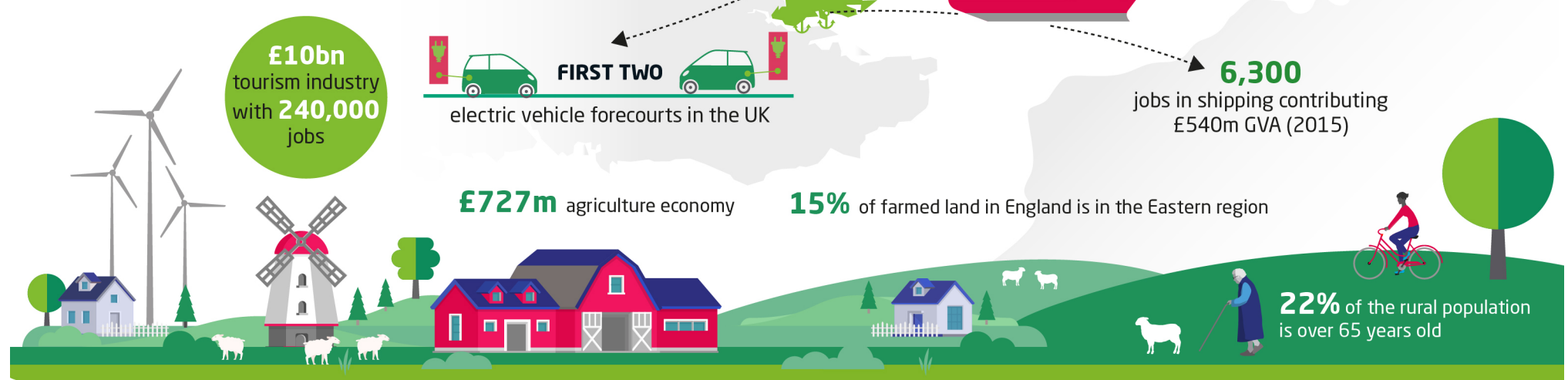
FIRST TWO electric vehicle forecourts in the UK

6,300 jobs in shipping contributing **£540m** GVA (2015)

£727m agriculture economy **15%** of farmed land in England is in the Eastern region

22% of the rural population is over 65 years old

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Challenges

The region covers a large area, with no major hub city. This means our transport networks are particularly important in supporting the regional economy, by getting people to work and goods to businesses.

Many journeys are difficult to make other than by car. This results in high transport related emissions and poor air quality in our local areas, affecting people's health and contributing to climate change. The Government has clear commitments to cut transport related carbon emissions and the East will need to drive forward the reduction of carbon emissions to net zero.

Poor connections are a particular challenge for many people living in our rural and coastal areas, making it difficult to access jobs, education and essential services, with communities cut off further by poor broadband provision.

Not only is the movement of people complex, so is the movement of goods. Our ports connect Britain to the rest of the world, but constraints in connections to these hubs slow deliveries, add cost and, ultimately, make it harder for businesses to trade internationally.

Critical investment is needed in our transport networks to meet current and future challenges and allow the region to fulfil its potential.

Rising emissions



Carbon emissions in the region are going up - by around 200 kilo-tonnes per year before the pandemic.

Transport is responsible for 42% of all emissions in the region (well above the national average), with 96% of those emissions generated on our roads. Emissions also create poor air quality, affecting our health.

Dispersed communities



The East has many different communities. Over 38% of the population within the region live in rural areas and 21% live on the coast. Car dependency is particularly high in these areas. The proportion of the rural population who can access employment and services by walking, cycling or public transport is also lower than the rural average for England.

Growth and congestion



We have 75 towns and cities spread across the region. The connections between and within growing places drive our economy.

Many of these towns and cities suffer from severe traffic congestion, contributing to road danger, poor air quality and adding costs to businesses. Our rail networks are focused towards London, making it difficult to get between places by train.

Accessing international gateways



Many challenges affecting our growing towns and cities also restrict the movement of goods and people to our ports and airports.

Many of the major roads serving these gateways suffer regular delays. Rail freight services travelling to and from major ports, such as Felixstowe, Harwich, Tilbury and London Gateway, also suffer from constrained capacity.

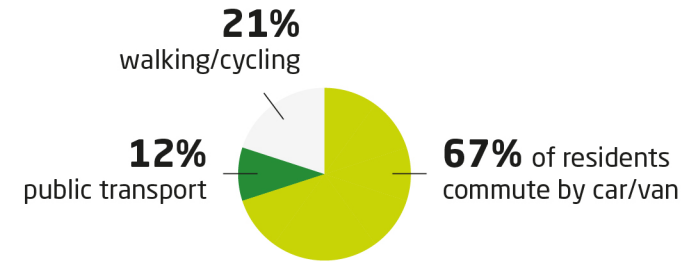
Up to **75%** of container freight is moved by road



Nearly **3 days delay** per year for the average commuter using our main roads



Bus use in the region is **half of the national average**



46 Air Quality Management Areas (AQMAs) directly attributed to transport



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1 in 2 graduates leave the area one of the lowest retention rates in England



Only **1 in 3 people with NVQ4+** **25% lower** than England average



Poor housing affordability



Average salary

England East

Average house price

UK average



nearly **10% lower**



levels of rural ultrafast broadband

Only **38%** of the region's jobs can be done from home

Service frequency **30 mins** or worse at over half our rail stations



Only **0.5%** of vehicles are hybrid or electric; **half the UK average**



More than half a million residents can not access a town centre in **30mins** by sustainable modes

In half our coastal districts **1/3 of people** are doing less than **30 mins** physical activity a week.



Physical inactivity costs the UK **£7.4bn** a year, including nearly **£1bn** to the NHS

GVA/hour rate

£26.15 **£32.70 average**

Rural and coastal productivity levels held back **Compared to rest of England (excluding London)**

Transport Strategy

An improved transport network can bring about much-needed change to the region, connecting people to opportunities for work, education and leisure, and supporting local economies. Key to this is a regional Transport Strategy to guide investment in the East over the next 30 years.

Through this strategy, we aim to overcome some of the transport challenges experienced, while also delivering a fit for purpose, high quality, inclusive and sustainable transport network that will be able to accommodate future growth.

We began developing this in 2020 and we have been talking to the public and our partners to make sure it aligns with local ambitions and needs. We have also undertaken a detailed programme of technical work, including an Integrated Sustainability Appraisal (ISA), to inform the strategy. How we will deliver the Transport Strategy is set out in our draft Investment and Delivery Programme. This document brings together different initiatives already being considered, developed and implemented by some of our key delivery partners.

The strategy covers a wide area and reflects the diverse nature of the East and everyone who lives here. From our sparsely populated coastal and rural areas of outstanding natural beauty, to

bustling urban centres, market towns, commercial hubs around major ports and airports. Our strategy needs to reflect these unique places and support those living and working in these areas.

The draft strategy sets our priorities for a better transport network for everybody in the region up to 2050. This public consultation is your opportunity to help us refine the strategy and shape the future of transport in the East.

To explore our draft Transport Strategy, Investment and Delivery Programme, and Integrated Sustainability Appraisal (ISA) in full, please visit www.transporteast.org.uk



Our vision

“ A thriving economy for the East, with fast, safe, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come ”

Our vision has been developed together with councils, business leaders and other partners.

If we are able to deliver our transport strategy successfully by 2050, our region will have:

- Better public transport connections accessible to everyone

- Places that make it easy and attractive for people to move around sustainably
- More reliable business and freight journeys, due to less congestion and fewer incidents
- A healthier, more active population - by making it easier to walk and cycle more often

- Cleaner, greener transport, helping to protect our local environment and the world for future generations
- People needing to make fewer journeys, partly due to better online connections bringing services into our homes

Although the vision is region-wide, we recognise the need for a tailored approach for the unique characteristics of our different areas and communities.

In rural and coastal communities

- Comprehensive electric vehicle charging network
- Flexible, innovative public transport network
- Efficient, safe and well-maintained local road network
- High-quality walking and cycling routes to local centres and public transport hubs
- Ultra-fast broadband connections for all

Large urban areas

- Fast, efficient and interconnected public transport networks
- Comprehensive, safe and attractive walking and cycling networks
- More reliable and faster road and rail links between major towns and cities
- Enhanced public realm in town/city centres with limited access for private vehicles
- Sustainable development concentrated around existing public transport hubs

Ports and airports

- High speed strategic road and rail links for freight journeys between gateways and major distribution centres
- More reliable strategic road and rail links for passenger and employee journeys between gateways and important destinations
- Efficient local transport networks connecting to urban areas and tourist attractions
- Infrastructure to enable the movement of freight via decarbonised modes of transport

Strategic priorities

Our draft Transport Strategy sets out a series of Pathways to follow to deliver the vision, focused on four strategic priorities for transport. These pathways are made up of Goals and we have identified the Actions Transport East will take to deliver against these goals. As we are a strategic regional transport planning body, these actions are appropriate to our role and status.

Our approach is aligned with Government priorities to promote global Britain, deliver net zero and level up our country after the COVID-19 pandemic. It will boost the economy by increasing productivity and support the delivery of new homes and jobs. And it will do so in a way that preserves our unique built and natural assets for future generations.



Decarbonisation to net-zero

Working to achieve net zero carbon emissions from transport by 2040, building on our status as the UK's premier renewable energy region. Our decarbonisation pathway underpins the other three pathways in the Strategy.



Photo: Peter Kindersley, Centre for Ageing Better

Connecting growing towns and cities

Providing enhanced links between our fastest growing places and business clusters. Improving access for people to jobs, suppliers, services, and learning; enabling the area to function as a coherent economy and improving productivity.

Our strategic priorities can be explored further in our full draft Transport Strategy document, available online at: www.transportheast.org.uk



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Photo: Absolute Solar

Energising coastal and rural communities

A reinvented sustainable coast for the 21st century which powers the UK through energy generation. Supporting our productive rural communities and attracting visitors all year round.

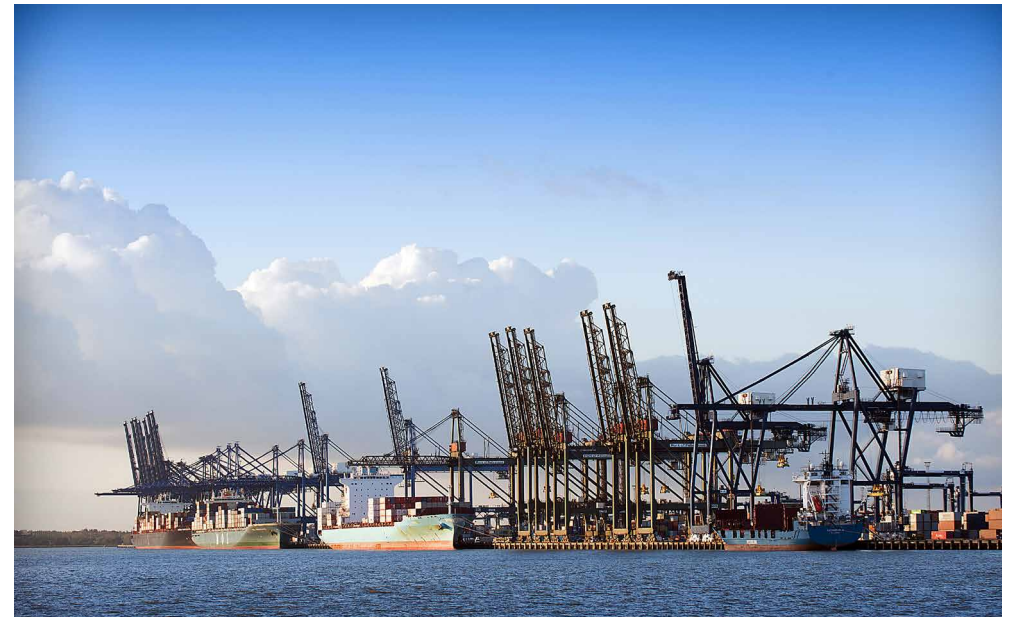


Photo: Port of Felixstowe

Unlocking international gateways

Better connected ports and airports to help UK businesses thrive, boosting the nation's economy through better access to international markets and facilitating foreign investment.

Decarbonisation to net zero

Working to achieve net zero carbon emissions from transport by 2040, building on our status as the UK's premier renewable energy region.

By decarbonising transport, we can make life better for everyone in the region.

Transport is responsible for 42% of all carbon emissions in the Transport East region - more than any other source and well above the national average. We have set an ambitious target of reaching net zero transport by 2040, which is ahead of Government targets.

We need to act quickly. If we fail to do so the effects of climate change will be felt by all. Extreme weather conditions will soon become the norm and sea levels will continue to rise. This disruption is likely to become more significant, especially for our low-lying and coastal areas that are prone to flooding.

Councils, transport operators and the wider industry are already taking steps to reduce emissions. However, our evidence shows more needs to be done to decarbonise our transport network.

Tackling carbon emissions will also improve our air quality. The region has 46 Air Quality Management Areas along major roads and close to residential areas. Poor quality air is linked to health conditions, including asthma, stroke and heart disease.

The pathway to decarbonisation

Goal 1

Zero carbon growth

Support authorities and developers to plan new development that reduces the need for people to make carbon-intensive transport trips.

Goal 2

Reduce demand for carbon intensive trips

Make it easier for people to access services locally or online.

Goal 3

Shift modes

Support people to switch their journeys from private car to walking, cycling and passenger transport.

Goal 4

Switch fuels

Support residents and businesses to switch all private, passenger transport, fleet and freight vehicles to net zero carbon fuels as quickly as possible.



Actions

Getting to net zero transport by 2040 is a huge challenge and will take commitment and action from everyone and at every level in the region. Our decarbonisation pathway sets out how we will support the region to achieve this.

To help our partners deliver zero carbon transport developments, we will:

- Create a ‘future network plan’ and lead ‘strategic corridor connectivity studies’ to support local authorities with new evidence to:
 - Deliver new housing which is closer to local jobs and in areas with accessible sustainable transport
 - Review planning applications to make sure transport proposals maximise opportunities which support the use of alternatives to traditional motor vehicles
- Identify opportunities to consolidate freight transport at a strategic scale in the East.
- Provide evidence and support local authorities and the Government to strengthen carbon reduction requirements.

To reduce the demand for travel, we will:

- Work in partnership with Government, National Highways and Network Rail to improve digital connectivity along main roads and railways.
- Partner with the private sector to encourage digital innovation to make best

use of transport networks and discourage unnecessary travel at peak times.

- Coordinate with partners to make sure our Transport Strategy and Investment Delivery Programme fully aligns with and supports:
 - the Government and telecommunications providers’ aspirations to roll-out ultra-fast broadband and 5G mobile
 - the work of local authorities, developers and telecommunications providers to embed improved digital connections in new developments across the region

To encourage people to shift modes, we will:

- Lead our sustainable transport groups and implement the recommendations of our bus and active travel strategies to make sustainable transport an easier and more attractive option.
- Work with local authorities, the Government and businesses to deliver effective regional level public travel behaviour change campaigns, including Commute Zero.
- Create a new regional level analytical and modelling function to enhance the region’s understanding of the barriers our communities face in shifting modes, where there is greatest potential for shift, and test potential new solutions.
- Lead the region’s input into the future national

approach to paying for transport so it delivers the best outcomes for the East. Build an evidence base and co-ordinate a regional level approach to traffic demand management measures to reduce private car use.

To support the region to switch fuels, we will:

- Lead an electric vehicle infrastructure task force across the region to accelerate the roll-out of charging infrastructure.
- Partner with National Grid and UK Power Networks to make sure the roll-out of charging infrastructure in the East aligns with plans for upgrading electricity supply networks.
- Coordinate partner organisations, including Net Zero East, Hydrogen East, National Highways, Network Rail and local authorities, to elevate and promote the need for investment in the East to decarbonise vehicle fleets and networks, including operational fleets, buses, taxis, private hire, trains and freight.
- Working with National Highways, accelerate the roll-out of ultra-rapid EV charging points on key routes across the region.
- Work with the Government and partners to identify what stops people and businesses from switching fuels and make the case for solutions that will work best in the East, including financial incentives.

Connecting growing towns and cities

Enhanced links between and within our fastest growing places and business clusters. Improving access for people to jobs, supplies, services, and learning; enabling the area to function as a coherent economy and improving productivity.

Strategic transport networks in the East are slow, congested and overcrowded. Places like Southend, Ipswich, Norwich, Chelmsford, Colchester and Grays are among the most congested areas in the country outside London.

Congestion slows down essential journeys and contributes to road danger and poor air quality. It also puts people off spending time and money in our towns and city centres, which can be difficult for people to get to and move around.

The Strategic Road Network of motorways and main A-roads in the East of England has an average delay of 9 minutes per journey.

Journey times by rail are also slow. For example, travelling from Norwich to London by train takes nearly 2 hours, compared with 80 minutes to travel from London to Birmingham, which is a longer distance.

With 319,000 new homes and 167,000 new jobs planned over the next 15 years, this will only become worse unless action is taken to tackle it.

The pathway to better connected towns and cities

Goal 5

Enhanced sustainable transport

Improved access and connectivity for walking, cycling and passenger transport to enable sustainable travel for education, training, employment, leisure and access to services.

Goal 6

Faster and more reliable transport connections

Deliver improved transport connections between our growing towns, cities and corridors, and the rest of the UK to support business growth, skills development and employment.

Goal 7

Fully integrated transport

Fully integrate transport networks, services and operations through a customer-focused approach, enabling seamless and safe end-to-end journeys by sustainable modes of transport.



Actions

We need faster public transport journeys between and within our towns, cities and neighbouring destinations for people to use alternatives to the private car. Our pathway for connecting our grown towns and cities outlines how we intend to improve connectivity within the region.

To provide better connections within towns and cities, we will:

- Increase the capacity and capability of local authorities in urban areas to deliver the required changes through:
 - Providing regional data and evidence to strengthen a co-ordinated multi-modal transport plans
 - Developing a toolkit to help planners in the East design urban roads and streets prioritising sustainable modes, reflecting our region's unique features
- Promote the need for increased and consistent funding for the development, construction, and maintenance of the active travel network in the East.
- Lead our sustainable transport groups and implement recommendations of our bus and active travel strategies that benefit the region and makes transport sustainable transport easier to use and more attractive to people.

To better connect our growing towns and cities with each other and the rest of the UK, we will:

- Lead regional network analysis and corridor studies to support the need for investment on our key routes.
- Lead strategic thinking on the enhanced role of rail in the East to 2050.
- Improve the business cases for investment in our rail priorities in the East.
- Promote new thinking on the future use of roads in the region in collaboration with our key partners.
- Enhance the case for investment in and maintenance of our high priority roads.

To create an integrated and customer-focussed transport network in towns and cities, we will:

- Work with local authorities to make sure their transport plans are developed with users at the centre.
- Coordinate with partners, including the police, for more investment to reduce road danger across the region.

Energising coastal and rural communities

A reinvented sustainable coast for the 21st century which powers the UK through energy generation. Supporting our productive rural communities and attracting visitors all year round.

We want everyone in rural and coastal areas to be able to do more, more easily.

Across the Transport East region, 21% of people live on the coast and 33% live in rural areas, both much higher than the national average. These areas are home to nationally significant agricultural, tourism and energy sectors.

Two thirds of our rural residents live in a 'transport desert' where there is no realistic alternative to the private car. Digital and public transport connections are limited because it is difficult to provide services to spread out populations.

Our 500 miles of coastline hosts much of the UK's offshore renewable energy sector and attracts millions of visitors each year. Coastal areas by their nature and history are often poorly connected by land. Improvements are needed to help attract and keep businesses and employees and encourage tourism.

With the right investment, transport can play a key role to level up our rural and coastal areas.

The pathway to energised coastal and rural communities

Goal 8

Increase access to education, training, service and employment for rural communities

- Support residents and businesses travelling in rural areas to switch modes or fuels.
- Support communities to make more local trips by encouraging goods and services to be provided locally.
- Support partners to provide alternative options to travel through better access to ultrafast broadband and digital communications.

Goal 9

Improve connectivity along our coastline

Connect our coastal communities to the rest of the region and the UK to support levelling-up and boost our coastal industries, such as energy, shipping and tourism.



Actions

We want people living and working in rural and coastal communities across the region to be able to access their different destinations by sustainable means. Our pathway for energising our rural and coastal communities looks at eliminating these 'transport deserts' and working with partners to make sure we all have access to ultra-fast broadband and 5G mobile coverage.

To increase access for rural and coastal communities to education, training, essential services and employment, we will:

- Develop a centre of excellence for improved rural mobility in the East and tackle regional and national blockers to better rural transport services.
- Lead an action plan to progress regional-level projects to deliver better rural bus services e.g. integrated ticketing or cross-border travel.
- Showcase the region's best practice and develop a supporting business case which will help us to secure funding and deliver these initiatives across the region.
- Working with local authorities, set out plans for investment in active travel to encourage more active lifestyles, supporting our public health aspirations and tourism industry.

To improve connections to our coastal communities, we will:

- Promote the transport needs of our coastal towns to improve connections from our coast with the rest of the region and the UK.
- Work with the Government and Network Rail to prioritise investment in rail to better connect our coastal communities.
- Co-ordinate our key partners and local authorities to establish an investment programme to tackle severance and level-up communities along our 500-mile coastline, identifying the best value projects potentially including water-based transport for coastal communities.

Unlocking international gateways – Ports

Better connected ports and airports to help UK businesses thrive, boosting the nation's economy through better access to international markets and facilitating foreign direct investment.

The Transport East region has more international gateways than any other region in the UK.

Our 13 ports are of international significance and collectively carry half of the UK's freight containers. They also move agricultural products and support the North Sea energy industry, helping get food, goods and energy to our homes.

We have two Freeports in the region; Thames Freeport, covering the Port of Tilbury and London Gateway, and Freeport East, covering the ports of Felixstowe and Harwich. These are Government designated zones with tax and other business benefits to help drive economic growth and innovation in the region. As these develop, they will also require further investment in transport.

The reliability of journey times to key destinations is vital to ports and their customers. Freight to and from ports is particularly vulnerable to major delays and any road or rail closures, ultimately costing customers more.

The pathway to unlocking our international ports

Goal 10

Better access

Improve road and rail capacity, journey times and reliability for freight and passengers accessing our ports.

Goal 11

Alternative fuels

Support our ports and freight sector to increase their use of alternative fuels.

Goal 12

Shift modes

Modal shift of freight from road to rail or short sea shipping and increase the use of sustainable transport by port employees and passengers.



Actions

If global Britain is to thrive, we must enable our gateways to reach their potential as catalysts for international trade and foreign investment. Our pathway for unlocking our international ports focuses on improving capacity and journey times, as well as making journeys more reliable for both freight and passengers.

To improve capacity, journey times and reliability for freight and passenger services, we will:

- Demonstrate why investment is needed for road improvement projects on priority freight routes in National Highways' Roads Investment Strategy.
- Through a regional Future of Freight plan, identify sustainable solutions for goods movement.
- Produce key corridor studies to support the development of freight parks to better manage the flow of HGVs and reduce congestion on roads.

To increase the use and uptake of alternative fuels for port freight, we will:

- Lead strategic thinking and develop evidence to accelerate hydrogen and EV infrastructure across the East
- Engage regionally and nationally with logistics businesses and HGV operators to promote the transition to low carbon freight.
- Collaborate with local authorities, the freight industry, and the Government to accelerate the transition to new zero emission vehicles, including financial support for operators.

To support modal shift of port freight and passenger/staff access, we will:

- Secure improvements to the rail network serving major ports, working in partnership with the Government, Network Rail and other sub-national transport bodies through our Rail Task Group.
- Work with major ports with existing rail connections to establish rail freight hubs to help improve sustainable connections for local businesses and smaller ports to support mode shift.
- Work with ports and logistics businesses both within the region and around the UK (particularly along the north-east coast) to explore expanding short-sea and coastal shipping.
- Promote the improvement of passenger rail services to ports with significant ferry/cruise services, and support initiatives to better integrate rail-sea travel.
- Work with local authorities and port operators to improve sustainable connections to ports for staff alongside initiatives to encourage take-up.

Unlocking international gateways – Airports

Better connected ports and airports to help UK businesses thrive, boosting the nation's economy through better access to international markets and facilitating foreign direct investment.

Airports have similar challenges to ports in terms of sustainable connections to and from both terminals and surrounding businesses.

The East is home to three international airports. Stansted Airport alone carries 10% of the nation's air passengers and is the third largest airport in the country for air freight.

Southend and Norwich airports also provide important connections for regional markets, supporting business and leisure travel.

Located away from town centres, the airports need dedicated connections from many directions to maximise the opportunities for sustainable travel.

Additionally, aviation is a very challenging area to decarbonise with the effort needing to come from airlines, airport operators, national and international governments.

The pathway to unlocking our international airports

Goal 13

Enhanced connectivity to airports

Improve connectivity to airports for passengers and employees through better connected and more sustainable transport options.

Goal 14

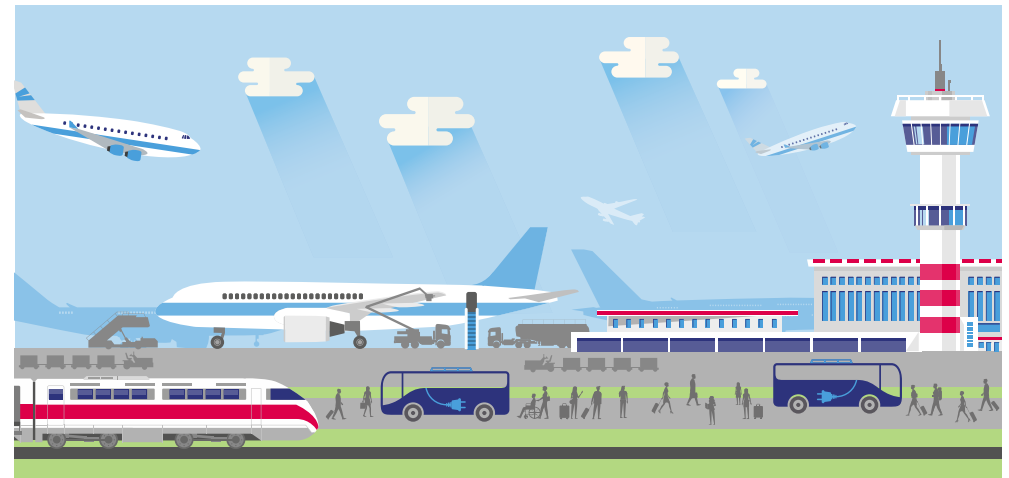
Net zero aviation emissions

Support the Government and aviation industry to deliver net zero emissions by 2050.

Goal 15

Shift modes

Support passengers and employees to access our airports by sustainable transport, such as by bus or train.



Actions

Airports are crucial in unlocking our economic potential and this pathway looks at how we aim to improve passenger and employee connectivity, support the decarbonisation of airport activity and encourage users to make the most of more sustainable modes.

To improve the capacity and reliability for freight and passenger services to airports, we will:

- Work with key stakeholders to improve rail connections to all our airports including upgrades to some of our key rail lines.
- Work with airport operators and local authorities to improve bus and coach networks to support staff and passenger trips to and from airports.
- Work with the Government, the airport operator and local partners to explore ways of improving rail freight capacity at Stansted Airport.

To increase the use and uptake of alternative fuels for airports, we will:

- Work with airport operators and local authorities to support measures at airports to encourage the use of electric vehicles.
- Work with bus and coach operators and logistics businesses to promote the use of alternative fuels for vehicles serving airports.
- Support the Government's Jet Zero approach to eliminate carbon emissions from aviation, and promote research and development of alternative fuels in the region, including for aircraft and ground transport operations.

To support modal shift of passengers and employees to airports and surrounding businesses, we will:

- Promote the improvement of public transport services and infrastructure to and from our airports to provide more travel options for passengers.
- Work with local authorities and airport operators to provide better active travel and bus routes connecting airports and their business clusters with nearby residential areas.

Core corridors

We have identified six core corridors which play a vital role in the movement of people and goods in the East. These corridors are the road and rail links between the region's growing urban areas, ports and airports, and the rest of the UK.

Further investment in the corridors is needed if the region is to reach its potential as a thriving, connected and multi-centred economy. As well as cross-region initiatives, we will be looking to deliver the four strategic priorities along these core corridors as part of our framework for future transport investment in the East.

Midlands - King's Lynn - Norwich - Great Yarmouth

This corridor connects the Midlands to internationally significant offshore wind energy clusters at Great Yarmouth and Lowestoft, as well as connecting growth centres at Norwich and King's Lynn.

London - Chelmsford - Colchester - Ipswich - Norwich and Suffolk Coast

This corridor running north-south through the 'Heart of East Anglia' provides connections to important and fast-growing towns and cities and serves some of our major gateway ports.

Norfolk and Suffolk to Cambridge - Midlands - South-West

This 'forked' corridor includes gateways at Felixstowe and Ipswich ports, Norwich Airport and growing towns and cities at Norwich, Thetford, Bury St Edmunds and Ipswich.

Stansted - Braintree - Colchester - Harwich and Clacton

This corridor provides vital resilience for freight to our East Coast ports, while also supporting growth.

King's Lynn - Cambridge - Harlow - London

The UK Innovation Corridor focuses on next-generation science and technology powered by London and Cambridge. The corridor includes gateways at Stansted Airport and King's Lynn port and multi-centred growth at King's Lynn and Harlow.

South Essex - London - Thurrock - Basildon - Southend

Our South Essex corridor is a major location for economic growth and comprises growing urban areas across Thurrock, Southend and South Essex, including Basildon, connecting to neighbouring London and Kent.

Midlands - King's Lynn - Norwich - Great Yarmouth

London - Chelmsford - Colchester - Ipswich - Norwich and Suffolk Coast

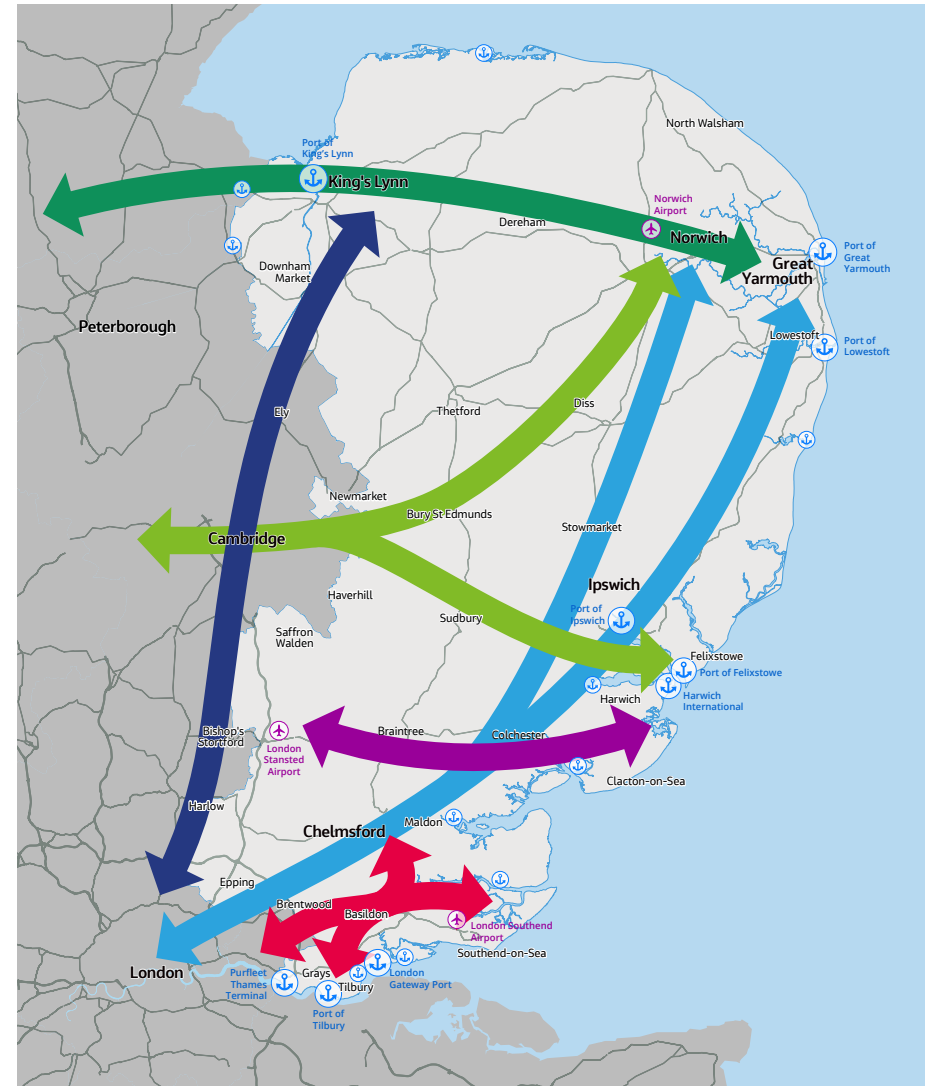
Folk and Suffolk to Cambridge - Midlands - South-West

Stansted - Braintree - Colchester - Harwich and Clacton

King's Lynn - Cambridge - Harlow - London

South Essex - London - Thurrock - Basildon - Southend

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Investment and Delivery Programme

We are also responsible for identifying the region's transport investment priorities through an Investment and Delivery Programme (IDP). This will be an evolving programme of schemes and initiatives to deliver the strategy. It sets out our investment priorities to Government.

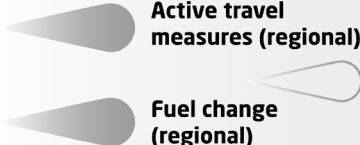


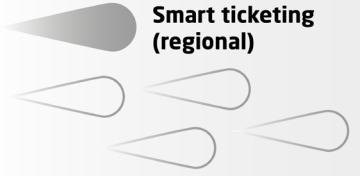
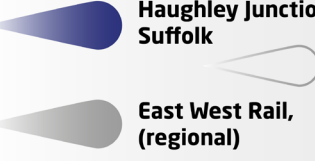





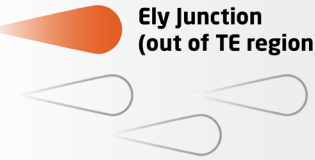

To establish our initial pipeline of projects, a long list of potential schemes was collated through research and engagement. These were categorised by how developed they were into: Idea, Development and Delivery pools. We have then assessed these against our strategic priorities with a consistent approach to identify our regional priorities.

Our Investment and Delivery Programme also outlines how we will assess our performance. A full monitoring and evaluation plan will be developed once we have reviewed the Transport Strategy and IDP schemes following feedback from this consultation.

The full IDP includes the full list of priorities and a map showing where in the region they are located. It is available on our website at

www.transporteast.org.uk

The following table shows example projects within the current Investment and Delivery Programme (IDP). The complete list is available in the full IDP.

	Ideas	Development	Delivery
Decarbonisation to net zero	 <p>Active travel measures (regional)</p> <p>Fuel change (regional)</p>		
Connecting growing towns and cities	 <p>Smart ticketing (regional)</p>	 <p>Haughley Junction, Suffolk</p> <p>East West Rail, (regional)</p>	 <p>Stanford-Le-Hope Station redevelopment, Thurrock</p>
Energising coastal and rural communities	 <p>Southend Rapid Transit</p>	 <p>A47 Acle Straight upgrade, Norfolk</p>	
Unlocking international gateways	 <p>Ports Access Package (regional)</p>	 <p>Ely Junction (out of TE region)</p>	 <p>A120 upgrade, Essex</p>
	<p>Ideas pool - Concepts and initial studies for projects that could deliver our strategic priorities. They will not have been assessed in detail at this stage.</p>	<p>Development pool - Projects that are in development and where a feasibility study has been carried out or a Strategic Outline Business Case has been started.</p>	<p>Delivery pool - Projects where a preferred option has been identified and a business case completed for delivery funding.</p>

Working with partners

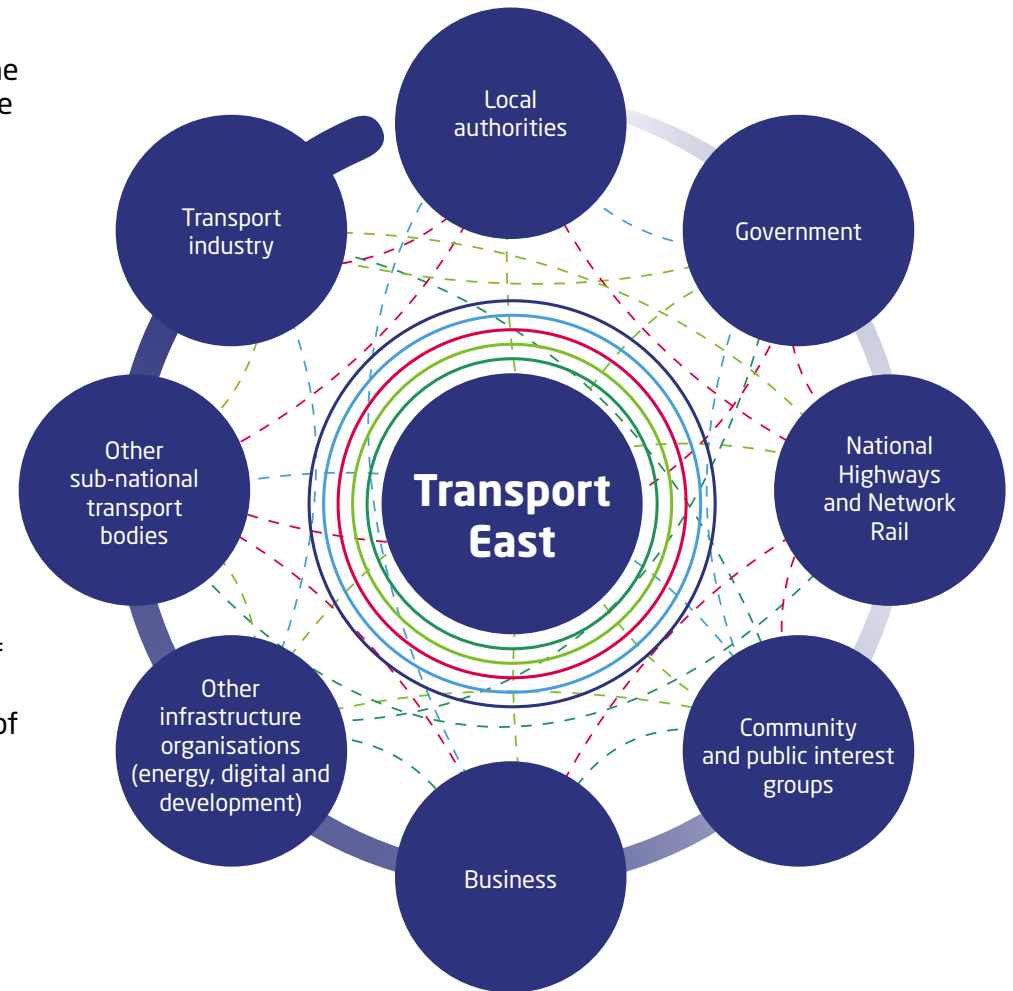
Our role at Transport East extends beyond the development and adoption of the Transport Strategy. We will continue to bring together partners across the region to realise our collective vision for the future of transport in the East.

Although we will not be directly responsible for delivering individual transport projects, we will support local authorities, Government, national agencies and private sector partners to prioritise projects, build the case for more investment and speed up the processes involved to get projects delivered on the ground.

This includes:

- Identifying the best projects for the four strategic priorities and six core corridors
- Creating and managing an investment pipeline, supporting the progression of new ideas and development of schemes
- Adopting a Strategic Assessment Framework to help our partners align their projects with the Transport Strategy
- Supporting our partners to accelerate business cases to help projects secure funding and be delivered quicker
- Working with Government to continually improve the delivery of projects, including greater funding certainty, increased transparency of decision-making, reduction of risk and improved partnership working with other delivery bodies

Supporting our partners to improve the capacity, capability, evidence and expertise available to deliver the strategy, projects and programmes.



Integrated Sustainability Appraisal

An Integrated Sustainability Appraisal (ISA) has been carried out to inform and improve the Transport Strategy.

ISA is a process for assessing social, economic and environmental impacts of strategies and projects. It helps make sure sustainable development principles underpin the strategy to protect the environment, people's health and equality.

The ISA includes:

- Strategic Environmental Assessment (SEA)
- Health Impact Assessment (HIA)
- Equality Impact Assessment (EqIA)
- Community Safety Assessment (CSA)
- Habitats Regulations Assessment (HRA)
- Natural Capital Assessment (NCA)

A key part of the ISA is an ISA Monitoring Plan, which will help measure progress against important objectives and targets to inform future reviews of the strategy and IDP and identify any mitigation measures required. This will form part of our overall monitoring and evaluation plan.

The full ISA is available on our website at

www.transporteast.org.uk

Five stages in the ISA process

Scoping the ISA assessment

Assessment of the developing Transport Strategy

Reporting: Draft Transport Strategy and ISA report

Public consultation

Finalise Transport Strategy and ISA statement, and implement ISA monitoring plan

We are here

Following this consultation, the Transport Strategy and Investment and Delivery Programme will be further developed and finalised. A statement on how the ISA findings and consultation comments have been considered will be published with the final strategy.

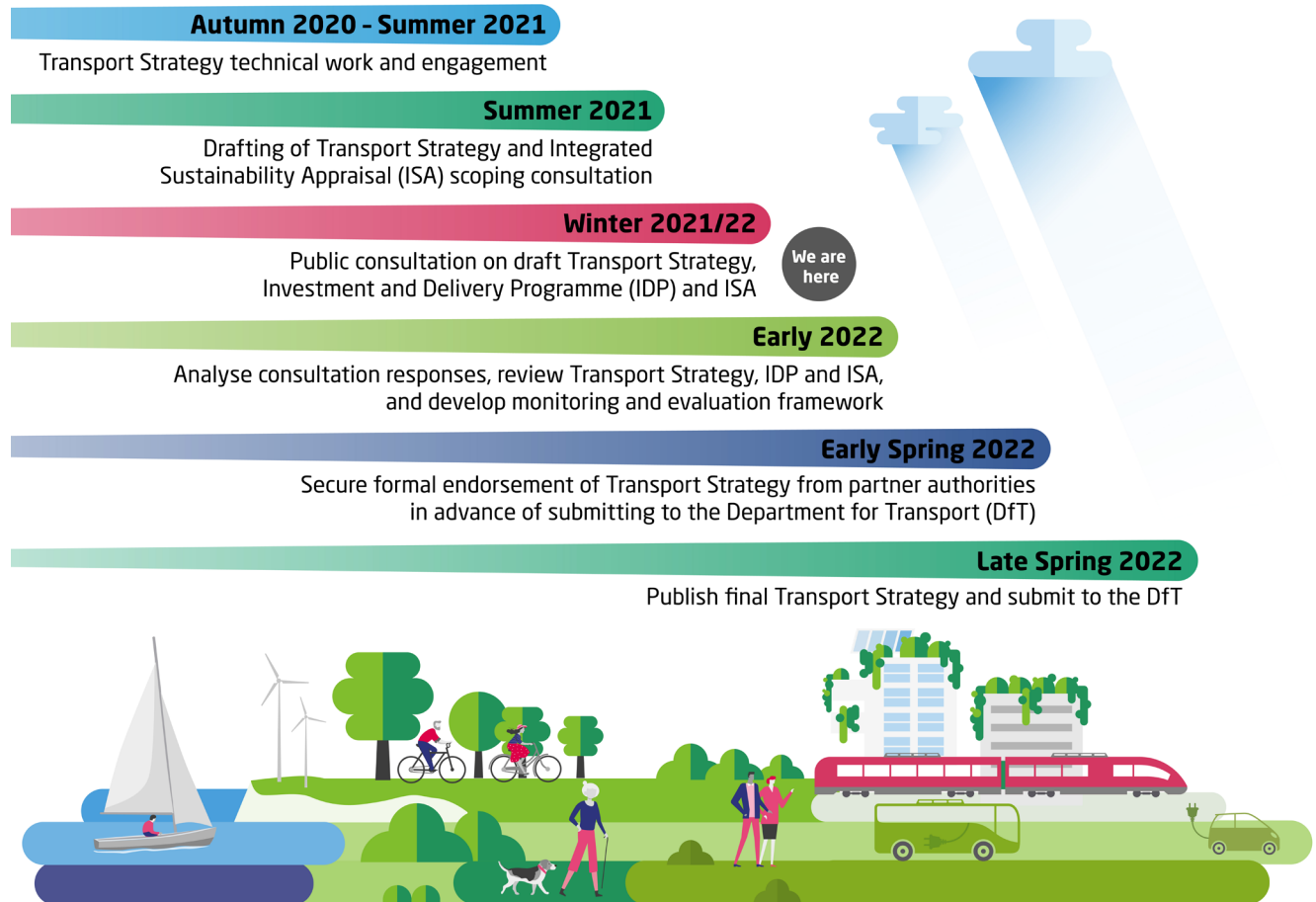
Next steps

Thank you for taking the time to find out more about our proposed Transport Strategy, Investment and Delivery Programme and Integrated Sustainability Appraisal.

This public consultation brochure summarises the draft documents, with full versions available on our website at www.transporeast.org.uk

We will review the draft Transport Strategy and Investment and Delivery Programme in light of the feedback we receive through this consultation, along with recommendations from the Integrated Sustainability Appraisal. We will then seek approval from the Transport East Forum, our political leadership group, before submitting to the Department for Transport.

Once adopted, the Transport Strategy and Investment and Delivery Programme will set our future work programme and inform the plans of the Government, local authorities, operators and partners across the region. We will regularly update the Investment and Delivery Programme to reflect the delivery of projects and the evolving transport challenges the region faces. This flexible approach will make sure the region continues to improve the quality of life for everyone, alongside supporting the Government in achieving wider national aspirations for new jobs and homes, levelling up, boosting international trade, and achieving net zero.



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Have your say

We want to hear the thoughts of people who live, visit or work in the East about our draft Transport Strategy, Investment and Delivery Programme and Integrated Sustainability Appraisal.

Your views are very important to us and this public consultation is an opportunity to help us refine and improve the strategy before it is finalised.

This public consultation is primarily online; however, we will also do everything we can to accommodate those without internet access or who prefer to contact us in other ways. The best way to tell us what you think is by completing our **online consultation survey** via the project website at:

www.transporteast.org.uk



The survey opened on Thursday, 2 December 2021 and will close on Sunday, 30 January 2022.

The survey questions are also available at the back of this brochure and can be printed, filled out and posted to the following address (please note the address is case sensitive):

FREEPOST TRANSPORT EAST CONSULTATION

They can also be returned by email to **transporteastconsultation@jacobs.com**

Alternatively, you can request a printed copy is sent to you by post by emailing **transporteastconsultation@jacobs.com**

Please return your survey responses via the Freepost address.

Please respond to the survey by one of these methods. We cannot accept responsibility for ensuring that responses sent in any other way are considered. All responses must include at least your postcode. When responding, please state whether you are responding as an individual or representing the views of an organisation.

There is no guarantee that any responses received after the closing date will be considered. If they are, they will be labelled as late responses.

Consultation survey

This survey is for you to provide information to be used by Transport East. We have a legal duty to protect any information we collect from you. The information will only be used for the purposes of this project and will not be kept longer than is necessary to do so, up to a maximum of five years.

We will only share this information with Jacobs, who we have contracted to undertake the consultation. We will not share your personal details with any other agency unless we have concerns that you or another individual may be at risk of harm or if it is required by law. We do not collect personal information for commercial purposes.

If you would like to find out more about how Transport East uses personal data, please go to: www.transporteast.org.uk/privacy-policy

If you have any concerns or questions about how we look after your personal information, please contact: transporteastconsultation@jacobs.com



Personal information

Please provide the following information

First Name:

Surname:

Postcode:

Email Address:

If you are responding for a business or organisation, what is the name of that business or organisation?

If you are responding for a business or organisation, please tick this box to confirm you have permission to do so

Please tick this box if you are happy to be contacted by Transport East in the future

Transport Strategy

To what extent do you support the vision set out in the Transport Strategy - 'A thriving economy for the East, with fast, safe, reliable, and resilient transport infrastructure driving forward a future of inclusive and sustainable growth for decades to come.?'

- Strongly support
- Support
- Neutral
- Oppose
- Strongly oppose
- No opinion

To what extent do you agree with the following statement 'The Transport Strategy identifies the right overall approach to transport development across the region?'

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- No opinion

To what extent do you support the strategic priorities set out in the Transport Strategy?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	No opinion
Decarbonisation to net zero	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Connecting growing towns and cities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energising coastal and rural communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unlocking international gateways (ports and airports)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Which of the following goals in each strategic priority do you think are the most important? Please rank the options (1=the most important, 2= second most important etc.)

Decarbonisation to net zero

Zero carbon growth

Support authorities and developers to plan new development that reduces the need for people to make carbon-intensive transport trips.

Reduce demand for carbon intensive trips

Make it easier for people to access services locally or online.

Shift modes

Support people to switch their journeys from private car to walking, cycling and passenger transport.

Switch fuels

Support residents and businesses to switch all private, passenger transport, fleet and freight vehicles to net zero carbon fuels as quickly as possible.

Connecting growing towns and cities

Enhanced sustainable transport

Improved access and connectivity for walking, cycling and passenger transport to enable sustainable travel for education, training, employment, leisure and access to services.

Faster and more reliable transport connections

Deliver improved transport connections between our growing towns, cities and corridors, and the rest of the UK to support business growth, skills development and employment.

Fully integrated transport

Fully integrate transport networks, services and operations through a customer-focused approach, enabling seamless and safe end-to-end journeys by sustainable modes of transport.

Which of the following goals in each strategic priority do you think are the most important? Please rank the options (1=the most important, 2= second most important etc.)

Energising coastal and rural communities

Increase access to education, training, service and employment for rural communities

- Support residents and businesses travelling in rural areas to switch modes or fuels.
- Support communities to make more local trips by encouraging goods and services to be provided locally.
- Support partners to provide alternative options to travel through better access to ultrafast broadband and digital communications.

Improve connectivity along our coastline

Connect our coastal communities to the rest of the region and the UK to support levelling-up and boost our coastal industries, such as energy, shipping and tourism.

Unlocking international gateways (ports)

Better access

Improve road and rail capacity, journey times and reliability for freight and passengers accessing our ports.

Alternative fuels

Support our ports and freight sector to increase their use of alternative fuels

Shift modes

Modal shift of freight from road to rail or short sea shipping and increase the use of sustainable transport by port employees and passengers.

Which of the following goals in each strategic priority do you think are the most important? Please rank the options (1=the most important, 2= second most important etc.)

Unlocking international gateways (airports)

Enhanced connectivity to airports

Improve connectivity to airports for passengers and employees through better connected and more sustainable transport options.

Net zero aviation emissions

Support the Government and aviation industry to deliver net zero emissions by 2050.

Shift modes

Support all passengers and employees to access our airports by sustainable transport, such as by bus or train.

Do you have any comments about the strategic priorities and goals set out in the Transport Strategy?

Do you have any other comments about the Transport Strategy?

Investment and Delivery Programme

To what extent do you agree or disagree that the Investment and Delivery Programme sets out the right approach for delivering the Transport Strategy?

- | | |
|---|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Disagree |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neutral | <input type="checkbox"/> No opinion |

Please explain your response

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Do you have any other comments about the Investment and Delivery Programme?

Integrated Sustainability Appraisal

Do you have any comments about the Integrated Sustainability Appraisal?

Travel behaviours

How often do you use the following modes of transport to get to work or education in a typical month?

	Every day	A few times a week	Once a week	A few times a month	Less frequently	Never
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car/van	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car or van provided by employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle or moped	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Park and Ride	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often do you use the following modes of transport to get to non-work or education destinations in a typical month, for example leisure activities, shops or services?

	Every day	A few times a week	Once a week	A few times a month	Less frequently	Never
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car/van	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car or van provided by employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle or moped	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Park and Ride	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consultation

How did you hear about this public consultation?

- Social media
- Email newsletter
- Email
- Online
- Newspaper advert
- Media article
- Other

Did you visit our virtual exhibition for information about the Transport Strategy public consultation?

- Yes
- No

How helpful was the information we provided as part of this public consultation?

- Very helpful
- Helpful
- Neither helpful nor unhelpful
- Unhelpful
- Very unhelpful

Demographics

You do not have to answer these questions, but they help us develop our diversity and equality practices. The information you supply below is confidential and will be used solely for monitoring purposes.

Gender

- Female
- Male
- Prefer to self-describe (please specify):
- Prefer not to say

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- Under 16
- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

Disabilities

Equalities legislation defines a person as disabled if they have a physical or mental impairment which has lasted or is expected to last at least 12 months and has an adverse effect on their ability to carry out normal day-to-day activities.

Do you consider yourself to have a disability according to the terms given in the Equality legislation?

- Yes
- No
- Prefer not to say

If you have answered yes to the above question, please indicate the type of impairment which applies to you from the list below.

People may experience more than one type of impairment, in which case please select all that apply. If your disability does not fit any of these types, please mark 'Other'.

- Mobility
- Hearing
- Vision
- Learning
- Mental Health
- Communication
- Long standing health condition
- Prefer not to say
- Other (Please state below):

This information is issued by Transport East.
You can keep up to date with the latest news from us and subscribe to our newsletter at:



You can also contact us about the public consultation in the following ways:

Email - transporeastconsultation@jacobs.com

Post - FREEPOST TRANSPORT EAST CONSULTATION

The information contained in this document can be translated and/or made available in alternative formats upon request.

Published December 2021

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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 of 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.

Policy, Resources and Economic Development Committee

The committee shall consider all matters of policy and strategic importance to the Council including matters referred to it by other Committees and/or Chief Officers.

1. The function within the remit of the Policy, Resources and Economic Development Committee include all financial matters relating to the budget, (and for avoidance of doubt, being the superior Committee on all such matters including capital, revenue and the Housing Revenue Account (HRA) except where the law otherwise requires), and without prejudice to the generality of this, include the specific functions which are set out below.

Policy

Generally to review and oversee the co-ordination and governance of all functions of the Council. To undertake and discharge any functions in relation to strategic policies including periodic reviews of the policy framework adopted by full Council from time to time except where required by law to be undertaken elsewhere.

Finance

- 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) Human resources
 - 8) Information Communication Technology
 - 9) Revenues and Benefits
 - 10) Customer Services
 - 11) Assets (strategically)
2. Overall responsibility for monitoring Council performance.
 3. To formulate and develop relevant corporate policy documents and strategies including the Corporate Plan.
 4. 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.
 5. To formulate the Council's Borrowing and Investment Strategy and make recommendations to Council for approval.

6. To take decisions on spending within the annual budget to ensure delivery of the Council's priorities.
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 and allocation of resources.
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.
13. To strategically manage any lands or property of the council and provide strategic property advice relating to the council's Housing Stock and without prejudice to the generality of this, to specifically undertake the following-

The Council's Asset Management Plan

- (a) The acquisition and disposal of land and property and taking of leases, licenses, dedications and easements.
- (b) The granting variation renewal review management and termination of leases, licenses, dedications and easements.
- (c) Promoting the use of Council owned assets by the local community and other interested parties.
- (d) To manage any lands or property of the Council;
- (e) To include properties within the council's Asset Management Portfolio including Halls etc.
- (f) To take a strategic approach to asset management, ensuring that the use of all of the Council's Property assets achieves Value for Money and supports the achievement of the Council's corporate priorities.
- (g) To review the corporate Asset Management Plan annually.
- (h) The acquisition of land in advance of requirements for the benefit, improvement or development of the Borough.

- (i) Disposal of land surplus to the requirements of a council function.
 - (j) Appropriation of land surplus for the requirements of another Council function.
 - (k) Promote the use of Council owned assets by the local community and other interested parties where appropriate.
 - (l) Property and asset management, including acquisitions and disposals not included in the approved Asset Management Plan.
 - (m) To receive updates reports on the Asset Development Programme and the work of the Asset Development Programme and Project Board.
 - (n) To take a strategic approach to commercial activity, both existing and new, ensuring the Council realises revenue generation opportunities and supports the achievement of the Council's corporate priorities.
 - (o) To agree and monitor the governance arrangements for any commercial and/or partnership arrangement with the Council.
 - (p) Promoting a culture of entrepreneurialism and building the required skills and capacity.
 - (q) To consider and approve business cases and commercial business plans for commercial activity.
14. To consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countryside or regional economic development initiatives.

Economic Development

- (a) To lead, consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countryside or regional economic development initiatives.
- (b) To promote and encourage enterprise and investment in the Borough in order to maintain and sustain the economic wellbeing and regeneration of the area.
- (c) To develop climate where businesses and individuals can innovate, compete and contribute to the economic development and regeneration of the area; and excellence in local business.
- (d) To encourage the growth of existing businesses in the borough and access to the skills and training necessary to support them.

- (e) To develop and deliver a Borough wide initiative on apprenticeships.
- (f) To consider and determine matters relating to the promotion, maintenance and enhancement of the vitality and viability of shopping centres within the Borough.
- (g) To consult with the Chamber of Commerce, Federation of Small Businesses, residents and other interested third parties.
- (h) To maintain a special interest in promoting employment in the Borough.
- (i) To promote and encourage tourism and heritage.
- (j) Parking (off street parking provision in Council owned/leased off-street parking places).
- (k) Any matters relating to Crossrail.

15. To consider a report from the Monitoring Officer at the beginning of the Municipal Year, for the Committee to appoint the membership of the Constitution Working Group, in order for the Monitoring Officer to consult with such Members on the regular review of the Constitution documentation in accordance with Article 12 of the Constitution during the year.

16. To review and facilitate the transformation of delivery of services.

Transformation

- (a) To approve and facilitate the transformation of delivery of services.

Projects

- (a) To identify, monitor and oversee the implementation of those Corporate Projects that have been agreed by the committee to be major.

Scrutiny

- (a) To advise the Audit & Scrutiny Committee of any matters that require scrutiny in accordance with the Audit and Scrutiny Procedure Rules.
- (b) To receive requests and determine on matters that require scrutiny from any Committee in accordance with the Audit and Scrutiny Procedure Rules.

17. To consider any requests for sponsorship and use of the Council's Coats of Arms and logos.

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