



Agenda

Policy, Resources & Economic Development Committee

Wednesday, 23 November 2022 at 7.00 pm

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

Membership (Quorum – 3)

Cllrs Hossack (Chair), Poppy (Vice-Chair), Kendall, Lewis, Mynott, Naylor, Mrs Pearson, Russell and White

Substitute Members

Cllrs Aspinell, Fryd, Gelderbloem, McLaren and Parker

Agenda

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Live broadcast

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This item has been deferred. | |
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Jonathan Stephenson
Chief Executive

Town Hall
Brentwood, Essex
15.11.2022

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.

Rights to Attend and Speak

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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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Minutes

Policy, Resources & Economic Development Committee Monday, 3rd October, 2022

Attendance

Cllr Hossack (Chair)	Cllr Naylor
Cllr Poppy (Vice-Chair)	Cllr Mrs Pearson
Cllr Kendall	Cllr Russell
Cllr Lewis	Cllr White
Cllr Mynott	

Also Present

Cllr Aspinell

Officers Present

Kim Anderson	-	Corporate Manager Communities, Leisure & Health
Phoebe Barnes	-	Corporate Manager - Finance
Justin Booij	-	Senior Planning Officer (Dunton Hills Garden Village)
Greg Campbell	-	Corporate Director (Environment & Communities)
Laurie Edmonds	-	Corporate Manager - Economic Development
Zoey Foakes	-	Governance & Member Support Officer
Tracey Lilley	-	Corporate Director (Housing & Community Safety)
Jonathan Quilter	-	Corporate Manager (Strategic Planning)
Jonathan Stephenson	-	Chief Executive
Steve Summers	-	Strategic Director
Jacqueline Mellaerts	Van	Corporate Director (Finance & Resources)
Richard Wilson	-	Commercial Consultant

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166. Apologies for absence

No apologies were received.

167. Minutes of the previous meeting

The minutes of the Policy, Resources and Economic Development meeting held on 13th July 2022 were approved as a true record.

168. Chairs Update

The chair gave members the opportunity to ask questions to officers based on the Chairs Update document published.

169. Cost of Living Crisis

The Country is heading into a cost-of-living crisis and the Council is drafting a response to this crisis in the development of an action plan across both Brentwood and Rochford to support our residents, businesses, and staff. This will involve a mixture of signposting, guidance, and support to the most vulnerable, working in partnership with Essex County Council, health partners and Voluntary and Community organisations.

After a full discussion, Cllr Hossack **MOVED** an amendment to the recommendation and Cllr Poppy **SECONDED** the amended recommendation. A vote was taken and it was **RESOLVED UNANIMOUSLY:**

R1. That *Members note the* action plan will be produced by officers and will be presented to a future committee.

R2. That the action plan is regularly reviewed and updated and reported back to *Community, Environment & Enforcement* Committee.

Reasons for Recommendation

To support our residents, businesses, and staff through this crisis to provide guidance, signposting to support services and assistance. The action plan will provide a clear report to Members on the actions and expected outcomes from each of the thematic workstreams with short, medium, and long-term objectives.

170. Variation to the Agenda

The Chair varied the agenda to discuss Seven Arches Investments Limited Quarterly Report.

171. Seven Arches Investments Limited Quarterly report

The Chair varied the agenda in order to discuss this item in private session.

Cllr Hossack **MOVED** and Cllr Poppy **SECONDED** to defer this item. A vote was taken and it was **RESOLVED UNANIMOUSLY.**

172. Community Engagement Officer

Members were asked to consider contributing to part time funding for a full time Community Engagement Officer, in order to support Brentwood residents, businesses and communities to be managed by the revenues and benefits partnership. This post would assist and address one of the key actions arising from the cost-of-living crisis action plan.

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

Members are asked to:

Approve to *fund* a part-time funding for a Community Engagement Officer.

Reasons for Recommendation

To support our residents, businesses, and staff through the current cost of living crisis to provide guidance, signposting to support services and assistance by recruiting to a community engagement officer.

173. Draft Car Parking Strategy

At Policy, Resources and Economic Development Committee in December 2020 it was resolved to engage with a parking consultant to assist the Council to develop a draft parking strategy for Members to consider. Following a review of the present provision, future requirements and forecast demands and stakeholder engagement, a draft strategy for parking has been produced and is presented to members for approval.

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

Members are asked to:

Approve the Draft Parking Strategy, including the list of projects within the document, as set out in Appendix A.

Reasons for Recommendation

So that the council has a strategy to improve, protect and manage the future provision of parking in all council owned car parks.

So, the Council has a document on which to base future decisions, and which can be updated as and when require.

174. Business Improvement District for Brentwood, Shenfield and Ingatestone

Business Improvement Districts (BIDs) are business led partnerships which are created through a ballot process to deliver additional services to local businesses. They can be a powerful tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local trading environment. Following the High

Streets Conferences held on 11 January and 21 March 2022, the council commissioned a BID feasibility report. The report has provided a series of recommendations for potential formation of a BID for Brentwood, Shenfield and Ingatestone, subject to the outcome of a ballot in summer 2023.

Cllrs Poppy, Pearson, Hossack and Kendall declared a non-pecuniary interest as they are members of Brentwood Business Partnership.

This item was for Information Only so no voting was required.

175. Brentwood Local Heritage List

This report presents the Brentwood Local Heritage List (Local List) and seeks the approval of the committee to adopt the list and give delegated authority to the Director of Place for the ongoing management of the list. All Local Authorities are responsible for compiling a Local List, with guidance being set out by Historic England, through the National Planning Policy Framework (NPPF). The recently adopted Brentwood Local Plan 2016-2033 also refers to Non-Designated Heritage Assets and a Local List under Policy BE16 Conservation and Enhancement of Historic Environment and supports the ethos of local listing.

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

Members are asked to:

Approve the Brentwood Local Heritage List as set out in Appendix A.

Reasons for Recommendation

All Local authorities are responsible for compiling a Local List. This is guided by the National Planning Policy Framework requirement to sustain and enhance the significance of all heritage assets, informed by the recognition that heritage assets are an 'irreplaceable resource' and should be conserved 'in a manner appropriate to their significance'. Publication and regular updating of a local list is now also consistent with the council's new local plan, which commits to the ethos of local listing in support of Policy BE16, Conservation and Enhancement of the Historic Environment.

176. Ingatestone and Fryerning Neighbourhood Plan (2020-2033) – Update

This report provides further update on the Ingatestone and Fryerning Neighbourhood Plan process following referendum in August 2022. It follows other council updates and decision items since 2017 (most recently Item No. 82, Policy, Resources, and Economic Development Committee, 13 July 2022). Since then, a formal Referendum period was held from 30 July to 4 August 2022, with the public vote taking place on 4 August. The Neighbourhood Planning Regulations (General)(England) 2012 (as

amended), required a majority vote in favour of the neighbourhood plan in order for it to be 'made' and thus form part of Brentwood Development Framework. The results of the vote were 86% in favour of the plan and 14% against. Therefore, as of 5 August 2022, the neighbourhood plan has had full weight applied and is to be considered when determining planning applications within the parish boundary. The neighbourhood planning process has now concluded. However, the Inspectors Report requires that the neighbourhood plan be subject to a review process following the Brentwood Local Plan early review. Therefore, the council will continue to engage with the parish council through this process.

This item was for Information Only and no voting was required.

177. Dunton Hills Garden Village Legacy and Stewardship

Dunton Hills Garden Village is the borough's largest development site, which is set to deliver a new mixed-use community of approximately 4,000 homes and substantial employment, along with supporting infrastructure.

The site was allocated for development in the council's new local plan 2016-2033 (i.e. removed from the Green Belt). Site specific policies set out what and how the development should be delivered. A key priority of the project is to ensure effective and viable long-term stewardship of spaces and community infrastructure for the new community.

This report sets out a set of expectations for long-term stewardship and legacy arrangements at Dunton Hills Garden Village. It explores six case study examples and reviews recent practice notes from respected bodies to inform a set of expectations for stewardship and legacy at the garden village (Appendix A of the report). Reviewing these case studies and learning from other garden community experience, some initial thoughts on what is likely to work at Dunton Hills Garden Village are provided (Appendix B of the report).

This informs four overarching and high-level key principles for long-term stewardship (Appendix C of the report). These key principles are recommended for approval by the committee in order that they can shape more detailed stewardship proposals to be brought back to the committee for approval in due course. The key principles mainly centre on need for a stewardship arrangement that is community led.

Agreement of the key principles is an important step in progressing a bespoke stewardship body for Dunton Hills Garden Village. These will help measures to be embedded as part of the determination of the current planning application for the majority of the site (Ref. 21/01525/OUT) and aim to address local plan policy requirements (Policy R01 (II)).

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

Members are asked to:

Approve the overarching key principles for long-term stewardship at Dunton Hills Garden Village, as set out in Appendix C;

Use the key principles to inform specific stewardship measures to be brought to a future meeting of the Policy, Resources and Economic Development Committee, to address the related planning policy requirements including Local Plan (2022) Policy R01 (II).

Reasons for Recommendation

Agreement of the key principles is an important step in progressing a bespoke stewardship body for Dunton Hills Garden Village. These will help measures to be embedded as part of the determination of the current planning application for the majority of the site (Ref. 21/01525/OUT) and aim to address local plan policy requirements (Policy R01 (II)). Long-term stewardship will only be successful if it is owned by the local community.

178. Community Infrastructure Levy Draft Charging Schedule Consultation

This report updates Members on the progress which has been made in preparing a Community Infrastructure Levy (CIL) Charging Schedule for the borough since the previous report in March 2022.

This report presents the draft Community Infrastructure Levy Charging Schedule, with associated consultation materials and evidence base documents, and seeks approval to publish these documents for Regulation 16 consultation.

The draft Brentwood Borough CIL Charging Schedule proposes levy rates for the borough that will help maximise the potential for new development to generate income for the delivery of new infrastructure, while also ensuring that proposed rates do not render new development financially unviable. The draft CIL Charging Schedule is recommended to be published for consultation from 19 September until 17 October 2022.

Due to the postponement of this committee meeting, the consultation dates will be amended accordingly and notifications of the consultation dates will be sent out.

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

Members are asked to:

Approve the publication of the draft Community Infrastructure Levy Charging Schedule for public consultation pursuant to Regulation 16 of the Community Infrastructure Levy Regulations 2010 (as amended), as set out in Appendix A, alongside associated consultation material and evidence base documents set out in Appendices B-E.

Reasons for Recommendation

The draft Brentwood Borough CIL Charging Schedule proposes levy rates for the borough that will maximise the potential for new development to generate income for the delivery of new infrastructure, while also ensuring that proposed rates do not render new development financially unviable. Therefore, The draft CIL Charging Schedule is recommended to be published for consultation in accordance with Regulation 16 of the Community Infrastructure Levy Regulations (as amended) 2010.

179. Budget Monitoring Update

The purpose of this report is to set out the forecast revenue and capital budget positions as at period 4 for 2022/23 and to give an overall financial update for the Council.

The commentary of the report does not attempt to cover all budgetary changes but draws attention to the key factors affecting net expenditure differences.

The General Fund is forecasting a deficit of £323k, this is where there is more expenditure than income. However, by the utilisation of reserves the overall impact to the Council's working balance will be zero as the deficit is forecast to be funded from earmarked reserves.

The Housing Revenue Account (HRA) is currently forecasting a surplus position of £119k. In year pressures associated with the housing development programme regarding costs that cannot be capitalised have impacted this negative position.

The Capital Programme including slippage totalled £17.532m. Majority of projects are forecast to complete with an expected delay in some projects resulting in a budgetary impact of £34.825m below the budget. This underspend will be considered as slippage into next year's programme.

The current financial backdrop poses further financial risks to the Council's budget. It should be noted that the Local Government Association has issued a warning that 'soaring inflation, energy prices and National Living Wage pressures are putting council services at risk'. For Brentwood, there is further financial risks to pay inflation forecasts as well as cost pressures from the current high rates of inflation that cannot be quantified at this stage. The high inflation rates, increasing bank rates and national living wage pressure will have further impact onto the ongoing budgets.

Whilst the Council is not anticipating the need to reduce any services the financial position will have to be monitored over the year and will make the MTFS for 2023/24 even more of a challenge.

This item was for Information Only and no voting was required.

180. Urgent Business

There were no items of Urgent Business.

The meeting concluded at 21.30.

Committee: Policy, Resources and Economic Development Committee	Date: 23 November 2022
Subject: Chairs Update	Wards Affected: All
	For Information

SAIL Update

The Seven Arches Investments Quarterly update reports will be issued to all PRED members as soon as they are completed. The reports require multiple parties to provide updates and detailed inputs some of which the management team despite chasing, are still waiting on. These reports will be issued by December for reference however should any member have any questions please don't hesitate to contact SAIL.

UK Shared Prosperity Fund

As of 15 November, the Council is still waiting for confirmation of when the UK Shared Prosperity Funds will be distributed. The Council is also awaiting full guidance on allocating the funds and the reporting methods.

High Streets Conference III Update

High streets conferences were held January and March 2022, which resulted in the commissioning of a business improvement district (BID) feasibility study. This study was shared with PRED members at the 14 September meeting. The study recommended moving to the next stage of work, which involves increased engagement with businesses, defining the exact deliverables of any BID, providing working levy rules including thresholds and levy rates and estimate likely turnout and support for any BID proposal. A final report is expected to be delivered in February 2023.

As part of this current stage of work, two business engagement events were held at Brentwood Theatre on 8 November: one in the afternoon and a repeat session in the evening. A wide variety of business sectors across all three high streets were in attendance. Locus Management gave an overview of the BID model and Colchester's BID Manager shared some of the initiatives 'Our Colchester' is delivering in the county's newest city. Locus then led facilitated workshops with the 30 business attendees to discover the detailed improvements they would like to see to their high street. The results of these workshops will be presented to the council in December.

Discover Brentwood Update

The Council has invested in the same software ('Council Platform') as Rochford District Council for its website platform to support future hosting opportunities. In October, the Discover Brentwood website was moved to the new platform, which

offers increased functionality. In 2023, the Economic Development team plans to add an events calendar and create routes/itineraries to increased footfall to shops, restaurants, pubs and attractions.

Brentwood Jobs Fair

The Council will be supporting the Brentwood Jobs Fair, which is being organised by Brentwood Jobcentre Plus and will be held at the Nightingale Centre in February 2023. The Council, along with its partners, will promote the event to employers and to jobseekers.

Committee(s): Policy Resources and Economic Development Committee	Date: 23 November 2022
Subject: 2022/23 Budget update and Draft 2023/24 Medium Term Financial Forecast	Wards Affected: All
Report of: Jacqueline Van Mellaerts – Corporate Director (Finance & Resources)	Public
Report Author/s: Name: Jacqueline Van Mellaerts – Corporate Director (Finance & Resources) Email: jacqueline.vanmellaerts@brentwood.gov.uk	For Information

Summary

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.

This report also provides the Policy, Resources & Economic Development Committee with an update to the 2022/23 General Fund Revenue budget, Housing Revenue Account and Capital program as well as the Treasury Management Mid-Year Review 2022/23

Main Report

Introduction and Background

1. On 23 February 2022, the Medium-Term Financial Strategy was approved and the budgets for General Fund, HRA and the Capital Programme were set for 2022/23.
2. On 13 July 2022 at Policy, Resources and Economic Development Committee (PRED), the revised working balance positions were reported following 2021/22 outturn positions, in addition the capital programme was amended for the recommended carried forwards/slippage.
3. At the same committee, members were presented with a report titled Budget Guidelines & Financial Forecasts 2023/24. This report set out the Council's proposed budget timetable and budget guidelines that were to be used in

developing the MTFS for 2023/24. The report detailed current assumptions at that point in time and provided a 10-year financial forecast to aid in presenting the external pressures and uncertainties that Local Government continues to face.

4. On 14 September 2022 members of PRED Committee were presented with a budget update report. The purpose of the report was to set out the forecast revenue and capital budget positions as at period 5 for 2022/23.
5. Local government finance continues to experience external pressures and uncertainties. After riding the uncertainties of the pandemic, the Council now faces further financial challenges as the UK economy battles the cost-of-living crisis. Soaring inflation, energy prices and national living wage pressures have put further financial pressures on the MTFS. The Council still does not anticipate the need to reduce services however redesigning how services are delivered now can alleviate the ongoing financial burden to the future MTFS.
6. The position reported within the report and supported by appendices highlights the challenges in which the Council still faces, if no further action is taken to reduce the forecasted funding gap.

Issue, Options and Analysis of Options

General Fund 2022/23 Outturn

7. When considering future budgets, any known pressures and savings identified in year are reflected. Therefore, the proposed forecast outturn for 2022/23 must be considered alongside the draft budgets for the MTFS.
8. Attached within Appendix A is a revised projected outturn for 2022/23. The current projection assumes a small overspend of £6k and a variance to original budget of £115k, which is an improvement from Septembers committee.
9. Appendix B highlights the subjective variances between the budget and forecast. In summary, although there are high inflationary pressures due to the current economic climate, the Council's vacancy factor on salaries is much higher than anticipated, causing a higher underspend on salary forecasts.
10. The Inflationary increases on fuel and utilities continue to rise but reviewed regularly due to the current economic climate. These pressures are currently in the region of £523k.
11. Following the decision on 2nd November at Ordinary Council to match the national pay award for local employees of £1,925; £331k has been drawn down

from Funding volatility reserve as the forecasted additional impact for 2022/23 across all corporate priority headings. This value represents the actual additional forecasted cost, based on the current payroll, and should not be confused with the impact the pay award will have on the base budget.

12. Employee related expenditure is currently forecasted to underspend by a total of £698k, this is mainly due to various vacancies being held with a number of departments. Vacancies are being held due to difficulty in recruiting as well as holding vacancies whilst services review their establishment and the structures, they need to deliver the services required.
13. If the Council continues to breakeven on the 2022/23 budget, there will be no requirement to drawdown from earmarked reserves the anticipated £122k budgeted funding gap.

General Fund 2023/24 Draft Medium Term Financial Strategy (MTFS)

14. Members will note at the committee on the 13 July, a 10-year forecast was presented. These forecasts have continued to be refined, however based on current assumptions to date forecasts continue to highlight the deficit of resources over expenditure and the pressure the Council still faces, if no further action is taken to reduce the future deficits.
15. Table 1 below summarises the revised projected surplus/deficit of the general fund and the impact on working balances and earmarked reserves. The budget setting process is not yet complete, therefore the report before members is presenting the Draft Medium Term Financial Strategy for 2023/24. The final budget will be presented to the next Committee on 8th February 2023.

Table 1: General Fund MTFs Forecasts

	2021/22 Actual £'000	2022/23 Projected Outturn £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000
Total General Fund Net Expenditure	12,063	9,652	10,812	11,105	11,378
Total Funding	(11,820)	(9,646)	(9,400)	(9,377)	(9,554)
General Fund (Surplus)/Deficit	243	6	1,412	1,728	1,824
General Fund Deficit	-	(6)	(1,412)	(1,728)	(1,825)
Use of Forecasted Earmarked Reserves	-	(4,059)	914	914	914
Total Earmarked Reserves Balance	12,446	8,381	7,883	7,069	6,158
Working Balance b/fwd	3,117	2,874	2,874	2,874	2,874
Working Balance c/fwd	2,874	2,874	2,874	2,874	2,874

16. The table above identifies the revised gap between resources and required expenditure. The 2023/24 and 2024/25 revised forecasts, include the base budget requirements agreed at Ordinary Council 23 February 2022. The position of the reported base budgets have changed, and this report highlights what has changed since the last agreed MTFs to the most recent known information, which are explained in Table 3 of this report.
17. The key assumptions to arrive at the financial forecasts for 2023/24 -2025/26 are based on the assumptions set out with the Budget Guidelines Appendix reported to committee on 13 July 2022. In addition to these assumptions in year adjustments have been made to ensure budgets fairly reflect the cost of providing the current service to the borough and known pressures and savings.

Reserves and working balances

18. Closing working balances for 2021/22 were reported at £2.874m, which is within the Council's minimum reserve level of £2m, set by the Section 151 Officer. The General Fund 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 working balance should provide reasonable allowance for unquantifiable risks or one-off exceptional items of expenditure that are not covered within existing budgets.

19. While it is deemed the Council has an appropriate level of working balances, the Council can utilise earmarked reserves, to fill any gaps in the short term for delivering efficiencies and one-off items of expenditure, these reserves can only be used until their balance is drawn down.
20. The 2022/23 deficit is currented forecasted at £6k, it is anticipated the Council will drawdown any deficit at the end of the year from the funding volatility reserve. Attached in Appendix C highlights the current forecast on the earmarked reserve balances for 2022/23.
21. Table 1 shows the current predicted General Fund Deficits for 2023/24 and future years. It demonstrates utilising earmarked reserves to manage these short-term deficits using the funding volatility reserve and the future balances available. A further review of earmarked reserves will be carried out for the Council's final 2023/24 Budget.
22. The reserves are currently grouped into four types of reserves:
 - a) **Mitigation** – Earmarked specifically to mitigate financial risks to the Council.
 - b) **Service** – Monies set aside for services from existing budgets to be used on specific investments initiatives or projects.
 - c) **Specific** – Monies that the Council has received that have restricted conditions on how the money can be used.
 - d) **COVID-19** – Government Grants earmarked for specific conditions associated with the pandemic. These will be reviewed for the final 2023/24 Budget.

Table 2: Earmarked Reserves Forecasts

Reserve	Opening Balance 2021/22	Forecast Balance 2022/23	Forecast Balance 2023/24	Forecast Balance 2024/25	Forecast Balance 2025/26
	£'000	£'000	£'000	£'000	£'000
Mitigation	4,271	4,750	4,466	3,866	3,169
Service	2,362	2,048	1,846	1,644	1,442
Specific	617	601	589	577	565
COVID-19	5,196	982	982	982	982
Total	12,446	8,381	7,883	7,069	6,158

23. On the 2 November 2022, The Council approved to redevelop The Baytree shopping centre. The impact of the Capital Budget, General Fund and Earmarked Reserves have not yet been adjusted within the Draft MTFS. The final impact of this decision will be included within the Final budget 2023/24.

General Fund Movement

24. The changes made to the base budget can be categorised as follows in line with the MTFS:
- a) **Realigning** - Services budgets realigned to ensure the base budget correctly reflects the current service provision.
 - b) **Inflation** - Contractual obligations for 2023/24 and futures years are regularly being reviewed in line with current inflation.
 - c) **Establishment** – Following Ordinary Council on 2nd November. The agreed pay award has been built into future years, as and a pay award assumption of 2% per annum; plus incremental drift.
 - d) **Vacancy Factor** – 4% vacancy factor is assumed and recalculated based on revised establishment budget. recruitment of vacant posts causes a natural saving on employee costs. This is calculated at 4% and is held centrally and allocated in year as and when vacancy savings materialise.
 - e) **Income** - Separate to income generated through fees and charges.
 - f) **Fees & Charges** - increases, associated with increasing fees & charges by inflationary costs and revisiting demand, ensuring cost recovery basis; fees and charges will be updated following changes to appropriate committees in December.
 - g) **Funding** - To remain as forecast in the 2022/23 MTFS which is detailed within Table 3 within this report.
 - h) **Council Tax** – This is assumed to increase at 2% per annum. In addition the Council Tax base has grown from 33,171.90 to 33,870.80. This growth is attributable to the permitted development sites that have come onto the tax base. More homes grows the chargeable council tax base, generating a higher surplus than originally forecast.
 - i) **Growth/Pressures** – current identified pressures.
 - j) **Savings** – proposed initiatives from services.
 - k) **Recharges to the HRA** - are revisited on an annual basis and the allocation is revised on the proposed budget.
 - l) **Earmarked Reserves** – Contributions to/from Earmarked Reserves
 - m) **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.

25. Table 3 quantifies the net impact of changes captured and applied to the Base budget for 2023/24-2025/26. Appendix C details the changes behind the summary provided in Table 3.

Table 3: MTFs Adjustments

	2023/24 £'000	2024/25 £'000	2025/26 £'000
Original Funding Gap	1,404	1,826	1,915
Add:			
Realigning	(61)	(252)	(252)
Inflation	711	710	740
Salaries	491	639	639
Recharges to HRA	47	76	76
Growth/Pressures	361	381	361
Savings	(299)	(397)	(397)
Earmarked Reserves	0	(23)	(23)
Non Service	(939)	(1,121)	(1,121)
Funding Inc Collection Fund	(195)	0	0
Council Tax	(108)	(111)	(114)
Revised Funding Gap	1,412	1,728	1,824

26. Included within the saving line for 2023/24 is £192k for the Joint Strategic Partnership with Rochford, this increases to £298k from 2024/25. This saving is the expected impact following the Tier 1-3 restructure. Further savings are expected to be made following the individual service reviews and will be reported as part of the final 2023/24 budget.

Government Funding

27. Detailed information on funding will not be available until early December. And at the time of writing the report the Autumn Budget Statement is scheduled for 17th November 2022. It is expected that this statement will come with tax rises and spending cuts. It is uncertain what this will mean for local government funding the current assumption is to assume no additional growth.

28. The following assumptions have been made:

- a) Negative RSG will continue to be removed

- b) Minimum Funding Guarantee – Assumption Government will continue to grant fund authorities ensuring their core spending power remains the same.
- c) Council Tax – Referendum thresholds remain at 2% per year. MTFS currently assumes Council Tax will increase by 2% per annum.
- d) New Homes Bonus – The last 2 years this has been an annual allocation it is currently assumed new homes bonus will not be granted. No further information has been received following the consultation on new Home bonus in 2021.
- e) Business Rates Retention – Forecasted to remain at safety net. The Council will not be part of the Essex Pool for 2023/24, and instead will be topped up to safety net by Government.

29. Current funding assumptions are therefore unchanged and continue to align to the Council’s MTFS for 2022/23. Table 3 highlights the expected government funding.

Table 4: Government Funding Expected

	2018/19 Actual £'000	2019/20 Actual £'000	2020/21 Actual £'000	2021/22 Actual £'000	2022/23 Forecast £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
News Homes Bonus	410	678	688	529	713	Nil	Nil	Nil
Grants*	Nil	Nil	Nil	154	188	188	188	188
Covid-19 Funding	Nil	Nil	982	309	Nil	Nil	Nil	Nil
Covid Compensation Grant	Nil	Nil	1,105	254	Nil	Nil	Nil	Nil
Total	410	678	2,775	1,246	901	188	188	188
Business Rates Retention	2,220	1,800	1,800	1,634	1,535	1,535	1,535	1,535
Business Rates Levy Account	Nil	25	Nil	Nil	Nil	Nil	Nil	Nil
Total	2,630	2,503	4,575	2,880	2,436	1,723	1,723	1,723

*Includes Lower tier Service Grant & Service Grant reported in the 2021 Local Government Finance Settlement

Addressing the Funding Gap

30. The strategy for managing the future budget gaps must be developed during the budget setting process. Officers are currently looking at:
- a) Service redesign and delivery of service strategies
 - b) Maximising income generating opportunities
 - c) Ensuring full cost recovery for services
 - d) Reviewing how services are delivered to reduce costs
 - e) Reviewing and rationalising Council Assets
 - f) Generating innovative ideas for delivering efficiencies
 - g) Reviewing and considering the activity of Seven Arches Investment Limited and the Joint Venture Brentwood Development Partnership
 - h) Looking at shared service opportunities. The Joint Strategic Partnership with Rochford Council continues to progress where savings and efficiencies will be realised.
 - i) Prioritising the delivery of projects

HRA Outturn 2021/22

31. The Housing Revenue Account (HRA) last reported position was a surplus of £119k compared to a surplus of £34k. The main variance contributing to this forecast compromised of revenue costs associated to the small sites development programme.
32. Appendix E highlights the forecast position currently for the HRA, which now reports a £37k surplus. The main decrease from the previous position is due to the impact of the approved pay award for 2022/23.

HRA Forecast

33. The budget guidelines assumptions for the General Fund are applicable to the HRA. No guidance has yet been received regarding rents for the HRA. This will be updated in the final budget report.
34. A 30-year forecast for the HRA is produced annually by a third party supported by officers. The revision of this business plan is currently underway aligning the revenue budgets alongside the HRA asset investment program and housing development program. This will support in ensuring the HRA delivers a balanced budget and will be reported as part of the budget report.

Capital Program

35. The current capital budget totals £59.008m including £17.532m of slippage from 2021/22. The detail capital program is disclosed in Appendix F and identifies £34.722m of forecasted slippage.
36. There has been minimal change to variances since the programme was reported to the last Committee meeting on 14th September.
37. Regarding the Capital Program beyond 2022/23, growth bids have been received and scrutinised by the Senior Leadership Team. These bids will then be prioritised, and funds allocated based on the priority need of the organisation developing the future capital program.
38. There are many ambitious schemes the Council wants to undertake and limited funds available. All these capital projects need to be financially appraised to help support the revenue budget as well as the Council's priorities. Zero based budgeting is the term being applied to the Capital program for future years, by prioritising all the projects the council can then make the decision on what limited funds can be allocated. Projects that do not get funds allocated in this budget setting cycle will be reviewed as part of the following years budget.

Treasury Management Mid-Year Review

39. The Council's Treasury Management Strategy was approved by Council on 23 February 2022. It is a requirement of the Strategy that a half yearly report is presented to Members detailing any changes to the approved strategy.
40. This mid-year report within Appendix G covers the following:
 - a) An economic update for the 2022/23 budget year to date
 - b) A review of the Treasury Management Strategy and Annual Investment Strategy
 - c) A review of compliance with Treasury and Prudential Limits
 - d) A review of the Council's borrowing activity
 - e) A review of the Council's investment portfolio
 - f) A review of compliance with Treasury and Prudential Limits

Consultation

41. Budget consultation was carried out between 30 August 2022 and 16 October 2022. A total of 83 responses were received. The key headlines for the responses are:
 - 66/83 (79.5%) want to increase Council Tax to maintain or increase the service provision

- 43/83 (51.8%) disagreed with raising car parking fees and charges
- 57/83 (68.7%) wanted to increase the use of modern technology
- Most important priorities were to support local business & support and invest in community
- 41/83 (49.4%) want us to spend more on street services – This was the highest service area identified for spending more on.
- 43/83 (51.8%) want us to spend less on community development & planning policy

References to Corporate Strategy

42. Maintaining a financial strategy for the Council helps inform how corporate priorities are delivered, in particular aspirations to deliver an effective and efficient council.

Implications

Financial Implications

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

43. Financial implications have been included within the report.

Legal Implications

Name & Title: Steve Summers, Strategic Director and Monitoring Officer
Tel & Email: 01277 312500/steve.summers@brentwood.gov.uk

44. Section 151 of the Local Government Act 1972 requires the Council to make proper arrangements for the management of its financial affairs. The adopting a Medium-Term Financial Strategy and reporting on this to Councillors is consistent with these obligations and will assist the Council in setting a balanced budget, by forecasting any funding gaps that will need to be addressed.

Economic Implications

Name/Title: Phil Drane, Director of Place
Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk

45. It is important that the Council monitors budgets as part of a Mid-Year Review and setting a Medium-Term Financial Strategy. This will inform how corporate priorities are funded and delivered, including aspirations to grow the economy.

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Corporate Manager (Communities, Leisure and Health)
Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

46. 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.
47. 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).
48. 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, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

None

Background Papers

None

Appendices to this report

- Appendix A: General Fund 2022/23 Estimated Outturn
- Appendix B: General Fund Subjective Changes
- Appendix C: Earmarked Reserves Forecast
- Appendix D: 2023/24 Base Budget Amendments (Draft MTFS)
- Appendix E: HRA 2022/23 Estimated Outturn
- Appendix F: Capital 2022/23 Estimated Outturn
- Appendix G: Treasury Management Mid Year Review

	Current Budget	P6 Est outturn	Variance to budget	% Variance
Total General Fund Surplus/Deficit	121,700	6,420	(115,280)	-94.72%
Total HRA Surplus/ Deficit	37,629	34,961	(2,668)	7.09%
Total BBC	159,329	41,381	(117,948)	-74.03%

Chief Executive				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Senior Leadership Team	700,620	557,038	(143,582)	-20.49%
Commercial Activity	(200,000)	0	200,000	-100.00%
Total Chief Executive	500,620	557,038	56,418	11.27%

Corporate Director - Digital & Customer Engagement				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Communications	79,570	82,570	3,000	3.77%
Programmes & Projects	140,720	76,670	(64,050)	-45.52%
ICT Services	1,042,580	1,187,030	144,450	13.86%
Digital Services	98,580	67,270	(31,310)	-31.76%
Customer & Performance	319,400	283,770	(35,630)	-11.16%
Total Corporate Director - Digital & Customer Engagement	1,680,850	1,697,310	16,460	0.98%

Corporate Director - Finance & Resources				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Corporate Finance	689,700	672,901	(16,799)	-2.44%
Revenues & Benefits	674,170	792,626	118,456	17.57%
Facilities Management	213,110	195,770	(17,340)	-8.14%
Risk and Business Continuity	1,250	1,360	110	8.80%
Corporate Management	39,820	67,310	27,490	69.04%
Human Resources	356,810	267,045	(89,765)	-25.16%
Corporate Fraud	(24,920)	(22,510)	2,410	-9.67%
Internal Audit	89,930	94,870	4,940	5.49%
Payroll	37,280	37,360	80	0.21%
Commercial Activity (Asset Development)	0	(7,250)	(7,250)	0.00%
Asset Management	(3,783,620)	(3,803,630)	(20,010)	0.53%
Total Corporate Director - Finance & Resources	(1,706,470)	(1,704,148)	2,322	-0.14%

Corporate Director - Law & Governance				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Democratic Services & Support	320,160	313,460	(6,700)	-2.09%
Corporate Support	220,340	219,130	(1,210)	-0.55%
Electoral Services	326,670	336,228	9,558	2.93%
Legal Services & Data Protection	375,060	347,090	(27,970)	-7.46%
Procurement	21,060	23,437	2,377	11.29%
Total Corporate Director - Law & Governance	1,263,290	1,239,345	(23,945)	-1.90%

Corporate Director - Environment & Communities				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Communities Health & Leisure	687,670	881,510	193,840	28.19%
Depot Management & Admin	759,740	664,656	(95,084)	-12.52%
Cemeteries	31,430	(5,613)	(37,043)	-117.86%
Environmental Intitatives	37,560	31,608	(5,952)	-15.85%
Environmental Maintenace	(57,500)	(57,500)	0	0.00%
Golf Course	(70,570)	(36,450)	34,120	-48.35%
Grounds Maintenance	467,930	602,650	134,720	28.79%
Open Spaces	186,350	364,564	178,214	95.63%
Street Services	563,020	367,776	(195,244)	-34.68%
Vehicle Fleet Management	750,960	750,560	(400)	-0.05%
Waste Management	(338,300)	(417,035)	(78,735)	23.27%
Parking	(589,280)	(540,910)	48,370	-8.21%
Other Environmental Services	336,870	243,946	(92,924)	-27.58%
Licensing	(12,040)	(1,118)	10,922	-90.71%
EH Managed Service	317,760	318,343	583	0.18%
Total Corporate Director - Environment & Communities	3,071,600	3,166,987	95,387	3.11%

Corporate Director - Planning & Economy				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Land Charges	(27,570)	(4,940)	22,630	-82.08%
Building Control	106,090	80,110	(25,980)	-24.49%
Planning Development	160,200	209,302	49,102	30.65%
Planning Enforcement	138,860	209,310	70,450	50.73%
Planning Policy	694,940	702,140	7,200	1.04%
Economic Development	189,710	187,100	(2,610)	-1.38%
Corporate Director - Planning & Economy	1,262,230	1,383,022	120,792	9.57%

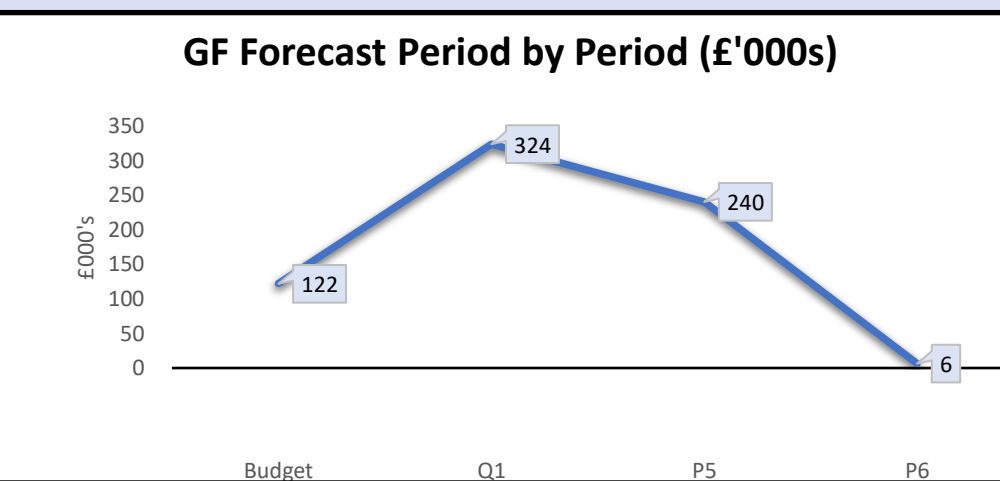
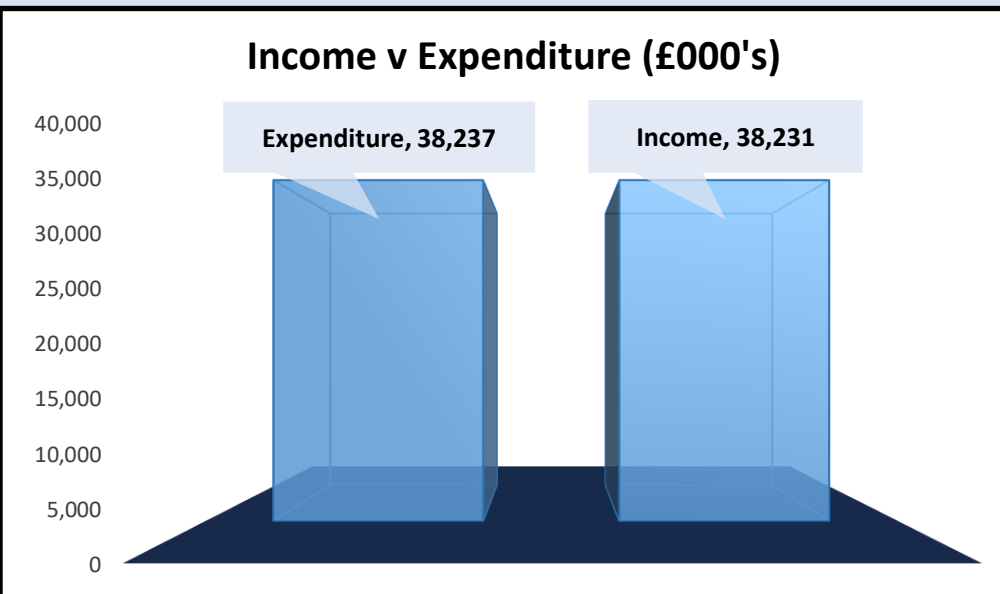
Corporate Director - Housing & Enforcement				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Community Safety	166,220	162,650	(3,570)	-2.15%
CCTV	126,090	141,170	15,080	11.96%
Community Alarms	15,000	32,295	17,295	115.30%
Homelessness	144,980	108,602	(36,378)	-25.09%
Housing Advice & Enabling	52,500	46,451	(6,049)	-11.52%
Housing General Fund Properties	(55,490)	(55,378)	112	-0.20%
Corporate Director - Housing and Enforcement	449,300	435,790	(13,510)	-3.01%
HRA Expenditure	8,189,809	7,822,813	(366,996)	-4.48%
HRA Share of CDC	347,330	351,160	3,830	1.10%
HRA Income	(13,663,000)	(13,707,502)	(44,502)	0.33%
HRA Non Service Expenditure	0	0	0	#DIV/0!
HRA Subtotal	(5,125,861)	(5,533,529)	(407,668)	7.95%
Corporate Director - Housing & Community Safety	(4,676,561)	(5,097,739)	(421,178)	9.01%

Non Service Expenditure				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Contingency & Savings	(631,450)	(634,390)	(2,940)	0.47%
Parish Precepts	619,510	619,510	0	0.00%
Interest Payable	2,958,100	2,958,100	0	0.00%
Interest Receivable	(2,402,460)	(2,602,460)	(200,000)	8.32%
Investment Properties	(368,110)	(331,483)	36,627	-9.95%
Payments to Pension Fund	1,138,330	975,000	(163,330)	-14.35%
Provision for Loan Repayment (MRP)	1,285,710	1,246,149	(39,561)	-3.08%
General Fund Bad Debt	112,120	112,120	0	0.00%
General Fund Appropriations	534,990	534,990	0	0.00%
Interest Payable (HRA)	2,071,000	2,071,000	0	
HRA Investment income	(93,500)	(93,500)	0	
Payments to Pension Fund (HRA)	185,000	240,000	55,000	
HRA Appropriations	0	250,000	250,000	0.00%
HRA Depreciation	2,940,990	2,940,990	0	0.00%
HRA Bad Debt	60,000	160,000	100,000	166.67%
Total Non Service Expenditure	8,410,230	8,446,026	35,796	0.43%

Funding				
Service	Current Budget	P6 Est outturn	Variance to budget	% Variance
Council Tax	(6,588,930)	(6,588,930)	0	0.00%
Council Tax - Parish	(619,510)	(619,510)	0	0.00%
New Homes Bonus	(714,830)	(714,830)	0	0.00%
Collection Fund Surplus/(Deficit)	0	0	0	0.00%
Retained Business Rates	(1,534,790)	(1,534,790)	0	0.00%
Other Non Specific Grants	(188,400)	(188,400)	0	0.00%
Total Funding	(9,646,460)	(9,646,460)	0	0.00%

GENERAL FUND FINANCIAL DASHBOARD

AREA	£'000s			
	BUDGET	P7	VARIANCE	% Variance
GENERAL FUND	122	6	(115)	95%
NET SERVICE EXPENDITURE	5,890	6,141	251	(0)
Chief Executive	501	557	56	11%
Director Corporate Resources	(1,706)	(1,704)	2	0%
Director Digital & Customer En	1,681	1,697	16	1%
Director Housing & Enforcement	449	436	(14)	-3%
Director Of Environment	3,072	3,167	95	3%
Director Of Law & Governance	1,263	1,239	(24)	-2%
Director Of Planning & Economy	1,262	1,383	121	10%
Contingency And Savings	(631)	(634)	(3)	0%
NET NON-SERVICE EXPENDITURE	3,878	3,512	(366)	0
Accounting Adjustments	112	112	0	0%
Interest Payable - Gf	2,958	2,958	0	0%
Interest Receivable	(2,402)	(2,602)	(200)	8%
Investment Properties	(368)	(331)	37	-10%
Parish Precepts	620	620	0	0%
Payments To Pension Fund	1,138	975	(163)	-14%
Provision For Loan Repay (Mrp)	1,286	1,246	(40)	-3%
Appropriations	535	535	0	0%
FUNDED BY	(9,646)	(9,646)	0	0
Business Rates Retention	(1,535)	(1,535)	0	0%
Council Tax - Bbc	(6,589)	(6,589)	0	0%
Council Tax - Parish	(620)	(620)	0	0%
Gov Formula Grant	0	0	0	0%
New Homes Bonus	(715)	(715)	0	0%
Other Non Specific Grants	(188)	(188)	0	0%



Total Variance per Directorate

Rank	Director's area	Variance (£'000s)
1	Director Corporate Resources	2
2	Director Digital & Customer En	16
3	Director Housing & Enforcement	(14)
4	Director Of Environment	95
5	Director Of Law & Governance	(24)
6	Director Of Planning & Economy	121

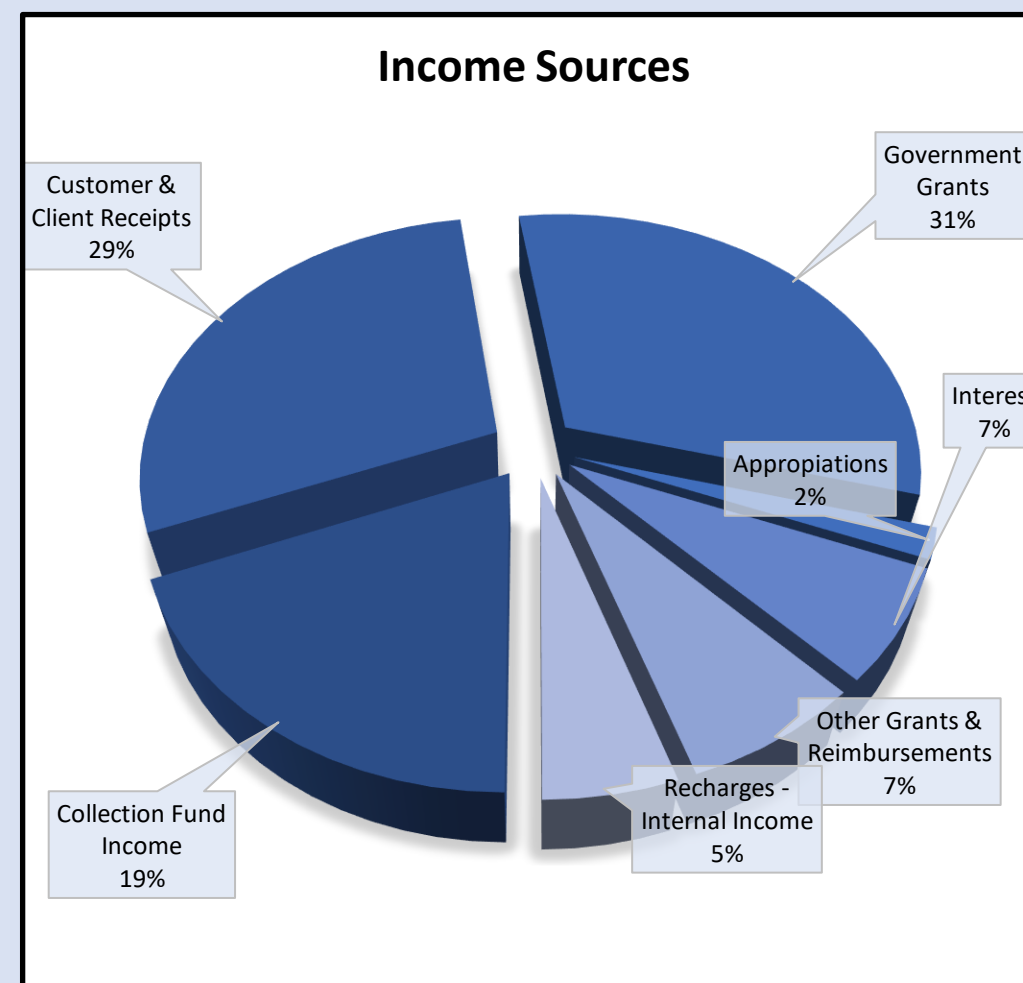
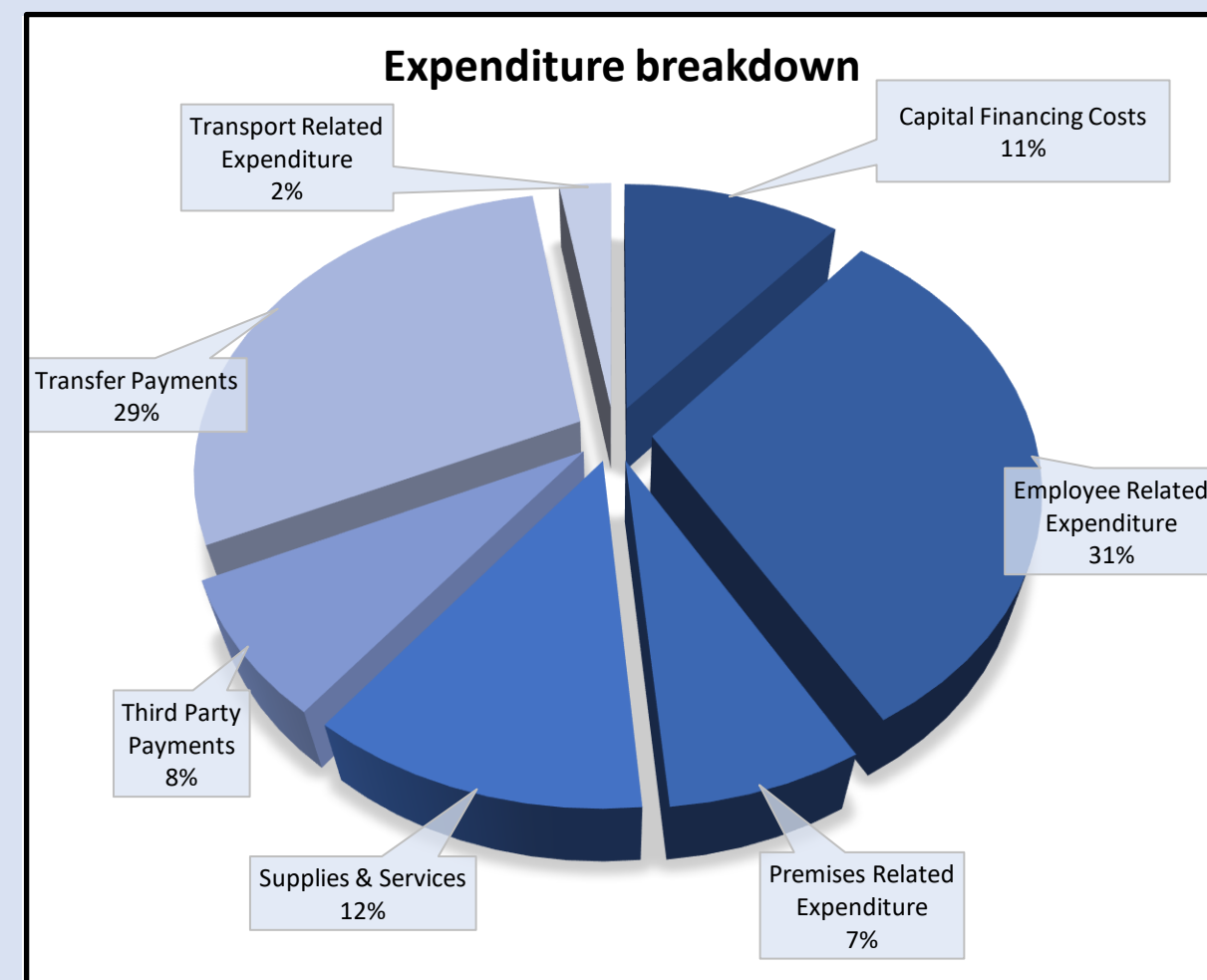
Top 5 overspent GF cost centres

Rank	Cost centre	Overspent (£'000s)
1	Waste Collection Support	328
2	Sports & Social Venues	206
3	Buildings & Stakeholders	172
4	Ict Services	144
5	Grounds Maintenance	135

Top 5 Under spent GF cost centres

Rank	Cost centre	Underspent (£'000s)
1	Garden Waste	(261)
2	Street Cleansing	(158)
3	Senior Leadership Team	(144)
4	Depot Management & Admin	(95)
5	Env Health Team & Support	(93)

Underspend to budget by 115k



Top 10 Expenditure Account lines

Rank	Account code	Budget (£'000s)	Forecast (£'000s)	Variance (£'000s)
1	Full permanent establishment costs	11,771	10,197	(1,574)
2	Contracted Services	2,064	2,492	429
3	Agency Staff	408	1,173	766
4	National Insurance - Salaries	1,000	788	(211)
5	Electricity	382	727	346
6	Vehicle - Fuel	326	406	80
7	Project Management Support	579	392	(187)
8	Managed Services	255	345	90
9	Waste Disposal	303	303	0
10	Consultancy Fees	62	284	222

Top 10 Income Account lines

Rank	Account code	Budget (£'000s)	Forecast (£'000s)	Variance (£'000s)
1	Rents - Other Premises	(4,557)	(4,666)	(109)
2	Income - Car Parking	(917)	(917)	0
3	Income - General Fees & Charge	(612)	(659)	(47)
4	Income - Planning Applications	(650)	(650)	0
5	Income - Recycling Credits	(592)	(592)	0
6	Income - Waste Collection	(587)	(587)	0
7	Income - Hires Charges	(553)	(558)	(4)
8	Rents - Council Dwellings	(324)	(324)	0
9	Income - Season Tickets	(265)	(270)	(5)
10	Rents - Shops	(256)	(240)	16

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	Budget	Est Outturn	Variance
	£'000	£'000	£'000
Brentwood 2025– Service Expenditure			
Growing Our Economy	1,156	1,296	140
Protecting Our Environment	(1,452)	(1,797)	(345)
Developing Our Communities	1,154	1,559	405
Delivering An Efficient & Effective Council	5,512	5,591	79
Improving Housing	152	127	(25)
Total Spend - Brentwood 2025	6,521	6,775	254
Operating & Financing Charges	2,092	1,723	(369)
Appropriations	535	535	0
Total Spending Requirement	9,149	9,033	(115)
Funding:			
Council Tax	(6,589)	(6,589)	0
Business Rates Income	(1,535)	(1,535)	0
New Homes Bonus Grant	(715)	(715)	0
Other Grants	(188)	(188)	0
Total Funding	(9,027)	(9,027)	0
Deficit on General Fund Services	122	6	(115)

	Budget	Est outturn	Variance
Brentwood 2025– Service Expenditure	£'000	£'000	£'000
Growing Our Economy	1,156	1,296	140
Asset Development	0	(7)	(7)
Economic Development	190	187	(3)
Land Charges	(28)	(5)	23
Planning Development Managemt	160	209	49
Planning Enforcement	139	209	70
Planning Policy	695	702	7
Protecting Our Environment	(1,452)	(1,797)	(345)
Asset Management	(3,784)	(3,804)	(20)
Building Control	106	80	(26)
Cctv	126	141	15
Cemeteries	31	(6)	(37)
Depot Management & Admin	760	665	(95)
Dog Control	8	8	0
Env Health & Licensing Admin	105	102	(3)
Env Health Team & Support	322	229	(93)
Env Pro. Noise & Pollution	4	4	0
Environmental Initiatives	38	32	(6)
Environmental Maintenance	(58)	(58)	0
Grounds Maintenance	468	603	135
Licensing	(12)	(1)	11
Open Spaces	39	39	0
Parking	(589)	(541)	48
Street Services	563	368	(195)
Other Environmental Services	8	8	(0)
Vehicle Fleet Management	751	751	(0)
Waste Management	(338)	(417)	(79)
Developing Our Communities	1,154	1,559	405
Communities, Health & Leisure	688	882	194
Community Safety	166	163	(4)
Golf Course	(71)	(36)	34
Health & Food Safety	223	226	3
Open Spaces	148	325	178
Delivering An Efficient & Effective Council	5,512	5,591	79
Commercial Activity	(200)	0	200
Communications	80	83	3
Corporate Finance	690	673	(17)
Corporate Fraud	(25)	(23)	2
Corporate Management	40	67	27
Corporate Support	220	219	(1)
Council Tax & Nndr	205	260	54
Customer & Performance	319	284	(36)
Democratic Services & Support	320	313	(7)
Design And Print Services	57	49	(8)
Digital Servs & Transformation	1,282	1,331	49
Electoral Services	327	336	10
Emergency Planning	1	1	0

Executive Board	701	557	(144)
Health & Food Safety	(10)	(9)	1
Hsg Benefit & C.Tax Support	49	113	64
Human Resources	357	267	(90)
Internal Audit	90	95	5
Legal Services & Data Protect	375	347	(28)
Office Accommodation	156	146	(10)
Payroll	37	37	0
Procurement	21	23	2
Revs & Bens Customer Support	419	419	0
Improving Housing	152	127	(25)
Community Alarms	15	32	17
Homelessness	145	109	(36)
Housing Advice & Enabling	53	46	(6)
Housing Genral Fund Properties	(55)	(55)	0
Housing Standards	(5)	(5)	0
Total Spend - Brentwood 2025	6,521	6,775	254
Net Non-Service Expenditure	2,092	1,723	(369)
Accounting Adjustments	112	112	0
Interest Payable - Gf	2,958	2,958	0
Interest Receivable	(2,402)	(2,602)	(200)
Investment Properties	(368)	(331)	37
Payments To Pension Fund	1,138	975	(163)
Provision For Loan Repay (Mrp)	1,286	1,246	(40)
Contingency And Savings	(631)	(634)	(3)
Appropriations	535	535	0
Duchess Of Kent Reserve	(12)	(12)	0
In Borough Regeneration	878	878	0
Funding Volatility Reserve	(331)	(331)	0
Total Spending Requirement	9,149	9,033	(115)
Funded by	(9,027)	(9,027)	0
Council Tax	(6,589)	(6,589)	0
Business Rates Income	(1,535)	(1,535)	0
New Homes Bonus Grant	(715)	(715)	0
Other Grants	(188)	(188)	0
Surplus/ Deficit on General Fund Services	122	6	(115)

	Budget £'000	Est outturn £'000	Variance £'000
Net Service Expenditure	6,521	6,775	254
Growing Our Economy	1,156	1,296	140
Employee Related Expenditure	1,265	1,341	76
Premises Related Expenditure	0	0	0
Transport Related Expenditure	2	2	0
Supplies & Services	447	463	16
Third Party Payments	535	538	3
Transfer Payments	0	0	0
Customer & Client Receipts	(918)	(924)	(6)
Government Grants	(150)	(100)	50
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	(25)	(25)	0
Protecting Our Environment	(1,452)	(1,797)	(345)
Employee Related Expenditure	5,413	4,736	(677)
Premises Related Expenditure	978	1,076	98
Transport Related Expenditure	802	942	140
Supplies & Services	942	1,089	147
Third Party Payments	88	240	152
Transfer Payments	(135)	(135)	0
Customer & Client Receipts	(7,758)	(7,768)	(9)
Government Grants	0	(28)	(28)
Income - Transfers/Appropriatio	(60)	(268)	(208)
Other Grants & Reimbursements	(1,212)	(1,206)	6
Recharges - Internal Income	(511)	(476)	35
Developing Our Communities	1,154	1,559	405
Employee Related Expenditure	878	915	37
Premises Related Expenditure	626	1,031	405
Transport Related Expenditure	55	49	(6)
Supplies & Services	245	252	7
Third Party Payments	141	166	24
Transfer Payments	39	2	(37)
Customer & Client Receipts	(553)	(562)	(9)
Other Grants & Reimbursements	(178)	(197)	(19)
Recharges - Internal Income	(99)	(96)	3

	Budget £'000	Est outturn £'000	Variance £'000
Delivering An Efficient & Effective Council	5,512	5,591	79
Employee Related Expenditure	4,496	4,357	(138)
Premises Related Expenditure	427	452	25
Transport Related Expenditure	5	7	2
Supplies & Services	2,289	2,456	167
Third Party Payments	1,891	1,965	74
Transfer Payments	10,980	8,856	(2,124)
Customer & Client Receipts	(787)	(576)	211
Government Grants	(11,364)	(9,199)	2,165
Income - Transfers/Appropriatio	(7)	(104)	(98)
Other Grants & Reimbursements	(982)	(1,243)	(262)
Recharges - Internal Income	(1,436)	(1,379)	57
Improving Housing	152	127	(25)
Employee Related Expenditure	372	376	4
Premises Related Expenditure	21	15	(7)
Transport Related Expenditure	0	0	0
Supplies & Services	83	131	49
Third Party Payments	23	11	(12)
Transfer Payments	0	35	35
Customer & Client Receipts	(144)	(182)	(38)
Government Grants	(203)	(242)	(39)
Other Grants & Reimbursements	0	(13)	(13)
Income - Transfers/Appropriatio	0	(4)	(4)
Net Non-Service Expenditure	2,627	2,258	(369)
Operating & Financing Charges	2,092	1,723	(369)
Appropriations	535	535	0
Total funding	(9,027)	(9,027)	0
Council Tax	(6,589)	(6,589)	0
Business Rates Income	(1,535)	(1,535)	0
New Homes Bonus Grant	(715)	(715)	0
Other Grants	(188)	(188)	0
General Fund balance	122	6	(115)

	Budget	Est outturn	Variance
Brentwood 2025– Service Expenditure	£'000	£'000	£'000
Growing Our Economy	1,156	1,296	140
Asset Development	0	(7)	(7)
Supplies & Services	0	(7)	(7)
Economic Development	190	187	(3)
Employee Related Expenditure	118	116	(3)
Transport Related Expenditure	0	0	0
Supplies & Services	96	96	0
Other Grants & Reimbursements	(25)	(25)	0
Land Charges	(28)	(5)	23
Employee Related Expenditure	68	67	(0)
Supplies & Services	34	43	9
Third Party Payments	16	31	16
Customer & Client Receipts	(145)	(147)	(2)
Planning Development Managemt	160	209	49
Employee Related Expenditure	696	706	10
Transport Related Expenditure	2	2	0
Supplies & Services	129	172	43
Third Party Payments	107	107	0
Customer & Client Receipts	(773)	(777)	(4)
Planning Enforcement	139	209	70
Employee Related Expenditure	138	209	70
Transport Related Expenditure	1	1	0
Planning Policy	695	702	7
Employee Related Expenditure	245	244	(1)
Transport Related Expenditure	0	0	0
Supplies & Services	187	158	(29)
Third Party Payments	413	400	(13)
Transfer Payments	0	0	0
Government Grants	(150)	(100)	50

	Budget £'000	Est outturn £'000	Variance £'000
Protecting Our Environment	(1,452)	(1,797)	(345)
Asset Management	(3,784)	(3,804)	(20)
Employee Related Expenditure	162	108	(54)
Premises Related Expenditure	300	269	(31)
Transport Related Expenditure	0	0	0
Supplies & Services	41	42	2
Third Party Payments	0	30	30
Customer & Client Receipts	(4,125)	(4,136)	(11)
Other Grants & Reimbursements	(14)	(10)	4
Recharges - Internal Income	(147)	(107)	40
Building Control	106	80	(26)
Employee Related Expenditure	383	329	(54)
Premises Related Expenditure	0	0	0
Transport Related Expenditure	8	8	0
Supplies & Services	22	15	(7)
Customer & Client Receipts	(307)	(271)	36
CCTV	126	141	15
Employee Related Expenditure	145	164	20
Premises Related Expenditure	17	18	2
Supplies & Services	30	24	(6)
Income - Transfers/Appropriatio	(15)	(15)	0
Recharges - Internal Income	(51)	(51)	0
Cemeteries	31	(6)	(37)
Employee Related Expenditure	96	83	(13)
Premises Related Expenditure	27	35	8
Transport Related Expenditure	3	3	0
Supplies & Services	13	14	1
Customer & Client Receipts	(106)	(140)	(34)
Other Grants & Reimbursements	(2)	0	2
Depot Management & Admin	760	665	(95)
Employee Related Expenditure	617	485	(132)
Premises Related Expenditure	133	168	35
Transport Related Expenditure	6	6	0
Supplies & Services	7	81	74
Third Party Payments	0	0	0
Customer & Client Receipts	(3)	(3)	0
Income - Transfers/Appropriatio	0	(72)	(72)
Recharges - Internal Income	0	0	0
Dog Control	8	8	(0)
Supplies & Services	8	8	(0)
Customer & Client Receipts	(0)	0	0

	Budget £'000	Est outturn £'000	Variance £'000
Env Health & Licensing Admin	105	102	(3)
Employee Related Expenditure	99	110	11
Transport Related Expenditure	0	0	0
Supplies & Services	2	2	0
Third Party Payments	4	25	21
Transfer Payments	0	0	0
Government Grants	0	(28)	(28)
Customer & Client Receipts	0	(8)	(8)
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	0	0
Env Health Team & Support	322	229	(93)
Employee Related Expenditure	324	173	(151)
Transport Related Expenditure	1	1	0
Supplies & Services	5	5	0
Third Party Payments	9	67	58
Recharges - Internal Income	(17)	(17)	(0)
Env Pro. Noise & Pollution	4	4	0
Supplies & Services	9	9	0
Third Party Payments	0	0	0
Customer & Client Receipts	(4)	(5)	(1)
Other Grants & Reimbursements	(1)	0	1
Environmental Initiatives	38	32	(6)
Employee Related Expenditure	47	49	2
Premises Related Expenditure	0	26	26
Transport Related Expenditure	16	13	(2)
Supplies & Services	19	14	(5)
Income - Transfers/Appropriatio	(45)	(71)	(26)
Other Grants & Reimbursements	0	0	0
Environmental Maintenance	(58)	(58)	0
Other Grants & Reimbursements	(58)	(58)	0
Grounds Maintenance	468	603	135
Employee Related Expenditure	678	774	95
Premises Related Expenditure	12	12	0
Transport Related Expenditure	23	77	53
Supplies & Services	37	37	0
Third Party Payments	0	0	0
Customer & Client Receipts	(5)	(16)	(11)
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	(277)	(280)	(3)
Licensing	(12)	(1)	11
Employee Related Expenditure	140	139	(1)
Transport Related Expenditure	1	0	(0)
Supplies & Services	32	22	(10)
Third Party Payments	37	39	2
Transfer Payments	0	0	0
Customer & Client Receipts	(221)	(201)	21
Government Grants	0	(1)	(1)

	Budget £'000	Est outturn £'000	Variance £'000
Open Spaces	39	39	0
Employee Related Expenditure	0	0	0
Premises Related Expenditure	45	70	25
Transport Related Expenditure	0	0	0
Supplies & Services	2	3	0
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Capital Income	0	0	0
Customer & Client Receipts	(8)	(8)	0
Income - Transfers/Appropriatio	0	(25)	(25)
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	0	0	0
Parking	(589)	(541)	48
Employee Related Expenditure	227	189	(39)
Premises Related Expenditure	409	443	34
Transport Related Expenditure	1	1	0
Supplies & Services	128	140	12
Third Party Payments	0	41	41
Customer & Client Receipts	(1,354)	(1,355)	(0)
Street Services	563	368	(195)
Employee Related Expenditure	611	416	(195)
Premises Related Expenditure	31	30	(0)
Transport Related Expenditure	6	6	0
Supplies & Services	56	76	20
Third Party Payments	30	30	0
Transfer Payments	0	0	0
Capital Income	0	0	0
Customer & Client Receipts	(31)	(31)	0
Income - Transfers/Appropriatio	0	(20)	(20)
Other Grants & Reimbursements	(126)	(126)	(0)
Recharges - Internal Income	(15)	(15)	0
Other Environmental Services	8.15	8.15	(0.01)
Third Party Payments	8.50	8.50	0.00
Customer & Client Receipts	(0.35)	(0.36)	(0.01)
Vehicle Fleet Management	751	751	(0)
Employee Related Expenditure	145	56	(89)
Premises Related Expenditure	4	4	0
Transport Related Expenditure	724	814	89
Supplies & Services	27	52	25
Third Party Payments	0	0	0
Transfer Payments	(135)	(135)	0
Capital Income	0	0	0
Customer & Client Receipts	(10)	(10)	0
Income - Transfers/Appropriatio	0	(25)	(25)
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	(5)	(5)	(0)

	Budget	Est outturn	Variance
	£'000	£'000	£'000
Waste Management	(338)	(417)	(79)
Employee Related Expenditure	1,738	1,663	(76)
Premises Related Expenditure	0	0	0
Transport Related Expenditure	15	15	0
Supplies & Services	503	543	40
Customer & Client Receipts	(1,584)	(1,584)	(0)
Government Grants	0	0	0
Income - Transfers/Appropriatio	0	(40)	(40)
Other Grants & Reimbursements	(1,011)	(1,013)	(1)
Recharges - Internal Income	0	(2)	(2)

	Budget £'000	Est outturn £'000	Variance £'000
Developing Our Communities	1,154	1,559	405
Communities, Health & Leisure	688	882	194
Employee Related Expenditure	296	293	(4)
Premises Related Expenditure	403	609	207
Transport Related Expenditure	6	6	0
Supplies & Services	149	156	7
Third Party Payments	74	95	21
Transfer Payments	20	2	(18)
Customer & Client Receipts	(117)	(117)	0
Government Grants	0	0	0
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	(145)	(164)	(19)
Community Safety	166	163	(4)
Employee Related Expenditure	271	284	13
Premises Related Expenditure	0	0	0
Transport Related Expenditure	5	5	0
Supplies & Services	7	6	(1)
Third Party Payments	5	5	0
Transfer Payments	19	0	(19)
Customer & Client Receipts	(8)	(8)	(0)
Other Grants & Reimbursements	(33)	(33)	0
Recharges - Internal Income	(99)	(96)	3
Golf Course	(71)	(36)	34
Employee Related Expenditure	167	194	28
Premises Related Expenditure	29	47	18
Supplies & Services	39	38	(1)
Transport Related Expenditure	32	26	(6)
Customer & Client Receipts	(338)	(342)	(4)
Health & Food Safety	223	226	3
Employee Related Expenditure	144	143	(1)
Transport Related Expenditure	1	0	(0)
Supplies & Services	20	21	1
Third Party Payments	62	65	4
Transfer Payments	0	0	0
Customer & Client Receipts	(3)	(4)	(1)
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	0	0
Open Spaces	148	325	178
Premises Related Expenditure	194	375	181
Transport Related Expenditure	11	11	0
Supplies & Services	30	31	1
Customer & Client Receipts	(88)	(91)	(3)
Government Grants	0	0	0
Other Grants & Reimbursements	0	0	0

	Budget £'000	Est outturn £'000	Variance £'000
Delivering An Efficient & Effective Council	5,512	5,591	79
Commercial Activity	(200)	0	200
Customer & Client Receipts	(200)	0	200
Communications	80	83	3
Employee Related Expenditure	105	107	2
Transport Related Expenditure	0	0	0
Supplies & Services	0	0	0
Third Party Payments	15	0	(15)
Customer & Client Receipts	0	0	0
Other Grants & Reimbursements	(15)	0	15
Recharges - Internal Income	(25)	(24)	1
Corporate Finance	690	673	(17)
Employee Related Expenditure	660	706	45
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies & Services	132	136	4
Third Party Payments	54	54	0
Transfer Payments	0	0	0
Customer & Client Receipts	0	0	0
Other Grants & Reimbursements	(31)	(98)	(67)
Recharges - Internal Income	(126)	(125)	1
Corporate Fraud	(25)	(23)	2
Employee Related Expenditure	70	69	(1)
Supplies & Services	6	6	0
Third Party Payments	0	0	0
Recharges - Internal Income	(101)	(98)	4
Health & Food Safety	(10)	(9)	1
Employee Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies & Services	0	0	(0)
Third Party Payments	8	9	1
Transfer Payments	0	0	0
Customer & Client Receipts	0	0	0
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	(18)	(18)	0
Corporate Management	40	67	27
Premises Related Expenditure	0	0	0
Supplies & Services	230	266	36
Third Party Payments	19	19	0
Customer & Client Receipts	0	0	0
Government Grants	(27)	(27)	0
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	(183)	(191)	(9)

	Budget	Est outturn	Variance
	£'000	£'000	£'000
Corporate Support	220	219	(1)
Employee Related Expenditure	136	134	(2)
Premises Related Expenditure	0	0	0
Supplies & Services	113	113	0
Other Grants & Reimbursements	(6)	(6)	0
Recharges - Internal Income	(23)	(23)	1
Council Tax & Nndr	205	260	54
Premises Related Expenditure	0	0	0
Supplies & Services	15	51	36
Third Party Payments	699	699	0
Transfer Payments	0	0	0
Customer & Client Receipts	(45)	(30)	15
Government Grants	(106)	(145)	(39)
Other Grants & Reimbursements	(358)	(315)	42
Customer & Performance	319	284	(36)
Employee Related Expenditure	495	453	(41)
Transport Related Expenditure	0	0	0
Supplies & Services	6	7	1
Recharges - Internal Income	(181)	(176)	4
Democratic Services & Support	320	313	(7)
Employee Related Expenditure	164	154	(10)
Transport Related Expenditure	2	2	0
Supplies & Services	324	324	0
Customer & Client Receipts	(4)	(6)	(2)
Recharges - Internal Income	(165)	(160)	5
Design And Print Services	57	49	(8)
Employee Related Expenditure	35	34	(0)
Supplies & Services	24	17	(8)
Customer & Client Receipts	0	0	0
Recharges - Internal Income	(2)	(1)	0
Digital Servs & Transformation	1,282	1,331	49
Employee Related Expenditure	818	693	(125)
Customer & Client Receipts	(45)	(45)	0
Government Grants	0	0	0
Transport Related Expenditure	0	0	0
Third Party Payments	0	14	14
Supplies & Services	704	865	161
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	(2)	(2)
Recharges - Internal Income	(195)	(194)	1
Recharges To Hra	0	0	0

	Budget £'000	Est outturn £'000	Variance £'000
Electoral Services	327	336	10
Employee Related Expenditure	232	242	10
Transport Related Expenditure	0	0	0
Supplies & Services	24	24	0
Third Party Payments	0	0	0
Transfer Payments	70	70	0
Customer & Client Receipts	0	0	0
Government Grants	0	0	0
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	0	0	0
Emergency Planning	1	1	0
Employee Related Expenditure	0	0	0
Supplies & Services	1	1	0
Executive Board	701	557	(144)
Employee Related Expenditure	1,143	1,220	77
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	2	2
Supplies & Services	67	72	5
Third Party Payments	68	148	80
Transfer Payments	10	0	(10)
Income - Transfers/Appropriatio	0	(61)	(61)
Other Grants & Reimbursements	(423)	(677)	(254)
Recharges - Internal Income	(164)	(147)	17
Hsg Benefit & C.Tax Support	49	113	64
Supplies & Services	149	122	(26)
Third Party Payments	280	280	0
Transfer Payments	10,900	8,786	(2,114)
Customer & Client Receipts	(48)	(48)	0
Government Grants	(11,231)	(9,027)	2,204
Human Resources	357	267	(90)
Employee Related Expenditure	334	356	22
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies & Services	43	45	2
Third Party Payments	50	37	(13)
Transfer Payments	0	0	0
Customer & Client Receipts	0	(2)	(2)
Government Grants	0	0	0
Income - Transfers/Appropriatio	0	(37)	(37)
Other Grants & Reimbursements	0	(69)	(69)
Recharges - Internal Income	(70)	(63)	8
Internal Audit	90	95	5
Supplies & Services	0	0	0
Third Party Payments	90	95	5
Recharges - Internal Income	0	0	0

	Budget	Est outturn	Variance
	£'000	£'000	£'000
Legal Services & Data Protect	375	347	(28)
Employee Related Expenditure	115	0	(115)
Supplies & Services	296	348	52
Third Party Payments	143	145	2
Income - Transfers/Appropriatio	0	0	0
Other Grants & Reimbursements	(94)	(69)	25
Recharges - Internal Income	(85)	(78)	8
Office Accommodation	156	146	(10)
Employee Related Expenditure	139	137	(2)
Premises Related Expenditure	427	452	25
Transport Related Expenditure	2	2	0
Supplies & Services	141	45	(96)
Third Party Payments	0	0	0
Customer & Client Receipts	(445)	(445)	0
Other Grants & Reimbursements	(56)	(8)	48
Recharges - Internal Income	(52)	(36)	16
Payroll	37	37	0
Transport Related Expenditure	1	1	0
Supplies & Services	0	0	0
Third Party Payments	47	47	0
Other Grants & Reimbursements	0	0	0
Recharges - Internal Income	(10)	(10)	0
Procurement	21	23	2
Employee Related Expenditure	52	54	2
Transport Related Expenditure	0	0	0
Supplies & Services	12	12	0
Third Party Payments	0	0	0
Recharges - Internal Income	(37)	(36)	1
Income - Transfers/Appropriatio	(7)	(7)	0
Revs & Bens Customer Support	419	419	0
Supplies & Services	0	0	0
Third Party Payments	419	419	0

	Budget £'000	Est outturn £'000	Variance £'000
Improving Housing	152	127	(25)
Community Alarms	15	32	17
Employee Related Expenditure	0	15	15
Transport Related Expenditure	0	0	0
Supplies & Services	0	16	16
Third Party Payments	15	10	(5)
Customer & Client Receipts	0	(10)	(10)
Homelessness	145	109	(36)
Employee Related Expenditure	329	319	(10)
Premises Related Expenditure	21	14	(7)
Transport Related Expenditure	0	0	0
Supplies & Services	80	110	31
Third Party Payments	1	1	0
Transfer Payments	0	35	35
Customer & Client Receipts	(83)	(111)	(28)
Government Grants	(203)	(242)	(39)
Income - Transfers/Appropriatio	0	(4)	(4)
Other Grants & Reimbursements	0	(13)	(13)
Housing Advice & Enabling	53	46	(6)
Employee Related Expenditure	42	42	(0)
Transport Related Expenditure	0	0	0
Supplies & Services	3	5	2
Third Party Payments	7	0	(7)
Customer & Client Receipts	0	0	0
Government Grants	0	0	0
Income - Transfers/Appropriatio	0	0	0
Housing Genral Fund Properties	(55)	(55)	0
Premises Related Expenditure	0	0	0
Supplies & Services	0	0	0
Customer & Client Receipts	(56)	(56)	0
Housing Standards	(5)	(5)	0
Supplies & Services	0	0	0
Customer & Client Receipts	(5)	(5)	0
Total Spend - Brentwood 2025	6,521	6,775	254

	Budget £'000	Est outturn £'000	Variance £'000
Net Non-Service Expenditure	2,092	1,723	(369)
Accounting Adjustments	112	112	0
Interest Payable - Gf	2,958	2,958	0
Interest Receivable	(2,402)	(2,602)	(200)
Investment Properties	(368)	(331)	37
Payments To Pension Fund	1,138	975	(163)
Provision For Loan Repay (Mrp)	1,286	1,246	(40)
Contingency And Savings	(631)	(634)	(3)
Appropriations	535	535	0
Duchess Of Kent Reserve	(12)	(12)	0
In Borough Regeneration	878	878	0
Funding Volatility Reserve	(331)	(331)	0
Total Spending Requirement	9,149	9,033	(115)
Funded by	(9,027)	(9,027)	0
Council Tax	(6,589)	(6,589)	0
Business Rates Income	(1,535)	(1,535)	0
New Homes Bonus Grant	(715)	(715)	0
Other Grants	(188)	(188)	0
Surplus/ Deficit on General Fund Services	122	6	(115)

	Budget	Est outturn	Variance
	£'000	£'000	£'000
Expenditure:			
Repairs and Maintenance	3,316	3,419	103
Supervision and Management	4,703	4,214	(490)
Rent, Rates, Taxes and Other Charges	171	190	19
Corporate and Non-Corporate Democratic Core	347	351	4
Depreciation and Impairment	2,941	2,941	0
Total Expenditure	11,478	11,115	(363)
Income:			
Dwelling Income	(12,396)	(12,445)	(49)
Non-Dwelling Income	(327)	(251)	76
Charges for Services and Facilities	(937)	(954)	(17)
Contributions to Expenditure	(3)	(57)	(55)
Total Income	(13,663)	(13,708)	(45)
Net (Income) on HRA Services	(2,185)	(2,593)	(408)
HRA Share of Other Operating Income & Expenditure			
Movement in the Allowance for Bad Debts	60	160	100
Interest Payable and similar charges	2,071	2,071	0
Interest and Investment Interest	(94)	(94)	0
Contribution to Capital Financing	0	0	0
Net Interest on the Net Defined benefit liability	185	240	55
	2,223	2,378	155
Appropriations	(72)	178	250
HRA Services (Surplus)	(34)	(37)	(3)

	Budget	Est Outturn	Variance
	£'000	£'000	£'000
Expenditure:			
Employee Related Expenditure	1,535	1,426	(109)
Premises Related Expenditure	3,632	3,775	143
Transport Related Expenditure	13	12	(2)
Supplies & Services	1,285	1,051	(233)
Third Party Payments	165	158	(6)
Transfer Payments	185	490	305
Support Services	1,964	1,852	(112)
Capital Financing Costs	5,012	5,012	0
Total Expenditure	13,791	13,776	(15)
Income:			
Other Grants & Reimbursements	(9)	(58)	(49)
Customer & Client Receipts	(13,723)	(13,662)	61
Interest	(94)	(94)	0
Collection Fund Income	0	0	0
Total Income	(13,825)	(13,813)	12
Net (Income) on HRA Services	(34)	(37)	(3)

	Budget	Est outturn	Variance
Expenditure:	£'000	£'000	£'000
Repairs and Maintenance	3,316	3,419	103
Premises Related Expenditure	2,996	3,053	56
Transport Related Expenditure	0.2	0.2	0
Supplies & Services	299	311	12
Third Party Payments	20	55	35
Supervision and Management	4,703	4,214	(490)
Employee Related Expenditure	1,535	1,426	(109)
Premises Related Expenditure	473	540	67
Transport Related Expenditure	8	6	(2)
Supplies & Services	982	637	(345)
Third Party Payments	145	103	(41)
Transfer Payments	0.00	0	0
Support Services	1,617	1,501	(116)
Customer & Client Receipts	(57)	0	57
Rent, Rates, Taxes and Other Charges	171	190	19
Premises Related Expenditure	162	182	19
Transport Related Expenditure	5	5	0
Supplies & Services	3	3	0
Corporate and Non-Corporate Democratic Core	347	351	4
Support Services	347	351	4
Depreciation and Impairment	2,941	2,941	0
Capital Financing Costs	2,941	2,941	0
Total Expenditure	11,478	11,115	(363)
Income:			
Dwelling Income	(12,396)	(12,445)	(49)
Customer & Client Receipts	(12,396)	(12,445)	(49)
Non-Dwelling Income	(327)	(251)	76
Customer & Client Receipts	(327)	(251)	76
Charges for Services and Facilities	(937)	(954)	(17)
Supplies & Services	(60)	(60)	0
Customer & Client Receipts	(871)	(894)	(23)
Other Grants & Reimbursements	(7)	(0)	6
Contributions to Expenditure	(3)	(57)	(55)
Other Grants & Reimbursements	(3)	(57)	(55)
Total Income	(13,663)	(13,708)	(45)
Net (Income) on HRA Services	(2,185)	(2,593)	(408)

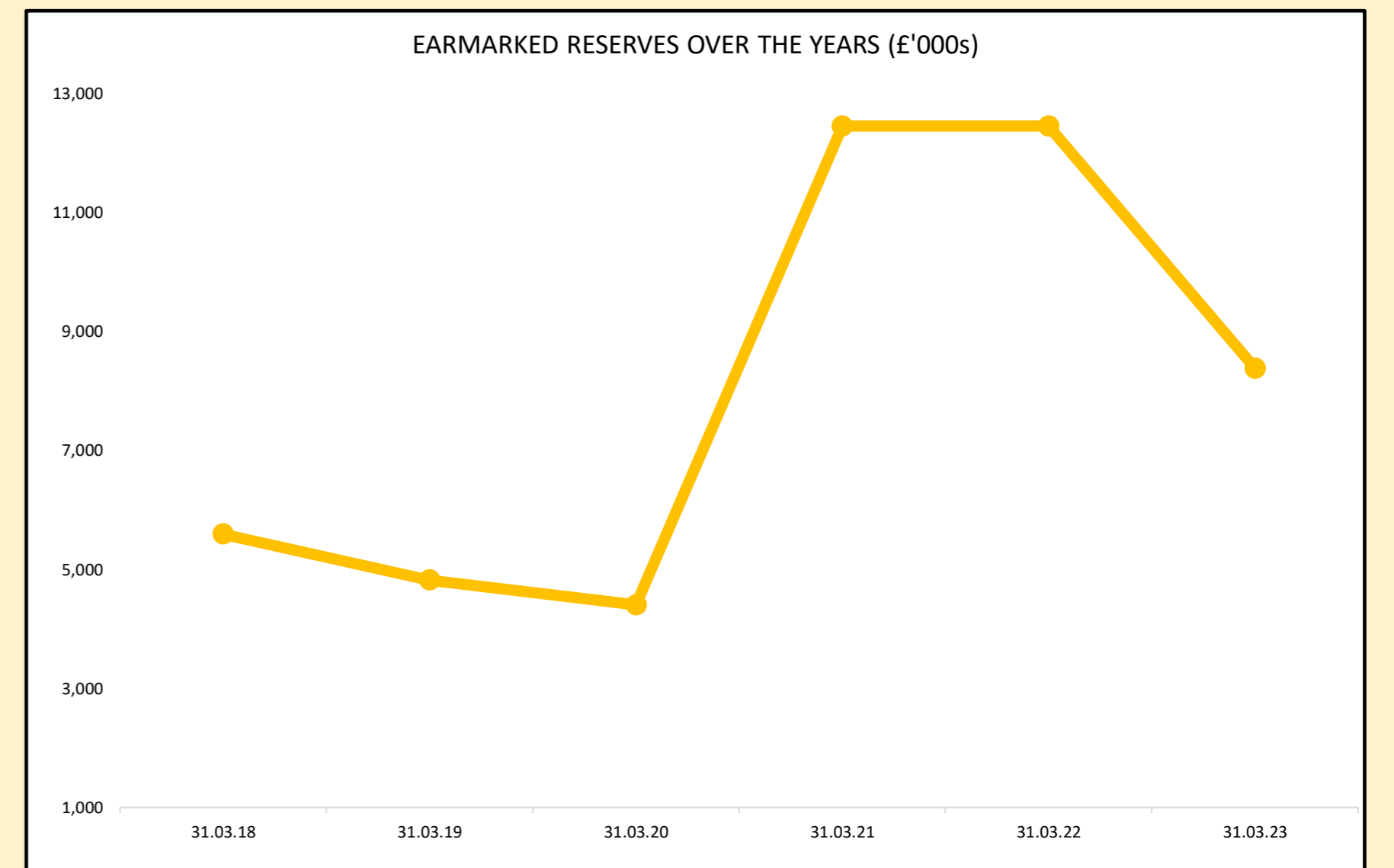
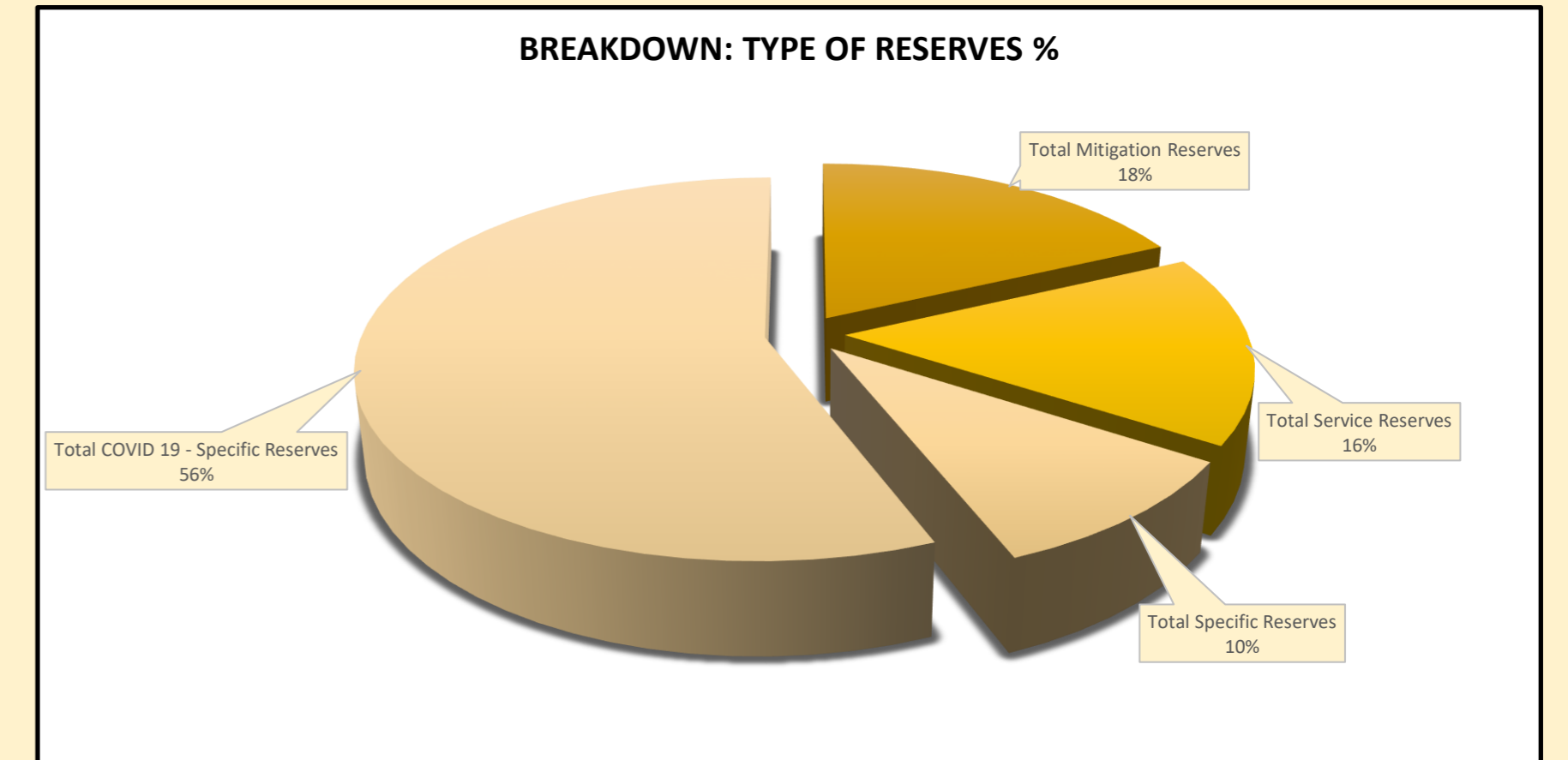
	Budget £'000	Est outturn £'000	Variance £'000
Other Operating Income & Expenditure			
Movement in the Allowance for Bad Debts	60	160	100
Supplies & Services	60	160	100
Interest Payable and similar charges	2,071	2,071	0
Capital Financing Costs	2,071	2,071	0
Interest and Investment Interest	(94)	(94)	0
Interest	(94)	(94)	0
Pension Fund Payment	185	240	55
Transfer Payments	0	0	0
Appropriations	2,223	2,378	155
	(72)	178	250
HRA Services (Surplus)	(34)	(37)	(3)

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RESERVES DASHBOARD

Reserve	Balance as at 1.4.22	Budget proposed drawdown/contribution	Proposed Drawdown/contribution	Net contribution	Forecast balance 31.3.23
Total General Fund Earmarked Reserves	12,446	(3,559)	(4,065)	(4,065)	8,381
Total Mitigation Reserves	4,271	756	479	479	4,750
Funding Volatility	1,343	(122)	(399)	(399)	944
Housing benefit Subsidy	150			0	150
Insurance and Risk Management	37			0	37
In Borough Regeneration	1,931	878	878	878	2,809
Inflation & Finance Mitigation	810	0		0	810
Total Service Reserves	2,362	(86)	(314)	(314)	2,048
Asset Management	164			0	164
Economic Development	300			0	300
Electoral Registration	43			0	43
High Street Fund	200			0	200
Environmental Initiatives	200	(86)	(92)	(92)	108
Planning Enforcement	180			0	180
Service Investment and Initiatives	200			0	200
Leisure Contingency	72			0	72
Legal Resource	100			0	100
LGV Driver Training	10			0	10
ICT/Digital Transformation	134			0	134
Planning Development	227			0	227
Rochford partnership	300	0	(37)	(37)	263
Street Scene Initiatives	200	0	(182)	(182)	18
Other Licences	3	0	(3)	(3)	0
Corporate Training	18			0	18
Apprentice Incentives	8			0	8
Staff Recognition & Awards	3			0	3
Total Specific Reserves	617	(16)	(16)	(16)	601
Duchess Of Kent/Nightingale	292	(12)	(12)	(12)	280
Health and Wellbeing	103			0	103
Land at Hanover House	10			0	10
Neighbourhood Plan	26			0	26
Preventing Homelessness	100	(4)	(4)	(4)	96
Willowbrook Rosen Crescent (S106)	7			0	7
Open Data Funding to LA's	1			0	1
Brentwood community hospital	40			0	40
Community rights	38			0	38
Total COVID 19 - Specific Reserves	5,196	(4,214)	(4,214)	(4,214)	982
COVID 19	412			0	412
NNDR Collection Fund Deficit	3,724	(3,724)	(3,724)	(3,724)	0
Tax Income Guarantee Scheme (CT and NNDR)	440	(440)	(440)	(440)	0
ARG Grant	24	(24)	(24)	(24)	0
New Burdens Post Payment Reconciliation	131			0	131
Council Tax Hardship Fund	26	(26)	(26)	(26)	0
New Burdens for SBSG (covid-19) Discretionary scheme	130			0	130
New Burdens LADGF (covid-19)	225			0	225
Test and Trace Admin	64			0	64
New burdens CT Hardship Fund and BRR	20			0	20

RESERVE	Balance as at 1.4.22	Proposed Drawdown/contribution	Forecast balance 31.3.23
Total General Fund Earmarked Reserves	12,446	(4,065)	8,381
Total Mitigation Reserves	4,271	479	4,750
Total Service Reserves	2,362	(314)	2,048
Total Specific Reserves	617	(16)	601
Total COVID 19 - Specific Reserves	5,196	(4,214)	982



Reserve	Classification	Reserve Opening Balance £'000	Drawdown contribution	Closing Balance £'000	Notes
Funding Volatility	Mitigation	1,343	-399	944	Monitoring Officer redundancy, Forecast £6k overspend & £331k for pay award
In Borough Regeneration	Mitigation	1,931	878	2,809	Income from Baytree and Academy Place earmarked as per the purpose of acquisition to support the revenue account when redevelopment begins.
Inflation & Financing Mitigation	Mitigation	810	0	810	
Environmental Initiatives	Service	200	-92	115	Funding Officer post, EV charging procurement, Tree Survey and CCTV at Navestock
Rochford Partnership	Service	300	-37	263	Current known costs of training and advertising of vacant posts. More costs expected but yet to be quantified
Street Scene Initiatives	Service	200	-182	18	Consultancy support on the following Depot Relocation, Depot H&S Review, Zero emission review, Service and waste route review. As well as costs to fund Storm Clearance and Planters on high street.
Other Licences	Service	3	-3	0	Licence purchase this year rather than last year earmarked for accounting purposes.
Duchess of Kent	Specific	292	-12	280	Grounds Maintenance on Nightingale centre
Preventing Homelessness	Specific	100	-4	96	Funding overspend on salaries
NNDR Collection Deficit	COVID-19 Specific	3,724	-3,724	0	Collection Fund Accounting
Tax Income Guarantee	COVID-19 Specific	440	-440	0	Collection Fund Accounting
ARG Grant	COVID-19 Specific	24	-24	0	Repayment of grant
Council Tax Hardship Fund	COVID-19 Specific	26	-26	0	Repayment of grant

Appendix D

MTFS Adjustments

	23/24	24/25	25/26
Realigning	(61,200)	(252,140)	(252,510)
Bank Charges	20,000	20,000	20,000
Council tax collection	40,710	40,710	40,710
Land searches	0	2,500	2,500
MRP	0	(171,560)	(171,560)
NNDR	(157,400)	(169,230)	(169,230)
Planning fees	0	2,500	2,500
R&M	20,000	20,000	20,000
Rents Land & buildings	0	(119,090)	(119,090)
Subscriptions	5,900	5,900	5,900
Miscellaneous	(7,660)	(8,020)	(8,020)
Legal fees recovered	20,000	20,000	20,000
Miscellaneous Income	(2,750)	(2,850)	(3,220)
Car parking income	0	100,000	100,000
Licencing fees	0	7,000	7,000

Inflation	710,870	709,560	739,750
Contracted services	42,720	57,970	88,160
Fuel	52,250	45,970	45,970
Insurance	175,800	168,510	168,510
Utilities	440,100	437,110	437,110

Salaries	491,447	638,526	638,526
22/23 Pay award £1,925	583,850	583,850	583,850
Pension increase	197,170	197,170	197,170
NI decrease	(86,900)	(86,900)	(86,900)
Payroll changes	(202,674)	(55,594)	(55,594)

Growth/Pressures	361,030	381,030	361,030
Audit Fees	144,500	144,500	144,500
Boundary review	0	20,000	0
Interest payable	161,530	161,530	161,530
Legal fees	45,000	45,000	45,000
Planning legal fees	10,000	10,000	10,000

Savings	(299,257)	(396,566)	(396,566)
RDC Saving	(192,107)	(298,076)	(298,076)
PM Support	(102,600)	(102,600)	(102,600)
Subscriptions	(3,020)	(3,020)	(3,020)
Training	(1,050)	(1,050)	(1,050)
Miscellaneous	(480)	8,180	8,180

HRA Recharges	46,590	75,930	75,930
Earmarked reserves	0	(22,590)	(22,590)

Non Service	(938,330)	(1,121,280)	(1,121,280)
Interest payable	0	(182,950)	(182,950)
Interest on Investments	(50,000)	(50,000)	(50,000)
Pension fund	(888,330)	(888,330)	(888,330)

Funding	(302,890)	(110,600)	(113,746)
Collection Fund Surplus	(195,000)	0	0
Council Tax	(107,890)	(110,600)	(113,746)

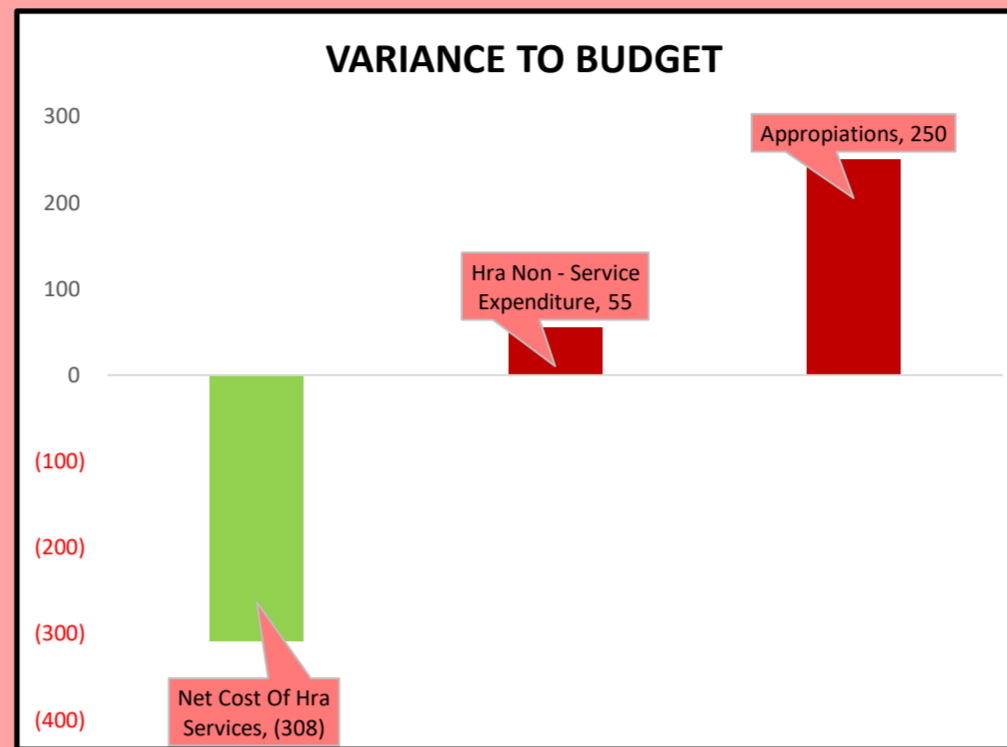
Base budget	1,403,710	1,825,970	1,915,526
Total Adjustments	8,260	(98,130)	(91,456)
Revised funding gap	1,411,970	1,727,840	1,824,070

Comments

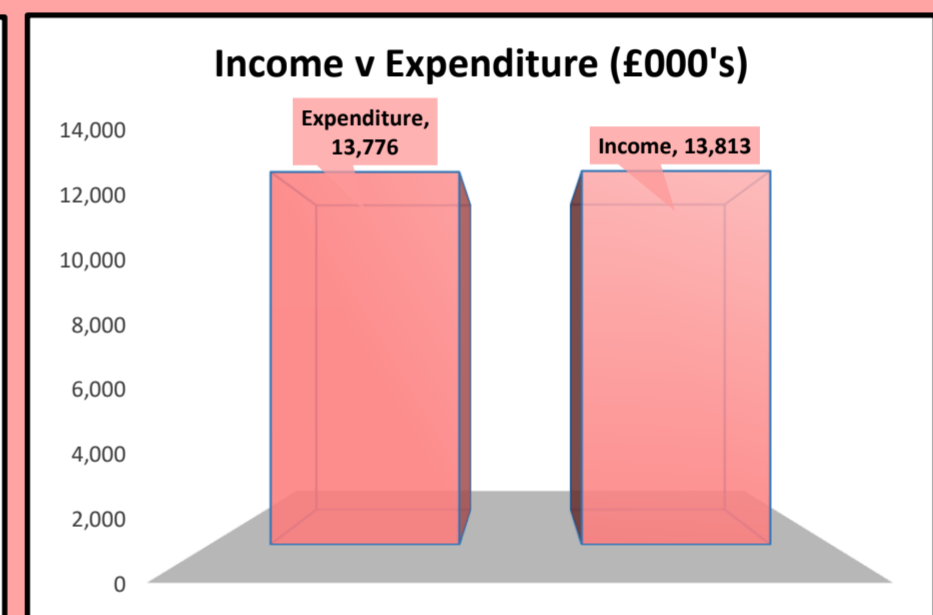
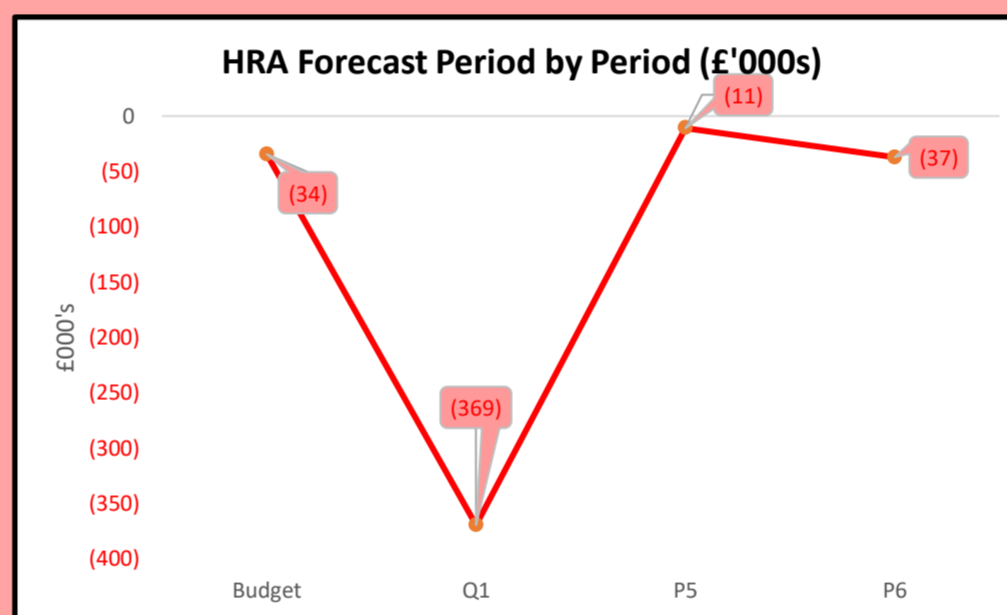
Tier 1 -3 saving. Strategic director to be deleted in 24/25

HRA FINANCIAL DASHBOARD

AREA	£'000s				% OVERSPENT
	BUDGET	P7	VARIANCE	21/22	
HRA TOTAL	(34)	(37)	(3)	(714)	
Net Cost Of Hra Services	(2,125)	(2,433)	(308)	(2,946)	14%
Repairs And Maintenance	3,316	3,419	103	3,063	3%
Supervision And Management	3,338	2,816	(522)	2,716	-16%
Special Services	1,365	1,398	33	1,163	2%
Rents, Rates & Other Charges	171	190	19	169	11%
Self Financing Payment	0	0	0	0	0%
Depreciation And Impairment	2,941	2,941	0	2,941	0%
Movement For Bad Debts	60	160	100	156	167%
Dwelling Rents	(12,396)	(12,445)	(49)	(12,205)	0%
Non Dwelling Rents	(327)	(251)	76	(265)	-23%
Cfs Leaseholders	(343)	(386)	(42)	(360)	12%
Cfs Tenants	(527)	(509)	18	(535)	-3%
Cfs Other Charges - Community	(3)	(0)	2	(1)	
Contributions To Expenditure	(3)	(57)	(55)	(31)	2199%
Reimbursement Of Costs	(65)	(60)	5	(65)	-8%
Hra Share Of Cdc	347	351	4	308	1%
Hra Non - Service Expenditure	2,163	2,218	55	2,132	
Interest Payable - Hra	2,071	2,071	0	2,016	0%
Hra Interest-Investment Income	(94)	(94)	0	(33)	0%
HRA Payments To Pension Fund	185	240	55	180	30%
Appropriations	(72)	178	250	100	1
Cont. To/From Reserves	(72)	178	250	100	100%
Contribution To Capital	0	0	0	0	0%

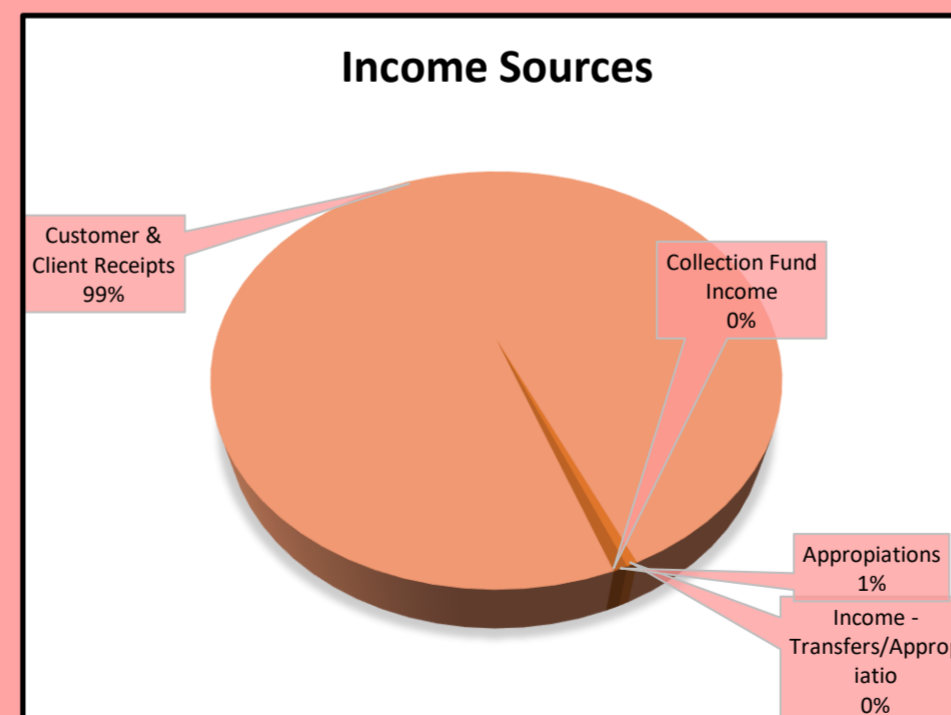
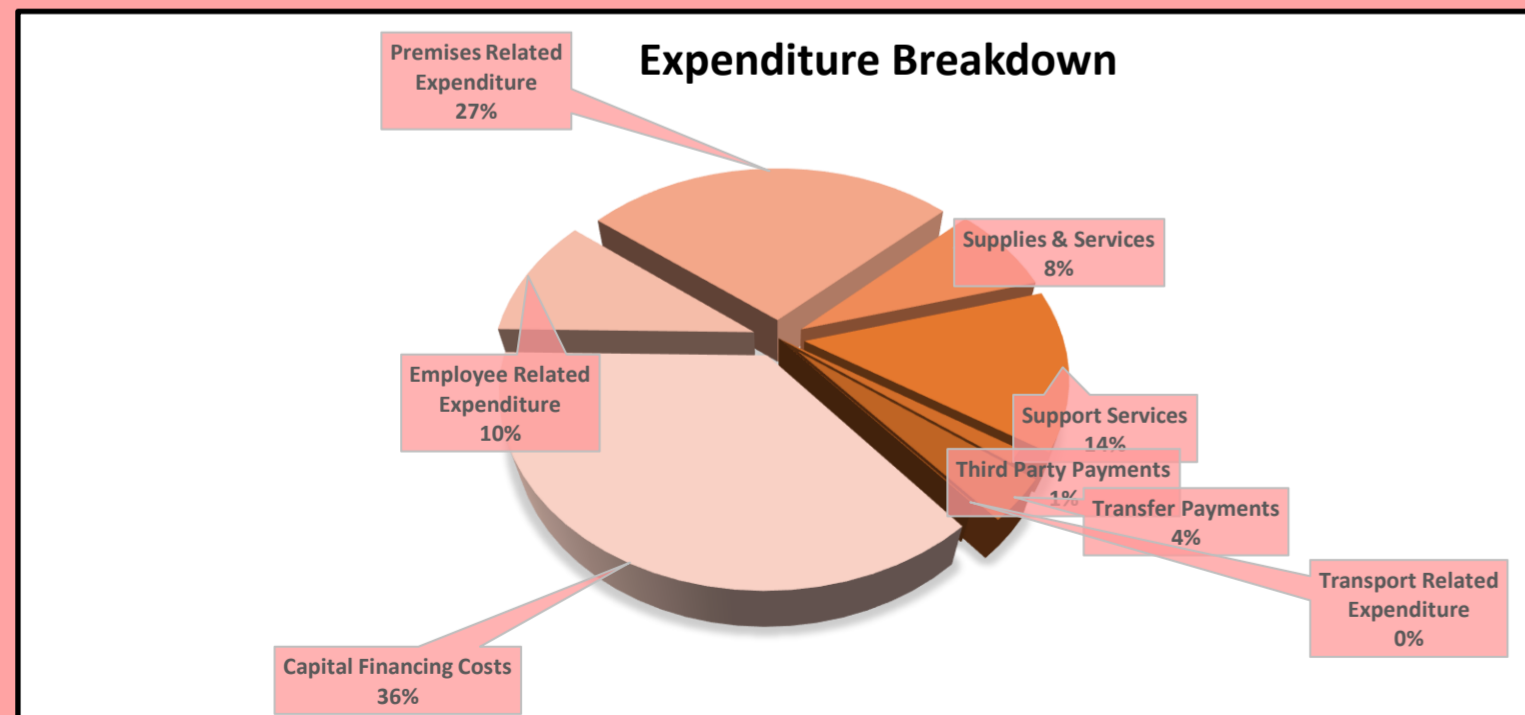


Total Variance per Cost Centre		
Rank	Director's area	Variance (£'000s)
1	Movement For Bad Debts	100
2	Repairs And Maintenance	103
3	Non Dwelling Rents	76
4	Special Services	33
5	Cfs Tenants	18
6	Hra Share Of Cdc	4
7	Reimbursement Of Costs	5
8	Cfs Other Charges - Community	2
9	Rents, Rates & Other Charges	19
10	Self Financing Payment	0
11	Depreciation And Impairment	0
12	Contributions To Expenditure	(55)
13	Dwelling Rents	(49)
14	Cfs Leaseholders	(42)
15	Supervision And Management	(522)



HRA Future Years budget Info					
	21/22	22/23	23/24	24/25	Total (£'000s)
Net Cost Of Hra Services	1,978	(2,197)	(3,061)	(4,279)	(7,559)
Hra Non - Service Expenditure	2,130	2,163	2,577	2,834	9,704
Appropriations	(4,542)	0	0	983	(3,559)
HRA TOTAL	(434)	(34)	(484)	(462)	(1,414)

ACCOUNT CODE BREAKDOWN



Top 10 Account lines		
Rank	Account code	Amount (£'000s)
1	Full permanent establishment costs	1,367
2	R&M Bldgs - Ppp	1,097
3	R&M Bldgs - General	477
4	R&M Fix & Fit - Gas Extra Ppp	302
5	Depot Service Hra Charge	282
6	Electricity	267
7	R&M Fix & Fit - Electrical	261
8	Gas	259
9	R&M Fix & Fit - Communal	210
10	Consultancy Fees	202

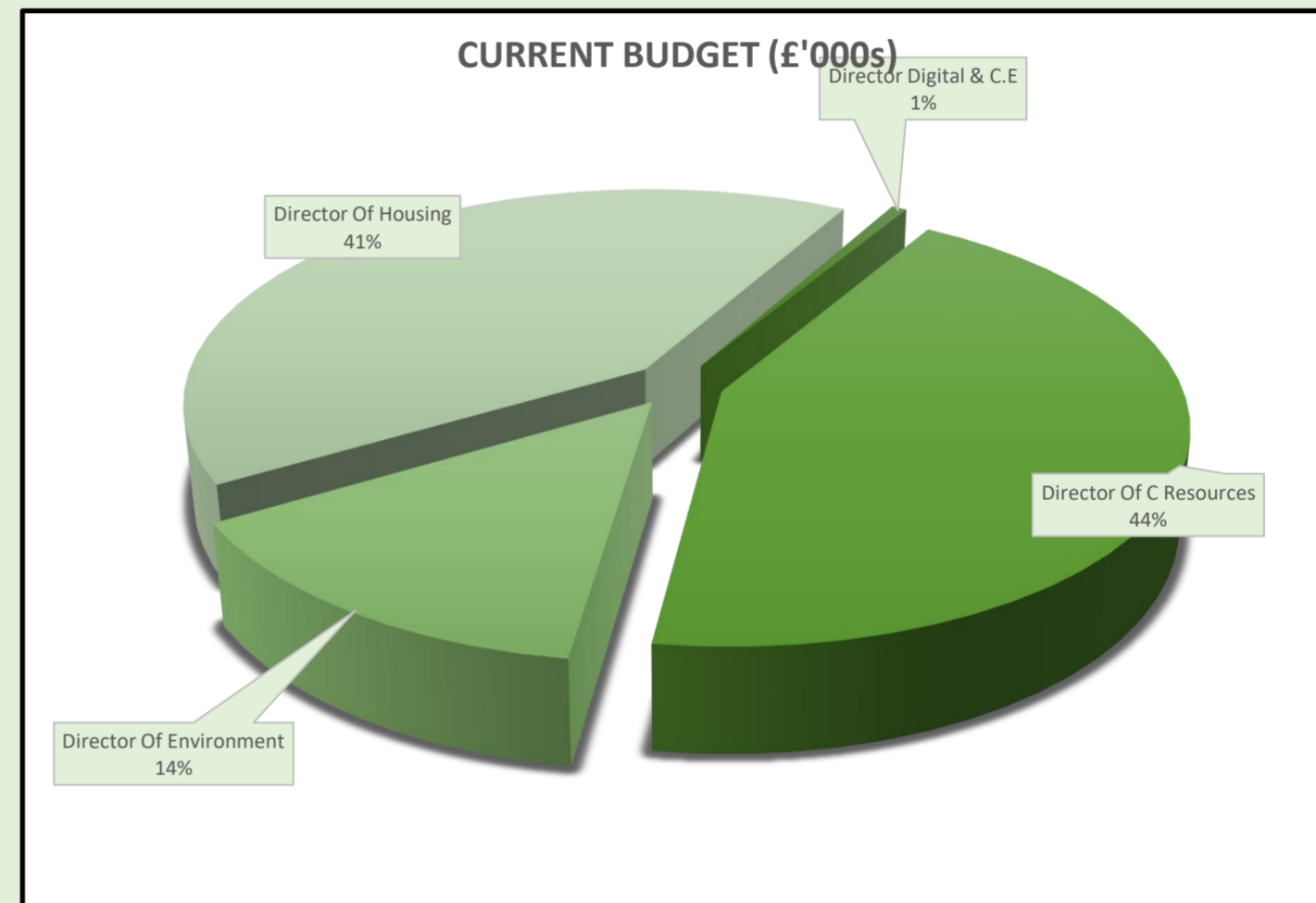
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CAPITAL FINANCIAL DASHBOARD

CODE	CAPITAL PROJECT	£'000s			PROPOSED SLIPPAGE for 22/23
		CURRENT BUDGET	P6 Est Outturn	Variance	
CAPPRO	CAPITAL PROGRAMME	59,008	18,929	(40,079)	34,722
	Director Digital & C.E	367	304	(63)	0
C103	Ict Strategy	100	65	(35)	0
C155	Software Licences	47	19	(28)	0
C203	Ict Hardware	220	220	0	0
	Director Of C Resources	25,727	824	(24,904)	22,755
C107	E-Financial	51	0	(51)	51
C110	Asset Management Strategy	323	323	0	0
C192	Asset Development	105	0	(105)	105
C217	Brentwood Leisure Centre	250	250	0	0
C218	Community Halls	98	1	(98)	0
C219	Strategic Prop Acquisitions	4,650	0	(4,650)	4,650
C223	Asset Compliance	250	250	0	0
C222	Regeneration Fund	20,000	0	(20,000)	18,000
	Director Of Environment	8,384	3,301	(5,083)	5,228
C125	Vehicle Replacement Programme	2,154	1,362	(792)	826
C226	Solar Smart Bin	12	12	0	0
C128	Play Area Refurbishments	300	50	(250)	0
C149	Home Repair Assistance Grants	5	0	(5)	0
C150	Disabled Facilities Grant	250	250	0	0
C190	Open Space - Site Security	25	25	0	0
C191	Cemetery Headstones	8	0	(8)	0
C193	Car Park Improvements	320	50	(270)	270
C200	Open Spaces Infrastructure	132	132	0	0
C201	Cemetery Infrastructure	44	44	0	0
C209	S106 114-122 Kings Road	31	31	0	0
C211	S106 Mountnessing Scrap Yard	9	9	(0)	0
C214	King George'S Redevelopment	708	1,300	592	0
C215	Football Hub Development	4,232	20	(4,212)	4,132
C220	Low Emissions Infrastructure	138	0	(138)	0
C225	S106 North Road Play Area	16	16	(0)	0
	Director Of Housing	24,530	14,501	(10,029)	6,739
CJA	HRA Decent Homes	12,158	10,868	(1,290)	0
CJB	HRA Affordable Housing	12,372	3,633	(8,739)	6,739

DIRECTORATE	CURRENT BUDGET (£'000s)	Outturn (£'000s)	PROPOSED SLIPPAGE for 22/23 (£'000s)
Director Digital & C.E	367	304	0
Director Of C Resources	25,727	824	22,755
Director Of Environment	8,384	3,301	5,228
Director Of Housing	24,530	14,501	6,739
Total	59,008	18,929	34,722



TOP 5 Biggest Projects		
Rank	PROJECT	BUDGET (£'000s)
1	Regeneration Fund	20,000
2	HRA Affordable Housing	12,372
3	HRA Decent Homes	12,158
4	Strategic Prop Acquisitions	4,650
5	Football Hub Development	4,232

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Appendix G

Treasury Management Mid-Year Review 2022-23

The Council's Treasury Management Strategy for 2022/23 was approved by Council on 23rd February 2022. This section of the report provides an update on treasury management activity for the period 1 April to 31 October 2022

Economic update and interest rate forecasts

Recent events

Since the end of September, the new Government has scrapped the reduction in the basic rate of income tax by 1p in the £; maintained the higher band 45p in the £ income tax rate; did not reduce Corporation Tax to 19% from 25%; only put in place support for businesses and households for 6 months (October to March) regarding caps on the unit costs of gas and electricity.

In addition, the Bank of England has had to intervene in the longer part of the gilt market to ensure that pension funds did not have to undertake a "fire sale" of assets to raise cash to pay for margin calls, arising from the sell-off of long-dated gilts (yields rising) in the wake of the former Chancellor's policy to seek to boost growth with unfunded tax cuts.

In recent days, calm has returned to the markets, the £ has risen from a historic low of \$1.03 to \$1.14, and the cumulative movement in gilt yields since the turn of the year is now broadly in line with that seen in the US and Euro-zone bond markets.

The new Chancellor will announce new fiscal policies in the Autumn Statement on 17th November, which seek to ensure that the public finances are kept on a sound footing and that any projected gaps (possibly £50bn to £60bn) are fully funded from services efficiencies and/or net tax increases.

Bank Rate

The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to a 14 year high of 3.00% from 2.25% at its meeting on Thursday 3rd November. The MPC continues to grapple with getting inflation back on track over a three-year horizon.

The Bank's Quarterly Monetary Policy Report from its meeting on 3rd November stated that the UK economy is headed for eight quarters of negative growth based on the market's expectation for Bank Rate to increase to 5.25%. Since then, market expectations have been recalibrated, and the market now expects a peak in Bank Rate of between 4.5% and 4.75%.

These views are similar to those held by the Council's treasury advisors, Link Group, who expect to see interest rates peaking in May 2023 at 4.50%. There are several challenges to the Bank, however, that could see them leave rates at this level until early 2024.

- a) The tight labour market (unemployment is at a 48 year low 3.5%), which shows no signs of dissipating, and that could mean wage increases continue to be north of 5% well into 2023 (.
- b) The prospect that unless the workforce participation rate increases and/or immigration policies are relaxed, there is no clear route that would give rise to sustainable increases in economic growth.
- c) Inflation could be somewhat “sticky” if the Russian invasion of Ukraine remains unresolved and puts continued pressure on global energy prices and staple foods (e.g., wheat), among the many areas negatively impacted.

Against this backdrop, the Link Group forecast sees Bank Rate increasing 50 basis points in both December and February before the MPC scales down the rate of increase to 25 basis points in both March and May 2023.

PWLB Rates

It is expected that investors will still remain nervous over the UK’s future fiscal policy and the longer dated rates in the table below reflect the potential demand by foreign investors for a “confidence premium” in the light of recent market volatility.

The monetary policies of other countries, in particular the US, will have an impact on global bond markets, with a knock-on impact upon PWLB rates. Geo-political events in countries such as Iran, North Korea, Taiwan and China will continue to lead to frequent whipsawing in equity, bond, commodity and currency markets. The climate will also play a large part in how high energy prices stay and for how long.

Table 1: Interest Rate Forecasts

The following are the latest forecasts from Link Group.

Bank Rate	2.50%	4.25%	4.50%	4.50%	4.50%	4.00%	3.75%	3.50%	3.25%	3.00%
PWLB Rates										
- 5 years	4.30%	4.30%	4.20%	4.10%	4.00%	3.90%	3.80%	3.60%	3.50%	3.40%
- 10 years	4.50%	4.50%	4.40%	4.30%	4.20%	4.00%	3.90%	3.70%	3.60%	3.50%
- 25 years	4.70%	4.70%	4.60%	4.50%	4.40%	4.30%	4.10%	4.00%	3.90%	3.70%
- 50 years	4.30%	4.40%	4.30%	4.20%	4.10%	4.00%	3.80%	3.70%	3.60%	3.40%

A review of the Treasury Management Strategy and Annual Investment Strategy

These strategies were approved by Council on 23rd February 2022 as part of the Capital & Investment Strategy for 2022/23. Officers are satisfied that the strategies remain fit for purpose.

Some of the original prudential indicators were revised in the April-July treasury management update (presented to this committee on 14th September). Further changes are required to some of the indicators as a result of the forecast 2022/23 capital outturn. The following table compare the previous prudential indicators (the indicators agreed on 14th September) against the latest revised indicators.

Table 2: Updated Prudential Indicators 2022/23

Prudential Indicator	Previous £000	Revised £000
Capital Expenditure	58,952	18,929
Capital Financing Requirement	299,069	256,161
Gross External Borrowing	283,256	225,188
Internal Borrowing	15,813	30,973
Operational Boundary	300,000	260,000
Authorised Limit	330,000	330,000

The following paragraphs explain these indicators in more detail:

Capital Expenditure

The following table shows the original and revised estimates for capital expenditure for 2022/23 split between General Fund and HRA expenditure. A breakdown of the individual schemes is shown in Appendix F – Capital Outturn .

Table 2: Capital Expenditure Estimates 2022/23

Service	Previous £000	Revised £000
General Fund	34,421	4,428
HRA	24,531	14,501
Total	58,952	18,929

Capital Financing

This table shows how the above expenditure will be financed:

Table 3: Capital Financing Estimates 2022/23

	Previous £000	Revised £000
Capital receipts	(4,999)	(1,453)
Capital grants & contributions	(250)	(503)
Major repairs reserve	(3,564)	(8,095)
Borrowing	(50,139)	(8,878)
Total	(58,952)	(18,929)

Capital Financing Requirement

The table below shows the Capital Financing Requirement (CFR) for 2022/23. The CFR represents the Council's underlying need to borrow in order to finance its capital expenditure. The reduction in the CFR reflects the reduction in the forecast borrowing required in 2022/23:

Table 4: Capital Financing Requirement

	Previous £000	Revised £000
General Fund	218,414	187,188
HRA	80,655	68,973
Total	299,069	256,161

Gross External Borrowing

The table below shows the Council's forecast external borrowing at at 31 March 2023. It also compares the external borrowing against the capital financing requirement, demonstrating the forecast level of internal borrowing.

Table 5: External Borrowing and the Capital Financing Requirement

	Previous £000	Revised £000
External borrowing	283,256	225,188
Capital financing requirement	299,069	256,161
Internal borrowing	15,813	30,973

Operational Boundary and Authorised Limit for External Debt

The operational boundary is the level above which external debt is not normally expected to rise. It is set at the level of expected external borrowing plus some headroom for any unexpected short-term borrowing needs.

The authorised limit controls the overall level of borrowing. It is a statutory limit determined under section 3 (1) of the Local Government Act 2003, representing the limit beyond which any borrowing would be unlawful.

The operational boundary has been reduced due to the reduction in forecast external borrowing for the year. The authorised limit has been left unchanged to provide headroom in the event of any unexpected borrowing need.

Table 6: Operational Boundary and Authorised Limit for External Debt

	Previous £000	Revised £000
Operational Boundary for External Debt	300,000	260,000
Borrowing	327,000	327,000
Other long-term liabilities	3,000	3,000
Authorised limit for external debt	330,000	330,000

The Section 151 Officer confirms that no prudential indicators were breached in the period 1 April 2022 to 31 October 2022.

External borrowing activity

The following table summarises the external borrowing activity to date during the year and the borrowing position as at 31 October 2022.

Table 7: External Borrowings April – October 2022

	Short - Term £000	PWLB £000	Transferred Debt £000	Total £000
Borrowing at 1 April 2022	36,000	192,019	169	228,188
Maturing borrowings repaid	(18,000)	0	0	(18,000)
New borrowings	25,000	0	0	25,000
Borrowing at 31 October 2022	43,000	192,019	169	235,188
Average interest rate	0.34%	2.37%	8.62%	
Proportion of total borrowing	24%	76%	0%	

Borrowing activity during the period has been limited to taking out new short-term borrowings to replace some of the maturing borrowings. There have been no new PWLB borrowings during the period and no such borrowings are planned for the remainder of the year. It is envisaged that all maturing borrowings will be replaced with short-term borrowings. This approach will maintain a prudent balance within the portfolio between long-term and short-term borrowings.

The following table shows the maturity profile of the Council's borrowings, i.e. the years when the borrowings will mature. This demonstrates that the Council is not exposed to any years when there is a high amount of maturing borrowing requiring refinancing.

Table 8: Maturity Profile of Borrowings

Period	Amount £000	Proportion of total borrowing	Maximum upper limit
> 1 year	43,000	18%	50%
2 to 5 years	10,000	4%	50%
6 to 10 years	32,400	14%	50%
10 to 20 years	42,019	18%	
20 to 30 years	17,000	7%	100%
Over 30 years	90,769	39%	
Total	235,188	100%	

Investments

The Council held £22m of investments as at 31st October 2022 (nil at 31st March 2022). Interest earnings as at 31st October 2022 were £0.236m, representing an average rate of return of 1.6%.

Investments during the year have been fixed-term investments, mostly with UK banks and also with a select range of non-UK banks accessed via the Council's treasury advisors.

Agenda Item 6

Committee(s): Planning, Resources and Economic Development Committee	Date: 23 November 2022
Subject: Planning Obligations Supplementary Planning Document (SPD)	Wards Affected: All
Report of: Phil Drane, Director of Place	Public
Report Author/s: Name: Jonathan Quilter, Corporate Manager - Strategic Planning Telephone: 01277 312735 E-mail: jonathan.quilter@brentwood.gov.uk	For Decision

Summary

This report presents the draft Planning Obligations Supplementary Planning Document (SPD), with associated consultation materials, and seeks approval to publish these documents for public consultation.

The draft SPD will sit alongside the Brentwood Local Plan 2016-2033. It sets out the council's approach towards seeking planning obligations required to make development schemes acceptable in planning terms. It identifies topic areas where planning obligations may be applicable depending on the scale of development and sets out the required obligations or contributions. Once adopted the SPD will be a material consideration in respect of all relevant planning applications.

Recommendation

Members are asked to:

R1: Approve the publication of the draft Planning Obligations Supplementary Planning Document as set out in Appendix A for public consultation.

Main Report

Introduction and background

1. This report outlines the content and purpose of the new Planning Obligations Supplementary Planning Document (SPD). The draft SPD is attached at Appendix A and it is recommended that this draft document be published for public consultation from 8 December 2022 to 19 January 2023.

2. The draft SPD will sit alongside the recently adopted Brentwood Local Plan 2016-2033. It sets out the council's approach towards seeking planning obligations that are needed to make development schemes acceptable in planning terms. It identifies topic areas where planning obligations may be applicable depending on the scale of development and sets out the required obligations or contributions. Once adopted the SPD will be a material consideration in respect of all relevant planning applications.

Preparation of the draft SPD

3. Following the adoption of the Brentwood Local Plan 2016-2033 in March 2022, work commenced on preparing the Planning Obligations SPD. Early drafts of the document were shared with key infrastructure providers such as Essex County Council, National Highways and the NHS with feedback incorporated into the draft SPD subject of this report.

Purpose of the SPD

4. The Brentwood Local Plan 2016-2033 sets out the strategic objectives and spatial strategy for Brentwood. The council places great importance on delivering its planned growth and on providing appropriate infrastructure to ensure development mitigates its own impact and brings wider benefits to the communities who live and work in the borough.
5. Supplementary Planning Documents (SPDs) supplement Local Development Plans and are intended to provide further detail to policies. SPDs do not introduce new policies or requirements but rather assist in the interpretation and application of existing policies and proposals and should help applicants make successful planning applications.
6. To support the local plan, the draft Planning Obligations SPD serves the following purposes:
 - a) It provides a robust framework to secure the delivery of necessary infrastructure generated by planned and incremental growth in a holistic and coherent manner;
 - b) It sets out detailed guidance and a clear position to developers, landowners and stakeholders, regarding the scope and scale of planning obligations applicable to different types and quantum of development; and

- c) It supports and supplements the local plan policies and once adopted, it becomes an important material planning consideration for the council when determining planning applications.
- 7. It should be noted that if adopted this would sit alongside other SPDs that cover planning obligations. For example, the Essex Coast Recreational disturbance Avoidance and Mitigation Strategy SPD and Essex County Council's Developers Guide to Infrastructure Contributions (DGIC).

National Policy Context

- 8. The statutory framework for planning obligations is set out in Section 106 of the Town and Country Planning Act 1990, as amended.
- 9. Paragraphs 55 to 58 of the National Planning Policy Framework (NPPF) published in July 2021 and Regulations 122 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) set out the Government's policies on planning obligations.
- 10. The NPPF advises that planning authorities should consider the use of planning obligations where they could make an otherwise unacceptable development acceptable. They should only be used where it is not possible to address unacceptable impacts through planning conditions.
- 11. The CIL Regulation 122 sets out what a planning obligation can constitute and paragraph 57 of the NPPF reiterates that planning obligations should only be sought where they meet all the following tests:
 - a) necessary to make the development acceptable in planning terms;
 - b) directly related to the development; and
 - c) fairly and reasonably related in scale and kind to the development.

Corporate Objectives

- 12. The Corporate Strategy 2020-2025 sets out five priority areas for Brentwood Borough Council:
 - a) Growing our economy
 - b) Protecting our environment
 - c) Developing our communities
 - d) Improving housing
 - e) Delivering an efficient and effective council

13. The provision of planning obligations through this SPD, seeks to address the above priorities, particularly the first four.

Brentwood Local Plan 2016-2033

14. Development proposals should be considered in line with the Brentwood Local Plan 2016-2033. Proposals which require planning obligations should be considered in accordance with the relevant policies.
15. The overarching reasoning and justification for requiring planning obligations are set out in the relevant local plan policies, in particular:
 - a) Strategic Policy MG05: Developer Contributions
 - b) Strategic Policy BE08: Strategic Transport Infrastructure
 - c) Policy BE12: Mitigating the Transport Impacts of Development
 - d) Strategic Policy HP01: Housing Mix
 - e) Policy HP04: Specialist Accommodation
 - f) Policy HP05: Affordable Housing
 - g) Policy PC05: Brentwood Town Centre
 - h) Policy PC11: Education Facilities
 - i) Policy NE02: Green and Blue Infrastructure
 - j) Policy NE05: Open Space and Recreation Provision
 - k) Strategic Policy NE08: Air Quality
 - l) Strategic Policy NE09: Flood Risk
16. In addition, site specific policies in Chapter 9 of the plan set out the amount and type of development provided within each allocation, as well as what specific supporting infrastructure and other requirements are needed for each site.

Infrastructure Types

17. Different types of infrastructure will require different approaches to securing them. The exact approach to securing the mitigations through S106 planning obligations or other legal agreements will be agreed through the development management process on an individual site by site basis. The SPD describes the three main categories of infrastructure types:
 - a) **Strategic transport infrastructure** requirements (category '1' and '2' in the Infrastructure Delivery Plan);
 - b) **Important Borough-wide infrastructure** required for sustainable growth and place-making in the borough (category '3' in the Infrastructure Delivery Plan);

- c) **Site-specific infrastructure** requirements to make development acceptable in planning terms (where these are specific to local plan allocated sites and also support wider objectives, they have been identified and assigned category '2' in the Infrastructure Delivery Plan accordingly; many will only be known as applications come forward and be assessed against the local plan policies).
18. The categorisation of infrastructure types above is informed by the Infrastructure Delivery Plan (IDP) priority ranking, summarised below:
- a) **Category 1:** strategic transport infrastructure that are critical to the delivery of the local plan, the provision of which must be in place at the right time to support development.
 - b) **Category 2:** necessary infrastructure to mitigate the impacts arising from development or to support wider strategic or site-specific objectives which are set out in planning policy or are subject to a statutory duty. It enables development to come forward in a way that is both sustainable and acceptable in planning terms. Development may be able to commence ahead of its provision.
 - c) **Category 3:** important borough-wide infrastructure that is required for sustainable growth and place-making, development may be able to commence ahead of its provision.
 - d) The IDP does not concern site-specific infrastructure unless it falls under category 1 and 2 above.
19. Details of what funding mechanism is expected to apply to required infrastructure is set out within the IDP Part B.

Approaches to securing developers' contributions

20. Funding for strategic transport infrastructure schemes will be secured primarily through S106 agreements to mitigate, support and facilitate planned growth. A number of potential further mechanisms are described in the SPD which would require further consideration as part of the determination of a planning application and any subsequent S106. This includes the potential for retrospective contributions towards forward funded infrastructure and a monitor and manage approach to future transport requirements. In addition, Section 278 agreements may be relevant for specific transport schemes to be arranged through the highway authorities Essex County Council and National Highways.

21. The Council intends to fund place-making infrastructure primarily via CIL. This is because whilst CIL is an effective tool to generate income towards the provision of infrastructure, one notable issue with CIL is that revenue is contingent upon development being brought forward, and payments may be phased so as not to impact negatively upon development cash flow, and in turn, viability.
22. Site specific infrastructure requirements are to make a development proposal (that would not be acceptable otherwise) acceptable in planning terms and will be determined on a case-by-case basis, in consideration of relevant policies, and secured via S106, S278 or other legal agreements. Site specific infrastructure requirements are underpinned by the local plan policies, and its supporting evidence base documents. These requirements apply to development on allocated and non-allocated sites. The SPD sets out the intended approach for various obligation types. In the instances where more detailed guidance for the obligation is set out by another Statutory Body, the SPD signposts towards relevant guidance (e.g. highways, education and flooding would be set in the Essex County Council Developers Guide). A summary of the types of obligations covered in the SPD is set out in Table 1 below.

Table 1: Types of Obligations in the Draft SPD	
Housing	<ul style="list-style-type: none"> - Provision of on-site affordable housing - Off-site delivery - Commuted payment in lieu of on-site provision of affordable housing - Mid and late-stage viability reviews - Provision of Specialist Accommodation - Provision of accessible and adaptable housing, and wheelchair user dwellings - Provision of self-build and custom build homes - Provision for Gypsy, Traveller and Travelling Showperson - Provision of other forms of Specialist Accommodation - Vacant Building Credit
Transport, Highways and Access	<ul style="list-style-type: none"> - Provision or payment of highway work
Flood Protection and Water Management	<ul style="list-style-type: none"> - Provision or payment of works relating to flood protection and Sustainable Drainage Systems (SuDS)

Early Years, Childcare and Education	- Provision or contributions towards education facilities
Health and Social Wellbeing	- Provision or payment of healthcare infrastructure
Carbon Reduction and Renewable Energy	- Carbon reduction and carbon offsetting contribution (allowable solutions contribution)
Natural Environment Mitigation	- Financial contribution for natural environment mitigation - Biodiversity offsetting and biodiversity net gain - Recreational Disturbance Avoidance and Mitigation Strategy (RAMS) - Delivering, or contributing towards air quality
Green and Blue Infrastructure	- Green and Blue Infrastructure (GBI) on-site provision, enhancement and/or restoration - On-site provision of outdoor sport and open space - Green and Blue Infrastructure (GBI) maintenance plan - Improvements to existing open space in the local area of the development - Commuted sum in lieu of on-site provision (including maintenance)
Public Realm and Public Art	- Provision of or contributions towards public realm - Provision or contributions towards public art

Consultation on the draft SPD

1. It is proposed to consult on the draft SPD for six weeks from Thursday 8 December 2022 to Thursday 19 January 2023. This allows for an additional two weeks to account for the Christmas period. This would be in addition to the four week consultation period required for SPDs. The council will issue consultation notifications in accordance with the approved Statement of Community Involvement (SCI) and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

2. Following the public consultation, any representations received will be reviewed and where necessary or appropriate amendments will be made to the SPD before it is then brought back to members for a decision on whether to adopt.

Reasons for Recommendation

3. The draft Planning Obligations SPD will provide more detail and clarity in respect of policies within the adopted Brentwood Local Plan 2016-2033 that refer to the circumstances where planning obligations may be appropriate. This in turn will assist the development management process when considering and determining planning applications. It will also provide consistent and clear advice to applicants on what might be required from them. Therefore, the draft SPD is recommended to be published for public consultation so that stakeholder comments can inform the final version of the document.

References to Corporate Strategy

4. The provision of planning obligations, through the draft SPD, seeks to address corporate priorities to grow the economy, protect the environment, develop the community and improve housing.

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

5. Negotiated Section 106 planning obligations, together with the Community Infrastructure Levy, make up the system of developer contributions used to secure funding towards mitigating the social and environmental effects of development. The value of Section 106 contributions varies depending on the type of contribution.

Legal Implications

Name/Title: Steve Summers, Strategic Director and Monitoring Officer

Tel/Email: 01277 312500/steve.summers@brentwood.rochford.gov.uk

6. The council must ensure that the Planning Obligations SPD is in line with the policies of the adopted Brentwood Local Plan 2016-2033 and should not seek to introduce new policies. The draft SPD is required to go out for public consultation with representations taken into consideration before then proceeding to adoption. The decision to adopt will be made separately by members once this process is complete.

Economic Implications

Name/Title: Phil Drane, Director of Place

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

7. The production of the Planning Obligations SPD will set out clear guidance on the processes and costs for contributions where they are deemed necessary through relevant policies in the adopted Brentwood Local Plan 2016-2033. This is an essential mechanism to secure infrastructure funding that contributes to the health of the local economy.
8. Delays in progressing the Planning Obligations SPD could result in a lack of funding, and therefore a failure to deliver new infrastructure projects in the borough. Ideally, the council would seek to ensure the Planning Obligations SPD is in place as soon as possible to maximise the receipt from local plan allocated sites, many of which are coming forward in early years of the plan period.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure & Health)

Tel/Email: 01277 312500/kim.anderson@brentwood.gov.uk

9. 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.
10. 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).
11. 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, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

None

Background Papers

- None

Appendices to this report:

- Appendix A: Draft Planning Obligations Supplementary Planning Document (SPD)



BRENTWOOD LOCAL PLAN

Draft Planning Obligations

Supplementary Planning Document

November 2022

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1. The purpose of this document

- 1.1. The Brentwood Local Plan 2016 – 2033 (the Local Plan) sets out the strategic objectives and spatial strategy for Brentwood. The Council places great importance on delivering its planned growth and on providing appropriate infrastructure to ensure development mitigates its own impact and brings wider benefits to the communities who live and work in the Borough.
- 1.2. To support the Local Plan, this Planning Obligations Supplementary Planning Document (SPD) serves the following purposes:
 - a. It provides a robust framework to secure the delivery of necessary infrastructure generated by planned and increment growth in a holistic and coherent manner;
 - b. It sets out detailed guidance and a clear position to developers, landowners and stakeholders, regarding the scope and scale of planning obligations applicable to different types and quantum of development; and
 - c. It supports and supplements the Local Plan policies and once adopted, it becomes an important material planning consideration for the Council when determining planning applications.
- 1.3. It should be noted that not all the obligation types within this SPD will apply to all types of development. This SPD has been produced to apply to varying types and scales of development, but proposals will be assessed on a case-by-case basis with the individual circumstances of each site being taken into consideration.
- 1.4. The content of this SPD will be kept under periodic review; amendments may need to be made in order to take account of changing circumstances.
- 1.5. Other documents that provide guidance on planning obligations, for example, the Essex Coast Recreational disturbance Avoidance and Mitigation Strategy SPD and Essex County Council (ECC)'s Developers Guide to Infrastructure Contributions (DGIC) (2020 or as amended) should be read in conjunction with this document. Developers should refer to ECC's latest DGIC which provides details on the scope and range of contributions towards infrastructure which ECC may seek from developers and landowners in order to mitigate the impact that development may have on ECC services and infrastructure and make development acceptable in planning terms.

What are the role and status of Supplementary Planning Documents?

- 1.6. SPDs supplement the Local Development Plan and are intended to provide further detail to policies. SPDs do not introduce new policies or requirements but rather assist in the interpretation and application of existing policies and proposals and should help applicants prepare planning applications. They are a material consideration in decision making.

Consultation

- 1.7. This document is available for public comment for a six-week consultation period, between 8 December 2022 – 19 January 2023.

2. Policy Background

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National Policy Context

1. The statutory framework for planning obligations is set out in Section 106 of the Town and Country Planning Act 1990, as amended.
- 2.2. Paragraphs 55 to 58 of the National Planning Policy Framework (NPPF) published in July 2021 and Regulations 122 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) set out the Government's policies on planning obligations.
- 2.3. The NPPF advises that planning authorities should consider the use of planning obligations where they could make an otherwise unacceptable development acceptable. They should only be used where it is not possible to address unacceptable impacts through planning conditions.
- 2.4. The CIL Regulation 122 sets out what a planning obligation can constitute and paragraph 57 of the NPPF re-iterates that planning obligations should only be sought where they meet all the following tests:
 - i. necessary to make the development acceptable in planning terms;
 - ii. directly related to the development; and
 - iii. fairly and reasonably related in scale and kind to the development.

- 2.5. Previously, under the CIL Regulations introduced in 2010, Local Planning Authorities (LPAs) were not able to pool more than five planning obligations together towards a single piece of infrastructure or infrastructure ‘pot’. However, the government recognised issues associated with this restriction and removed the pooling restriction via the 2019 amendments to the CIL regulations.

B. Corporate Objectives

- 2.6. The [Corporate Strategy 2020-2025](#) sets out five priority areas for Brentwood Borough Council:

- i. Growing our economy
- ii. Protecting our environment
- iii. Developing our communities
- iv. Improving housing
- v. Delivering an efficient and effective council

- 2.7. The provision of planning obligations, through this SPD, seeks to address the above priorities, particularly the first four.

C. Brentwood Local Plan 2016-2033

- 2.8. Development proposals should be considered in line with the Brentwood Local Plan 2016 – 2033 (the Local Plan). Proposals which require planning obligations should be considered in accordance with the relevant policies.

- 2.9. The overarching reasoning and justification for requiring planning obligations are set out in the relevant Local Plan policies, in particular:

- i. Strategic Policy MG05: Developer Contributions
- ii. Strategic Policy BE08: Strategic Transport Infrastructure
- iii. Policy BE12: Mitigating the Transport Impacts of Development
- iv. Strategic Policy HP01: Housing Mix

- v. Policy HP04: Specialist Accommodation
- vi. Policy HP05: Affordable Housing
- vii. Policy PC05: Brentwood Town Centre
- viii. Policy PC11: Education Facilities
- ix. Policy NE02: Green and Blue Infrastructure
- x. Policy NE05: Open Space and Recreation Provision
- xi. Strategic Policy NE08: Air Quality
- xii. Strategic Policy NE09: Flood Risk

- 2.10. In addition, site specific policies in Chapter 9 set out the amount and type of development provided within each site allocation, as well as what specific supporting infrastructure and other requirements are needed for each site.
- 2.11. Other policies within the Local Plan provide specific and detailed justification for various types of planning obligations and will be referred to in the relevant sections of this SPD.
- 2.12. The Local Plan must be read as a whole when considering development proposals.

D. Infrastructure Delivery Plan

- 2.13. The Brentwood Infrastructure Delivery Plan (IDP) has been undertaken to provide the Council with the understanding of infrastructure deficit in the context of planned growth and inform the Brentwood Local Plan 2016 – 2033. The IDP Part B (Schedule) provides a list of required infrastructure to deliver Brentwood’s growth over the Plan period. Information on the indicative phasing, costing, delivery mechanism, priority ranking, and relevant site allocations of identified infrastructure can also be found in Part B.
- 2.14. The IDP by its very nature is a ‘snapshot in time’ as the information provided by infrastructure providers will naturally date and alter over time, reflecting changing needs. Therefore, the IDP should be viewed as a ‘live document’ and information should be treated as indicative

rather than prescriptive. The Council will keep the IDP under review and update it where information becomes available. Applicants should refer to the latest version of the IDP, available on the Council’s website.

- 2.15. Although the IDP does not form part of the development plan, its latest version will be a material consideration when determining planning application against Policy MG05: Developer Contributions of the Local Plan.

E. CIL

- 2.16. The Council is currently preparing a Community Infrastructure Levy (CIL). In May 2022, it launched the CIL Viability Assessment Stakeholder Workshop and invited comments on the draft Viability Assessment. This work informed the final draft charging schedule, which was published for public consultation from the 12 October to 9 November 2022. The Council is aware of the proposed changes to CIL (and indeed to the system of S106 obligations generally) in the Levelling Up and Regeneration Bill, however the final outcome of these proposed changes is unknown at present. The Council will continue monitoring the progress of the Bill and take appropriate actions as required.
- 17. In considering appropriate CIL rates, the Council has taken into account development viability and contribution requirements from site allocations. It is envisaged that there would be no unacceptable financial burden on landowners/ developers as a result of CIL introduction.

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Two-tier Local Government System

- 2.18. The Council operates within a two-tier local government system. Essex County Council (ECC) has a statutory role as the highway and transportation authority, appropriate local authority for education, minerals and waste planning authority (MWPA), lead local flood authority (LLFA), lead advisors on public health, the provision of libraries and adult social care. As such, if a planning obligation is sought for contributions covering these matters, then ECC should be party to the Section 106 (S106) agreement.
- 2.19. An overriding principle regarding infrastructure contributions is that applicants are expected to contribute to the infrastructure that is required to mitigate their developments, as well as cumulative impacts, and any other developments benefitting from the infrastructure should contribute towards it. It should not be for the public purse to fund these necessary mitigation measures and there should be no financial risk for the Council or Infrastructure providers such as Essex County Council.

G. Other Statutory Bodies

- 2.20. Statutory bodies and organisations will be consulted on relevant planning applications¹ and the Council will give significant weight to the advice of the key statutory consultees on specialist technical issues where it may have limited expertise. In some cases, the statutory consultees may request planning contributions and the S106 agreements may involve them. The statutory consultees include (but not limit to):
- a. Environment Agency;
 - b. Natural England;
 - c. Historic England;
 - d. National Highways (NH). In Brentwood, NH is the highways authority responsible for the strategic road network including the M25 Junctions 28 and 29, and Lower Thames Crossing;
 - e. Mid and South Essex Integrated Care Board (ICB) which is an NHS body covering Brentwood Borough under a new partnership between the organisations that meet health and care needs (the Integrated Care System) across mid and south Essex.
- 2.21. A full list of statutory consultees on applications for planning permission is set out in the Planning Practice Guidance².

3. Infrastructure Types

- 3.1. Different types of infrastructure will require different approaches to securing them. The exact approach to securing the mitigations through S106 planning obligations or other legal agreements will be agreed through development management process on an individual site by site

¹ Please note: Planning law prescribes circumstances where local planning authorities are required to consult specified bodies prior to a decision being made on an application. However, not all statutory consultees are consulted on all planning applications. The circumstances for statutory consultation are set out in the Development Management Procedure Order: <http://www.legislation.gov.uk/uk/si/2010/2184/article/20/made>

² Paragraph: 030 Reference ID: 15-030-20190722

basis (detailed guidance and considerations for different approaches are set out in Chapter 4). This chapter provides guidance on what types of planning obligations and funding mechanisms the Council will use to fund the below types of infrastructure:

- i **Strategic transport infrastructure** requirements (category 1 and 2 in the IDP);
- ii **Important Borough-wide infrastructure** required for sustainable growth and place-making in the Borough (category 3 in the IDP);
- iii **Site-specific infrastructure** requirements to make development acceptable in planning terms (where these are specific to Local Plan allocated sites and also support wider objectives, they have been identified and assigned 2 in the IDP accordingly; many will only be known as applications come forward and be assessed against the Local Plan policies).

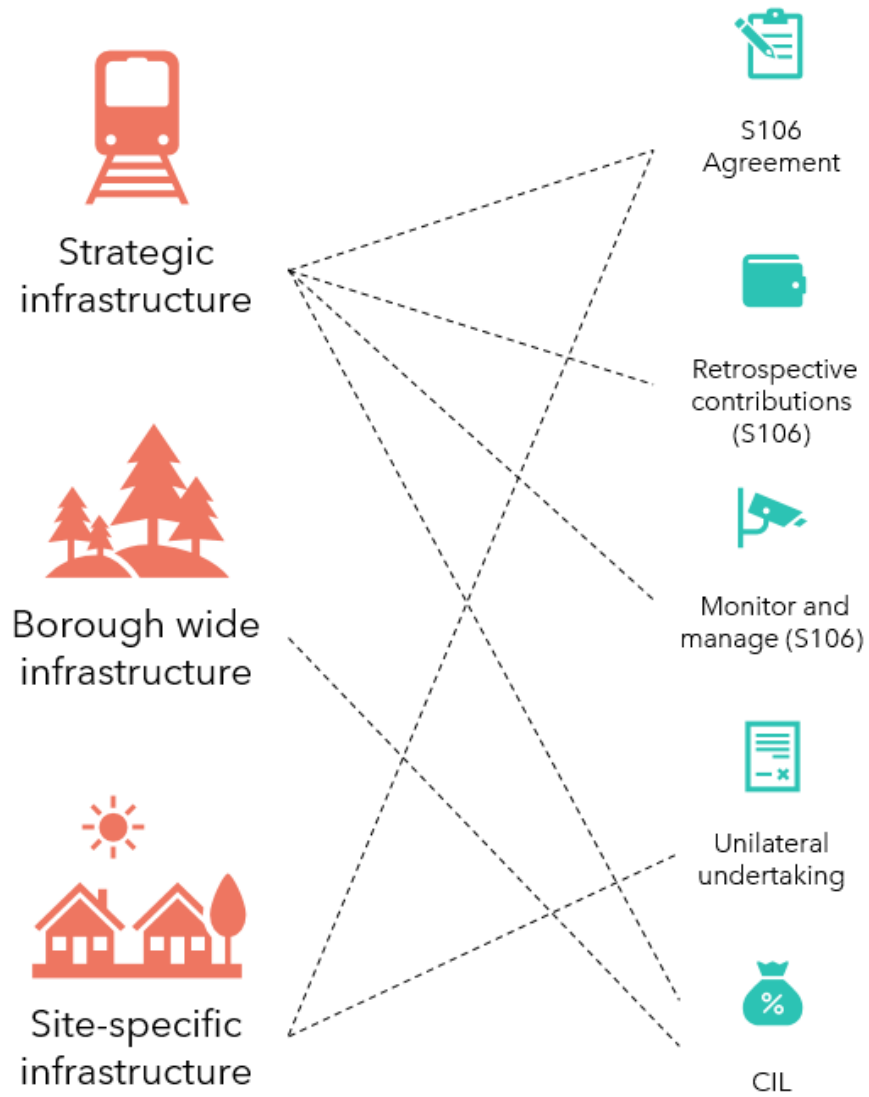
3.2. The categorisation of infrastructure types above is informed by the IDP priority ranking, summarised below:

- i Category 1: strategic transport infrastructure that are critical to the delivery of the Local Plan, the provision of which must be in place at the right time to support development.
- ii Category 2: necessary infrastructure to mitigate the impacts arising from development or to support wider strategic or site-specific objectives which are set out in planning policy or are subject to a statutory duty. It enables development to come forward in a way that is both sustainable and acceptable in planning terms. Development may be able to commence ahead of its provision.
- iii Category 3: important Borough-wide infrastructure that is required for sustainable growth and place-making, development may be able to commence ahead of its provision.
- iv The IDP does not concern site-specific infrastructure unless it falls under category 1 and 2 above.

3.3. Developer contributions will be sought towards category 1, category 2, and site-specific infrastructure, whilst CIL would be primarily used to fund category 3 infrastructure. However, the ability to fund the same piece of infrastructure using both S106 and CIL monies is not precluded.

3.4. Details of what funding mechanism is expected to apply to required infrastructure is set out within the IDP Part B.

Figure 1: The types of planning obligations and mechanisms the Council will consider using to fund its different types of infrastructure



A. Strategic Transport Infrastructure

Policy background

- 3.5. The requirements relating to strategic and necessary transport infrastructure are underpinned by Policy MG05 Developer Contributions, Policy BE08 Strategic Transport Infrastructure, Policy BE12 Mitigating the Transport Impacts of Development and site-specific policies in the Local Plan.

The Council's approach to funding its strategic transport infrastructure

- 3.6. Funding for strategic and necessary transport infrastructure schemes will be secured primarily through S106 agreements to mitigate, support and facilitate planned growth.
- 3.7. For some strategic transport infrastructure, such as the A127 link road, the mitigation measures need to be in place or at least planned early on, because it may take time for the design, technical issues and feasibility of a project infrastructure to be finalised. Monies need to be secured so that funding is available when the detailed design is ready to enable delivery. Since no public funding has been secured or identified at this point in time, it will therefore be necessary to obtain funding from alternative sources and to collect developers' contributions retrospectively for these projects. (More details are discussed in **Chapter 4**, particular the 'Retrospective Contribution' section)
- 3.8. For other strategic transport infrastructure, the identified measures may not be required early on in the Plan period but are still strategic infrastructure that may need to be in place at the right time to support planned growth.
- a. The first challenge with this type of infrastructure is that, whilst mitigations have been identified to support planned growth in Brentwood, the infrastructure itself also accommodates the demand of the wider region. Whilst National Highways confirms that Brentwood is not required to address traffic from the wider region, there will need to be a holistic approach in the planning and delivery of this infrastructure to avoid piecemeal improvements.
 - b. Another challenge associated with this type of infrastructure is that the identified mitigation measures have been modelled under the worst-case scenario assumptions; considering there is a desire to move towards more sustainable forms of travels, there is a need to generate more evidence of development's impact on the strategic road network and to positively challenge developers to keep their traffic impacts well below the worst-case scenarios.

- c. As such there needs to be a more innovative and bespoke approach in securing S106 contributions to this type of infrastructure. (More details are discussed in **Chapter 4**, particularly the 'Monitor and Manage' section)
- 3.9. In addition, Section 278 (S278) agreements may be relevant for specific transport schemes to be arranged through the highway authorities (Essex County Council and National Highways). Where necessary, the County Council and National Highways may require developers to enter into a S278 agreement to fully pay or make contributions towards mitigation measures that address the individual and cumulative impacts of the development scheme on the highway network. In some cases, a developer may be required to carry out the works in lieu of payment.
- 3.10. The Local Plan is clear that the timely delivery of strategic and necessary infrastructure is central to sustainable growth. In some instances, delivery in advance of all contributions having been collected may be required.

The cost and funding gap of strategic infrastructure

11. The Council will seek to apportion the costs to fund strategic infrastructure as required through S106 obligations.
12. The Council acknowledges that the costs and funding gaps of infrastructure are likely to change from time to time. As a live document, the IDP is subject to a flexible regime of review. The Council will update the IDP where new or updated information becomes available and make amendments to the IDP and the level of funding gap on this basis.
- 3.13. At this moment in time, no external funding has been made available towards the identified strategic and critical infrastructure. There is a realistic expectation that sources of external funding may become available where required and that the necessary steps have been taken to access this funding and address the funding gap. Further details on potential sources of external funding are set out within Chapter 15 of the IDP. However, the Council must ensure that growth will still be deliverable if funding turns out not to be forthcoming. As such, a worst-case scenario where external funding is not available has been assumed in calculating the developer contributions to inform site viability and ensure that critical projects can and will be delivered to support planned growth. Where external funding becomes available, the IDP will be updated to reflect the remaining funding gap. Further guidance on when external funding becomes available is discussed in **Chapter 5** (Considerations in Drafting Section 106 Agreement) of this document. It should not be assumed that any identified infrastructure costs or funding gaps are to be covered by the Council or Statutory Bodies such as Essex County Council and National Highways.

Apportionment

- 3.14. The approach to apportioning the costs of strategic and necessary infrastructure to the Local Plan site allocations is discussed in Chapter 15 of the IDP.

- 3.15. Based on this apportionment methodology, a worksheet detailing indicative developer contribution for each site allocation against each infrastructure requirements has been drawn up. This will be set out in the forthcoming IDP Part C. The IDP Part C should be used as a guidance only, the precise level of contributions will depend on the quantum, mix and location of the proposal, the existing capacity of the infrastructure and available funding at the time the application is submitted. This should be the subject of detailed consideration at the pre-application or application stage.

Non- allocated development

- 3.16. Where development is proposed on non-allocated sites in the vicinity of the identified strategic and necessary infrastructure and development will benefit or be acceptable due to the said infrastructure, landowners and developers of those sites may also be required by the Council to contribute towards the cost of such strategic infrastructure via a S106 agreement. The Council shall determine on a case-by-case basis, in line with the statutory tests for planning obligations, whether such contributions or a proportion thereof, should be payable.

B. Important Place-making Infrastructure Requirements

- 3.17. Important place-making infrastructure in the context of this SPD is category 3 items in the IDP.
- 3.18. The Council intends to fund place-making infrastructure primarily via CIL. This is because whilst CIL is an effective tool to generate income towards the provision of infrastructure, one notable issue with CIL is that revenue is contingent upon development being brought forward, and payments may be phased so as not to impact negatively upon development cash flow, and in turn, viability. CIL revenues are therefore volatile and uncertain as they are linked to new developments and the receipts may change with the economic cycle. The incremental nature in which it is collected means that it cannot solely be relied upon to fund the Borough's strategic infrastructure in its entirety.

C. Site Specific Infrastructure Requirements

- 3.19. Site specific infrastructure requirements are to make a development proposal (that would not be acceptable otherwise) acceptable in planning terms and will be determined on a case-by-case basis, in consideration of relevant policies, and secured via S106, S278 or other legal agreements.
- 3.20. Site specific infrastructure requirements are underpinned by the Local Plan policies, and its supporting evidence base documents. These requirements apply to development on allocated as well as non-allocated sites.

3.21. The following tables in this section set out the obligation types which may be required as part of any S106 agreement, the policy background to requiring such obligations, when the obligation is expected to be provided, any exceptions and any other relevant information. The exact approach to securing site-specific infrastructure will be agreed through the development management process. Obligations set out in this section may not otherwise be secured through a planning condition. As is the case for obligations, conditions will be used to make development acceptable which would otherwise be considered unacceptable. Conditions will typically apply to on-site works such as public realm improvements or issues relating to the design of development. For clarity, impacts which the Council will seek to address through condition have been included following each thematic section. This is not an exhaustive list of matters which the Council may seek to address via condition.

Housing

Obligation	Criteria	Justification	Policy background
Provision of on-site affordable housing	<p>H1. Policy HP05 requires the provision of 35% of the total number of residential units to be provided and maintained as affordable housing within all new residential development sites which comprise of 10 or more residential units. The 35% applies across the whole development; it does not only apply to the part of the development above the threshold.</p> <p>H2. Schemes that provide 100% affordable housing may not require S106 agreements subject to there being a registered provider; approved nomination agreement; and the units to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative housing provision in the Brentwood Borough.</p> <p>H3. Where there is a proposal to increase the number of residential units on a site following grant of permission, for example a non-residential ground floor use subsequently secures planning permission for additional</p>	<p>To address the need for affordable housing in the Borough in accordance to Policy HP05 and evidenced in the Council's SHMA.</p> <p>To comply with Policy BE15 which requires development to ensure that "buildings and places are designed in a way that everyone regardless of their ability, age, income, ethnicity, gender, faith, sexual orientation can use confidently, independently, with dignity and without engendering a sense of separation or segregation"</p>	<p>Policy HP05: Affordable Housing</p> <p>Policy BE15: Planning for Inclusive Communities</p>

Obligation	Criteria	Justification	Policy background
	<p>residential dwellings, the Council will apply Policy HP05 to the total number of residential dwellings on the site, if the increase in the number of units take the total on site to 10 units or more. In instances where the initial proposal has been built, the additional proposed dwellings would be required to 'offset' the affordable housing requirement across the whole site.</p> <p>H4. As set out in the Written Ministerial Statement published on 24 May 2021, National policy on the requirement for First Homes does not apply where local plans are adopted under the 'transitional arrangements', as applies to the Brentwood Local Plan 2016-2033. As such the First Homes requirement is not applied when considering planning applications, and will be considered as part of the future Local Plan reviews.</p> <p>a. Planning obligations will be used to secure the following elements related to the provision of affordable housing:</p> <ul style="list-style-type: none"> • the number of units; • the size and type of units; • tenure of units; • location of units; • parking provision; affordable units should be provided with sufficient parking spaces for by the same standards with non-affordable units. <p>Layout and clustering</p>		

Obligation	Criteria	Justification	Policy background
	<p>H5. The Council recognises that grouping together a number of affordable homes is practical from a construction and management perspective yet it is vital that the goal to achieve mixed, inclusive and sustainable communities is not undermined. As such, affordable housing should:</p> <ul style="list-style-type: none"> a. be dispersed in more than one single parcel or to a certain extent throughout a development to ensure that new communities are both mixed and sustainable, except in schemes where the overall number of residential dwellings is below 15 units; b. be designed in a way that on sites incorporating 30 or more dwellings, affordable housing are provided in groups of no more than 15% of the total number of dwellings being provided or 12 affordable dwellings, whichever is the lesser. Where separate phases of the development adjoin each other, careful consideration should be given to the location of clusters in adjacent permitted or developed parcels to avoid creating an overall cluster of more than 12 dwellings. For example, two clusters of affordable homes divided simply by an estate road would not be considered acceptable; c. the location of affordable units within a scheme should not be to the detriment of the wider creation of inclusive and mixed communities, for example by locating the 		

Obligation	Criteria	Justification	Policy background		
	<p>affordable units to prevent access to communal amenity space.</p> <p>Design</p> <p>H6. Affordable housing units should be designed to the same high quality and sustainability standards as market housing. The Council encourages the early involvement of Registered Providers in site discussions when there is still an opportunity to influence the design of a scheme. On mixed tenure schemes, the affordable housing must be of the same style and materials so as to appear visually consistent and indistinguishable from the market housing.</p> <p>Phasing</p> <p>H7. The delivery of the affordable housing must keep pace with that of market housing. On larger schemes, the Council will ensure that affordable housing is delivered in phases in parallel with the development of market housing, and will control phasing in the S106 agreement. The Council will not support the phasing of a development which sees the affordable housing being delivered in the later stages of the site’s development taking into account site specific viability.</p> <table border="1" data-bbox="629 1337 1144 1423"> <tr> <td data-bbox="629 1337 887 1423">Market Housing - Occupied</td> <td data-bbox="887 1337 1144 1423">Affordable Housing - Completed and</td> </tr> </table>	Market Housing - Occupied	Affordable Housing - Completed and		
Market Housing - Occupied	Affordable Housing - Completed and				

Obligation	Criteria	Justification	Policy background								
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Off-site delivery	<p data-bbox="577 986 1189 1334">H9. There will be a strong presumption in favour of the affordable homes being provided on site. There may however be some circumstances in which the Council is willing to accept an off-site delivery by the developer, subject to robust evidence (further guidance on viability evidence is provided in Chapter 5) and subject to the Council’s satisfaction that its objective of creating mixed and balanced communities being met.</p> <p data-bbox="577 1342 1189 1437">H10. This will require the provision of 35% of total dwellings as affordable housing in a location related to the main development site, and</p>	<p data-bbox="1227 970 1794 1453">The Council’s default position is that affordable housing requirements should be delivered on the site of the planning application that it applies to, in order to create communities that are mixed and balanced. However, the Council acknowledges that there will be circumstances where a developer is unable to meet the full quota of affordable housing without prejudicing the delivery of housing on the site. In accordance with Policy HP05, part 4, the Council will “only accept off-site provision [...] where it can be robustly demonstrated that on-site provision is not possible and that, in the individual case and to the satisfaction of the</p>	Policy HP05 Affordable Housing								

Obligation	Criteria	Justification	Policy background
	<p>within Brentwood Borough’s administrative area.</p> <p>H11. Appropriate financial contributions may also be sought for off-site provision where necessary to ensure that the dwellings provided can be made available to meet local needs.</p>	<p>Council, the objective of creating mixed and balanced communities can be effectively and equally met through either off-site provision or an appropriate financial contribution in lieu or a combination of the two.”</p>	
<p>Commuted payment in lieu of on-site provision of affordable housing</p>	<p>H12. In very exceptional circumstances where a developer is unable to provide appropriate levels of affordable housing on-site or off-site, a commuted sum may be accepted where it is clearly demonstrated that it is a more appropriate approach and would result in higher overall quantum of affordable housing compared to on-site delivery.</p> <p>H13. The commuted sum will be calculated as follows:</p> <p style="padding-left: 40px;">Commuted sum = 55% x Open Market Value.</p> <p>H14. The calculation of the commuted sum will be based on the proposed mix of market housing and will assume the affordable housing proportionately reflects the market mix of housing in terms of the bedroom size of the market housing proposed and the mix of flats and houses. The floor area in sqm for each property size will reflect the Nationally Described Space Standard (as set out in Policy HP06).</p> <p>H15. If a commuted sum in lieu of on-site affordable housing is agreed by the Council, the</p>	<p>As above, par 4 of Policy HP05 states that the Council will only accept “an appropriate financial contribution in lieu of on-site provision where it can be robustly demonstrated that on-site provision is not possible and that, in the individual case and to the satisfaction of the Council, the objective of creating mixed and balanced communities can be effectively and equally met through either off-site provision or an appropriate financial contribution in lieu or a combination of the two.”</p>	<p>Policy HP05 Affordable Housing</p>

Obligation	Criteria	Justification	Policy background
	<p>commuted sum will need to be paid prior to commencement of the development.</p> <p>H16. Outline planning applications that include a commuted sum in lieu of on-site affordable housing will include the formula for calculating the commuted sum in the S106 agreement, using this guidance. Full planning applications, where the market mix of residential dwellings is agreed, will state the commuted sum amount and be index linked.</p>		
Mid and late-stage viability reviews	<p>H17. Mid and late-stage review mechanisms will be secured via a s106 agreement for all residential development where the minimum policy requirement level of affordable housing is not being provided.</p> <p>H18. Late-stage reviews will be carried out at the point at which 75% of private residential units have been sold or let.</p> <p>H19. For larger schemes which are being delivered over multiple phases, mid stage review mechanisms will also be secured.</p> <p>H20. In the event that on-site affordable housing units was not policy compliant, then any surplus developer profit identified through viability reviews will, in the first instance, result in a clawback commuted sum on the additional units.</p>	<p>Viability reviews are necessary to ensure that affordable housing delivery is maximised as a result of any future improvement to a scheme's viability. This is particularly relevant in Brentwood where there has been a consistent uplift in the value of properties for market sale and rent. In light of planned growth and infrastructure, it is expected that this trend will continue.</p> <p>The Council expects that any surplus identified through viability reviews, including late stage reviews, to result in additional affordable housing units on-site. This will help deliver the Local Plan strategic objectives regarding creating a mixed and balanced communities.</p>	Policy HP05 Affordable Housing
Provision of Specialist Accommodation	<p>H21. On sites where Specialist Accommodation will be required as per policy HP01 and HP04, the Council will seek to secure a S106 obligation</p>	<p>To meet an identified local need, as per the latest evidence and Policy HP01 and Policy HP04 requirements.</p>	Policy HP01 Housing Mix

Obligation	Criteria	Justification	Policy background
	<p>which sets out the amount, type, size, mix and where necessary, priority mechanisms of the Specialist Accommodation to be provided in perpetuity. Further detailed requirement for each identified type of Specialist Accommodation is set out below.</p> <p>H22. The S106 agreement will seek to secure that Specialist Accommodation for the above group is made available before occupation of 50% of market housing provision, to ensure timely delivery of the Specialist Accommodation.</p> <p>H23. For new development of more than 100 dwellings, the Council will also consult Essex County Council (ECC) to seek advice on their priority Specialist Residential Accommodation needs, including Independent Living for older people and adults with disabilities. The Council will also refer to their latest Position Statement regarding Independent Living Programme for Older People.</p>	<p>The SHMA 2016 Part 2 and the Gypsy and Traveller Accommodation Assessment forms the main Evidence Base for the Council's assessment of Specialist Accommodation provision. These identified the following Specialist Accommodation requirements of the following groups in the Borough:</p> <ul style="list-style-type: none"> • Older persons; • People with disabilities; • People wishing to build their own homes; • Gypsies, Travellers and Travelling Showpeople; • Family households. <p>Further information on the characteristics of suitable sites/buildings for older people and adults with learning disabilities is available in the Essex County Council's Developers' Guide to Infrastructure Contributions (2020 or as amended).</p>	<p>Policy HP04 Specialist Accommodation</p> <p>Site specific policies</p>
<p>Provision of accessible and adaptable housing, and wheelchair user dwellings</p>	<p>H24. To ensure compliance with policy HP01 requirements regarding M4(2) and M4(3) standards, planning conditions will be used to ensure the housing needs of older persons and people with disabilities will be met. Where deemed necessary, the Council may also impose restricting occupation to persons requiring specialist accommodation.</p> <p>H25. Development proposals within the Ingatestone and Fryerning Parish boundary will also need</p>	<p>Policy HP01 requires development proposals of 10 or more (net) additional dwellings to provide M4(2) accessible and adaptable dwellings, unless it is built in line with M4(3) wheelchair adaptable dwellings is required. Additionally, on developments of 60 or more (net) dwellings the Council will require a minimum of 5% of new affordable dwellings to be built to meet</p>	<p>Policy HP01: Housing Mix</p>

Obligation	Criteria	Justification	Policy background
	<p>to ensure compliance with Policy 2 of the Ingatestone and Fryerning Neighbourhood Plan regarding M4(3) standards.</p>	<p>requirement M4(3) wheelchair accessible dwellings standard.</p> <p>In addition, development proposals within the Ingatestone and Fryerning Parish boundary will need to comply with the Ingatestone and Fryerning Neighbourhood Plan. Policy 2: Design for New Developments of this plan requires development proposals of 20 or more dwellings the IFNP requires 5% to be built to meet requirements M4(3) wheelchair accessible dwellings standard.</p>	
<p>Provision of self-build and custom build homes</p>	<p>Amount, type, and mix</p> <p>H26. The Council will seek to secure a S106 obligation which sets out the amount, type, mix and priority mechanisms that the self-build or custom housebuilding must achieve.</p> <p>H27. At the time a planning application is submitted, the Council will review the preferences of the people on the register to advise developers and landowners on the type of self and custom housebuilding required.</p> <p>Priority mechanism</p> <p>H28. The priority mechanism will include a restrictive marketing period of 3 months. In this 3-month period a household containing at least one adult that lives or works in the administrative area of Brentwood Borough Council that can demonstrate, to the satisfaction of the vendor, that they have the financial means to purchase</p>	<p>Policy HP01 sets out that on development sites of 100 or more dwellings the Council will require a minimum of 5% self-build homes which can include custom housebuilding.</p> <p>This section ensures that self-build and custom housebuilding provision are delivered in a way that meets local need whilst comply with Policy HP01.</p>	<p>Policy HP01: Housing Mix</p> <p>Site specific policies</p>

Obligation	Criteria	Justification	Policy background
	<p>a serviced plot at the advertised price, will be given priority over other potential self and custom build purchasers that do not live or work in Brentwood.</p> <p>Design Code</p> <p>H29. Sites with multiple serviced plots or other forms of self-build and custom housebuilding provision, will be required to be supported by a Design Code at outline or full planning stage. Design Codes will vary depending on the amount of development proposed and the context of the site. They will need to be agreed by the Council prior to the marketing of any self-build and custom build plots. The implementation of a Design Code will be secured through a planning condition rather than a planning obligation.</p> <p>CIL exemption</p> <p>H30. The CIL Regulations 2010 (as amended) defines self-build housing for CIL exemptions purposes as housing built or commissioned by a person and occupied by that person as their sole or main residence for the duration of the claw back period (3 years).</p> <p>H31. Qualifying self-build developments will be required to accept liability for CIL and declare that their development is intended to be self-build, prior to the commencement of development.</p>		

Obligation	Criteria	Justification	Policy background
	<p>Reverting back to market housing</p> <p>H32. Plot providers reverting self-build and custom housebuilding back to market housing will be responsible for the full CIL liability, if CIL is adopted by that time in the Borough. If the dwelling is sold or let within three years of completion, the Council will claw back the CIL liability.</p> <p>Marketing</p> <p>H33. The S106 agreement will seek to secure that self-build and custom housebuilding provision will need to be made available and actively marketed before occupation of 50% of market housing provision.</p> <p>H34. Providers of self-build and custom housing building will be required to market appropriately serviced plots and ensure they remain available for at least 36 months at a price which is comparable to other serviced plots marketed in the administrative area of Brentwood in the same 36-month period. If after 36 months a serviced plot has been made available and actively marketed but has not sold, the plot can either remain on the open market or be built out by the Developer in accordance with other relevant Local Plan policies.</p> <p>Other consideration</p>		

Obligation	Criteria	Justification	Policy background
	<p>H35. Self-build and custom housebuilding will not be considered as part of the affordable housing obligations, irrespective of whether the accommodation is subject to suitable restrictions on occupation and price, because it is meeting a different identified housing need.</p>		
<p>Provision for Gypsy, Traveller or Travelling Showperson</p>	<p>H36. Gypsy, Traveller or Travelling Showperson sites will need to provide a suitable living environment for the proposed residents, with mains water, electricity supply, drainage and sanitation to be available on-site or be made available on-site. Sewerage should normally be through mains systems, however, in some locations this may not always be possible and in that case suitable alternative arrangements can be made. All sanitation provision must be in accordance with current legislation, regulation and British Standards. Specifically designated play area should be provided that meets the normal Council standards.</p> <p>H37. Applicants should refer to the Essex Design Guide regarding design, layout and density of traveller sites and where appropriate, relevant legislation.</p> <p>H38. The term ‘pitch’ refers to the space required on a site to accommodate a Gypsy and Traveller household and are typically residential. There is no set size for an individual pitch. They can vary like house sizes depending on the number of family members. A pitch, however, must meet the licensing requirements to prevent</p>	<p>To provide clarity to Policy HP10 (part 1) which requires essential services to be available or made available on Gypsy and Traveller caravan sites and sites for Travelling Showpeople.</p> <p>To provide clarity to Policy HP09 and HP10 with regards to the term ‘pitch’ and ‘plot’.</p>	<p>HP09: Sub-Division of Pitches or Plots</p> <p>Policy HP10: Proposals for Gypsies, Travellers and Travelling Showpeople on Windfall Sites</p> <p>Site specific policies</p>

Obligation	Criteria	Justification	Policy background
	<p>overcrowding and be large enough to provide at least all the following:</p> <ul style="list-style-type: none"> a. hardstanding for one static caravan; b. hardstanding for one travelling caravan; c. two parking bays for larger vehicles; d. an amenity building containing a kitchen, lounge and dining area, shower and utility room; and e. separate toilet facilities; f. an external shed; g. a secure enclosure for metal gas bottles; and h. clothes drying area. <p>H39. The term 'plot' refers to the space required on a site to accommodate a household of Travelling Showpeople, and therefore can comprise mixed uses of residential and storage.</p> <p>H40. The area of land set aside for accommodation by one family unit and the area of land set aside for the storage and maintenance of equipment collectively forms a single plot. The storage and maintenance space can sometimes be a communal area, however, for security reasons there may be a preference for them to form part of individual plots.</p>		
Provision of other forms of Specialist Accommodation	H41. Where Specialist Accommodation is identified for adult social care (as identified by Essex County Council) a priority mechanism for households that reside, work or have strong family connections with persons living in the	Policy HP01 (part 4) states that "On development sites of 100 or more dwellings the Council will require [...] provision for other forms of Specialist Accommodation taking account of	Policy HP01: Housing Mix Policy HP04: Specialist Accommodation

Obligation	Criteria	Justification	Policy background
	<p>administrative area of Brentwood Borough from whom they require support, will be prioritised for a period of three months.</p> <p>H42. The Council will consult Essex County Council (ECC) to seek advice on their priority Specialist Residential Accommodation needs.</p>	<p>local housing need in accordance with [...] Policy HP04 [...]”</p> <p>Policy HP04 (part 1a) is clear that development should meet demonstratable need.</p>	
<p>Vacant Building Credit (VBC)</p>	<p>Required evidence</p> <p>H43. In order to apply for the VBC seeking reduced affordable housing contribution, the following information will need to be provided by the applicant to demonstrate that the building is genuinely vacant:</p> <ol style="list-style-type: none"> a. Evidence that any building within the red line application boundary is a ‘vacant building’. It should be demonstrated that every reasonable attempt has been made to secure an occupier through marketing over a minimum continuous period of 6 months. b. The whole building must be vacant to apply for the VBC; and c. Evidence that any building within the red line application boundary is not an ‘abandoned building’ or artificially made vacant solely for the purpose of redevelopment. <p>H44. To determine whether the building is truly vacant the Council will consider the condition of the building and its suitability for occupancy as well as the length of time the building has not been used. The Council will also take into account whether the building has been used for any other purposes.</p>	<p>The VBC is intended to provide an incentive for development on brownfield sites containing vacant buildings.</p> <p>The Ministerial statement issued on the 28th November 2014 stated that where a vacant building is brought back into lawful use or is demolished to be replaced by a new building, the developer should be offered a financial credit equivalent to the existing gross floorspace of the relevant vacant building when the local planning authority calculates any affordable housing contribution. Affordable housing contributions will be required for any increase in floorspace.</p> <p>The vacant building credit only applies where the vacant building has not been abandoned.</p>	<p>Policy HP05: Affordable Housing</p>

Obligation	Criteria	Justification	Policy background
	<p>H45. Information on the existing Gross Internal Floor Area (GIFA) and the proposed GIFA need to be provided. GIFA is the area of a building measured to the internal face of the perimeter walls at each floor level. The Royal Institution of Chartered Surveyors (RICS) Code of Measuring Practice will be used for the purposes of assessing VBC.</p> <p>H46. For wholly residential schemes the total proposed GIFA will be the GIFA of the sum of all dwellings. Where flatted development is proposed the GIFA will include all communal and circulation areas. For mixed use schemes, only the GIFA of the proposed residential elements will be included. However, floor space with headroom of less than 1.5m is excluded from the GIFA calculation.</p> <p>H47. The Council will determine on a case-by-case basis whether a building is vacant or abandoned. Outline planning applications may present challenges in quantifying whether the vacant building credit will be applicable as the actual number of dwelling or size of dwellings may be determined during Reserved Matters applications. The Council will scrutinise planning applications to ensure that sites are not artificially subdivided to avoid the thresholds in Policy HP05.</p> <p>Calculation</p> <p>H48. A financial credit, equivalent to the existing gross floor space of any vacant buildings within the red line boundary of the application site</p>		

Obligation	Criteria	Justification	Policy background
	<p>brought back into any lawful use or demolished for re-development, should be deducted from the calculation of any affordable housing contributions sought from relevant development schemes. The Council will apply the following formula to calculate the revised affordable housing percentage:</p> <div style="border: 1px solid black; background-color: #fff9c4; padding: 5px; margin: 10px 0;"> <p>Revised affordable housing requirements = 35% x (1 - existing vacant gross internal area/proposed gross internal area)</p> </div> <p>H49. The number of affordable dwellings will be calculated to two decimal points and rounded to the nearest whole number.</p> <p>Example:</p> <ul style="list-style-type: none"> • The proposal: <ul style="list-style-type: none"> a. 25 dwellings proposed @ 75m² b. Total floorspace 1,875m² c. Existing building on site 200m² d. Normal affordable housing requirement: 35% or 10 dwellings • Revised affordable housing requirements: = 35% x (1 - 200/1875) 		

Obligation	Criteria	Justification	Policy background
	<ul style="list-style-type: none"> = 31.2% = 7.81 units out of 25 units • The total affordable units required is 8. 		

Transport, Highways, and Access

Obligation	Criteria	Justification	Policy background
Provision or payment of highway work	<p>T1. All development proposals will be assessed on their own merits in relation to the impact they have upon the highway network, against relevant Local Plan overarching transport policies and site-specific policies. There are no types of development which are exempt from necessary highway infrastructure obligations.</p> <p>Timing / triggers of provision or payment:</p> <p>T2. The developer is required to implement the agreed highway infrastructure works in such a way that the works can be adopted by the highway authorities once it has been agreed that they are built to an adoptable standard. In general, the developer is obliged to submit suitable detailed engineering drawings to the highway authorities prior to any commencement of the development on site, for the highway authorities' approval.</p> <p>T3. Unless otherwise agreed, before occupation of a development, the developer is usually</p>	Essex County Council (ECC) and National Highways as the highway authorities for Brentwood Borough area and are consulted on planning proposals that affect their highway network. They provide advice on the scope of obligations for highway infrastructure works where it is considered that there is a need to mitigate the impact of new development(s) on the highway network.	<p>Policy MG05: Developer Contributions</p> <p>Policy BE08 Strategic Transport Infrastructure</p> <p>Strategic Policy BE09: Sustainable Means of Travel and Walkable Streets</p> <p>Policy BE10: Sustainable Passenger Transport</p> <p>Policy BE11: Electric and Low Emission Vehicle</p> <p>Policy BE12: Mitigating the Transport Impacts of Development</p>

Obligation	Criteria	Justification	Policy background
	<p>obliged to implement the approved scheme and the highway authorities will issue a certificate of practical completion. The developer will still have responsibility for maintaining the highway works for a minimum of 12 months and to carry out any remedial works required since the issue of the certificate of practical completion. After the 12-month period, or when the remedial works have been satisfactorily completed, a certificate of adoption will be issued, and the works adopted by the highway authorities.</p> <p>T4. Developers will be required to pay fees to cover ECC's and NH's costs incurred in approving the detailed engineering drawings, processing and advertising Traffic Regulation Orders, and for inspecting the highway works and issuing the relevant certificate. Details of these fees are to be included in a S106 agreement.</p> <p>T5. Where appropriate, a S278 Agreement under the Highways Act can be entered into between the developer and the Highway Authorities. This agreement enables a developer to carry out works on a public highway and is separate to a S106 agreement. The full details of the processes will be set out in any relevant S106 or S278 Agreements.</p> <p>Maintenance plans / payments</p> <p>T6. Where the infrastructure works include items with the possibility of a major maintenance requirement e.g. traffic signals or where the</p>		<p>Policy BE13: Parking Standards</p> <p>Site specific policies</p>

Obligation	Criteria	Justification	Policy background
	<p>works are beyond the usual ECC or NH specification, the highway authorities require a commuted sum from the developer to maintain that infrastructure. Where the highway authorities take on assets from developers, there is a requirement for maintenance costs for the life of the assets, and replacement costs at the end of their useful life. Further information on this matter is available in Essex County Council's Developers' Guide to Infrastructure Contributions (2020 or as amended).</p> <p>Other consideration to be included as part of the obligation</p> <p>T7. Where a developer intends to carry out works to/ in the public highway they will be required to provide third party insurance.</p> <p>T8. Developers will be required to enter into a bond for an amount specified by ECC or National Highways to ensure that the highways works are completed to their satisfaction, should the developer default on any of its obligations in relation to the works. This bond will vary dependent on the works required. The bond can be a formal bond with an approved third-party surety or it can be a deposit in cash to ECC or National Highways.</p> <p>T9. Land compensation bonds will be required where there is a possibility of existing properties being affected by new highway development, e.g. by increased noise resulting</p>		

Obligation	Criteria	Justification	Policy background
	from new highway development, including the possibility of a reduction in value.		

Flood Protection and Water Management

Obligation	Criteria	Justification	Policy background
Provision or payment of works relating to flood protection and SUDs	<p>F1. Policies NE09 and BE05 form the basis for seeking contributions for flood protection and surface water drainage infrastructure. In some cases, it may necessitate the use of planning obligations and Grampian conditions.</p> <p>F2. Only where proposals demonstrate that it is not feasible to achieve full policy compliance within its site boundary or by way of condition, will delivery of, or contributions towards, strategic off-site SuDS projects be considered. In this instance, it is anticipated that a S106 agreement may be needed. These may need to alleviate any/all forms of flood risk and such techniques could include: Flood alleviate controls - new or enhanced provision such as flood plain, levees, reservoirs; bio-retention areas; wetlands; channels; detention basins; ponds; infiltration/filtration; green roofs; permeable paving.</p> <p>F3. ECC as the LLFA only adopt SuDS in exceptional circumstances and further guidance is contained in ECC's SuDS Design Guide.</p>	<p>Policies NE09 and BE05 seek to ensure that development is not carried out in locations that are at risk of flooding and that developers look to incorporate sustainable drainage solutions within their developments.</p> <p>Policy NE09 requires development to incorporate appropriate mitigation measures to address flood risk and where possible, reduce flood risk overall. Policy BE05 requires relevant developments to achieve a greenfield runoff rate to avoid any increase in surface water flood risk or adverse impact on water quality. As per the drainage hierarchy set out in Policy BE05, proposals are required:</p> <ul style="list-style-type: none"> • in the first instance, to achieve this through infiltration measures; • secondly attenuation and discharge to watercourses, and if these cannot be met, through discharge to surface water only sewers. 	<p>Policy BE05 Sustainable Drainage</p> <p>Strategic Policy NE09 Flood Risk</p> <p>Site specific policies</p>

Obligation	Criteria	Justification	Policy background
	<p>G1. SuDS is an important part of the Green and Blue Infrastructure; as such, Policy NE02 (part 4) regarding maintenance plan will also apply to the provision of this type of space on-site. Refer to further guidance on Green and Blue Infrastructure maintenance plan in this document.</p> <p>Timing / triggers of provision or payment:</p> <p>F4. There is no general rule for the timing of payments as each scheme will be judged on a case-by-case basis. Should off-site works be required, it is expected these would be in place prior to the first occupation or completion of the development.</p> <p>Maintenance plans / payments</p> <p>F5. Where ECC is not the SuDS adoption body, the Council will work with developers to identify an alternative SuDS adoption body which could include a Water Authority or private management company. The Council will work with the developer to secure the long-term maintenance of all flood risk protection and water management through a combination of planning obligation, planning condition and commuted sum payment, guaranteeing their long-term maintenance.</p>	<p>This section provides clarity on when a S106 agreement may be required towards off-site SuDS projects.</p> <p>The Essex SuDS Design Guide sets out practical guidance for new development to promote SuDS.</p>	

Early Years, Childcare and Education

Obligation	Criteria	Justification	Policy background
Provision or contributions towards education facilities	<p>E1. Developers should refer to ECC’s latest DGIC for guidance relating to education contributions, which incorporates early years and childcare, primary, secondary, post 16 and Special Educational Needs, and school transport.</p> <p>E2. Developers should also refer to ECC’s Garden Communities and Planning School Places Guide which provides additional detail pertinent to larger developments including non-financial obligations regarding the environment around schools.</p>	<p>Policy PC11 is clear that developments that generate a need for additional education facilities should make appropriate provision for their timely delivery as part of the development or through financial contributions if appropriate and in accordance with ECC’s DGIC.</p> <p>ECC’s DGIC provides information on education contributions including how to calculate demand from new housing development and additional requirements for education sites and the surrounding environments. It also explains ECC’s statutory responsibility to make suitable travel arrangements free of charge for eligible children, which depending on the location of a development, may require a developer contribution.</p>	<p>Policy PC11: Education Facilities</p> <p>Site specific policies</p>

Health and Social Wellbeing

Obligation	Criteria	Justification	Policy background
Provision or payment of healthcare infrastructure	<p>S1. The Council will consult the Mid and South Essex ICB for their specialist advice regarding the capacity of existing healthcare infrastructure, whether and when planning</p>	<p>Where a proposed development is likely to have a negative health impact or an impact on the services of the healthcare facilities operating within the vicinity of the application site,</p>	<p>Policy MG05: Developer’s Contribution</p>

Obligation	Criteria	Justification	Policy background
	<p>obligations may be required and how contributions will be calculated.</p> <p>S2. Where proposed development generates the need for additional healthcare infrastructure, which includes health and well-being measures, investment in existing premises or services, may be required through S106 agreements.</p> <p>S3. Where proposed development, on its own or in conjunction with other proposed development in the area, generates the need for a new primary healthcare facility or service, such as a new GP surgery and other new healthcare infrastructure and services, the cost and timing of this provision will be secured through S106 agreements and the location of the facility identified through the master planning and planning application process.</p> <p>Timing / triggers of provision or payment</p> <p>S4. The timing for the provision of healthcare facilities or financial mitigation will be considered on a case-by-case basis, with the specific requirements being set out within any S106 agreement reflecting the need for healthcare infrastructure to be in place in a timely fashion to support the health and wellbeing of existing and new residents. It is likely to be linked to phases of a development, with facilities being required either upon a certain level of units being completed, or when</p>	<p>contributions may be required, in accordance with Policy MG05.</p>	

Obligation	Criteria	Justification	Policy background
	a certain threshold of occupation at a development is reached.		

Carbon Reduction and Renewable Energy

Obligation	Criteria	Justification	Policy background
Carbon reduction and carbon offsetting contribution (allowable solutions contribution)	<p>R1. To ensure development comply with Policy BE01 part (1), the Council will consider the use of planning conditions that refer to the current version of Part L Building Regulations at the time of construction commencement.</p> <p>R2. A financial contribution will be required where renewable technologies provision target and carbon dioxide emissions reduction targets are not achieved on-site. A rate of £378 per tonne of carbon dioxide each year for a period of over 30 years will be applied as the basis of calculating the financial contribution. This price is index linked to inflation; and the Council will review the recommended carbon offset price and adjust this rate as necessary. This rate is aimed at encouraging developers to provide renewable energy on-site where possible instead of offsetting. This price will be kept under review and may change to reflect the most up to date carbon prices from a nationally recognised carbon pricing mechanism particularly at points where the Building Regulations or the SAP (Standard Assessment</p>	<p>The Local Plan's approach to reducing carbon dioxide emissions in the built environment can be summarised in three step:</p> <ul style="list-style-type: none"> the first step is to focus development in sustainable locations to reduce greenhouse gas emission; the second step is to require carbon emission reduction on-site and energy efficiency via construction standards; and the third step is to require renewable energy provision on-site. <p>Policy BE01 requires to major development to achieve at least a 10% reduction in carbon dioxide emissions above the requirements of Part L Building Regulations as well as 10% of the predicted energy needs of the development from renewable energy. Policy BE01 is clear that where on-site provision of renewable technologies is not appropriate, or where it is clearly demonstrated that the policy target</p>	Strategic Policy BE01: Carbon Reduction and Renewable Energy

Obligation	Criteria	Justification	Policy background
	<p>Procedure) regime (and therefore standard carbon factors) change.</p> <p>R3. With the exception of sites where cash-flows are demonstrated to be a challenge, and very large sites where it is reasonable to phase contributions in parallel with the build programme, payment should be made prior to the commencement of development.</p> <p>R4. The Council will consider including within planning conditions a requirement for as-built SAP measurements to be submitted, to ensure predicted performance standards are achieved. SAP is the government's recommended method system for measuring the energy rating of residential dwellings.</p> <p>R5. When drafting the S106 agreement, the Council will consider claw back additional carbon offset contributions where the predicted energy performance standards are not achieved. The requirement for a carbon offsetting payment will be informed by an assessment of the completed development.</p>	<p>cannot be fully achieved on-site, 'allowable solutions contributions' via S106 or CIL will be required.</p> <p>Every effort should be made to comply with policy requirements regarding reductions in emissions, and provision of renewables through on-site measures. Only when this is not achievable would the Council accept carbon offsetting contribution.</p> <p>Planning obligations will be used to fund projects where offsetting benefits are retained locally including local community energy projects. This is to ensure that proposals still deliver and contribute towards the Local Plan strategic objectives.</p>	

Natural Environment Mitigation

Obligation	Criteria	Justification	Policy background
Financial contribution for natural environment mitigation	<p>N1. Natural environment mitigation measures will be considered on a site-by-site basis. Where issues are localised and small scale, it is appropriate to deal with them by way of planning conditions. There may be circumstances where schemes require environmental mitigation measures to be included within an S106 agreement.</p> <p>N2. Natural environment matters which may be included in a Section 106 Agreement include, but are not limited to:</p> <ul style="list-style-type: none"> a. major contamination issues; b. biodiversity offsetting and net gain; c. ecological mitigation/ remediation; d. climate change mitigation, including tree planting and new woodlands; e. Essex Coast Recreational Disturbance Avoidance and Mitigation Strategy (RAMS); f. environmental enhancements; g. archaeological investigations, access and interpretation where the site potentially provides significant habitats and wildlife; h. repair and re-use of building or other heritage assets where the site potentially provides significant habitats and wildlife. <p>N3. Further details on some of the above issues are provided below.</p>	<p>Policy NE01 is clear that (only) when natural environment impacts are not fully mitigated, compensatory measures will be considered. Part 1 of Policy NE01 states that: “The Council will require development proposals to use natural resources prudently and protect and enhance the quality of the natural environment. All proposals should, wherever possible, incorporate measures to secure a net gain in biodiversity, protect and enhance the network of habitats, species and sites (both statutory and non-statutory) and avoid negative impacts on biodiversity and geodiversity. Compensatory measures will only be considered if it is not possible fully to mitigate any impacts.”</p>	<p>Policy NE01: Protecting and Enhancing the Natural Environment</p>

Obligation	Criteria	Justification	Policy background
Biodiversity offsetting and biodiversity net gain	N4. Guidance on biodiversity net gain will be set out in a forthcoming SPD.	<p>Policy NE01 part (1) states that “all proposals should, wherever possible, incorporate measures to secure a net gain in biodiversity [...] Compensatory measures will only be considered if it is not possible fully to mitigate any impacts.”</p> <p>Biodiversity net gain is now a mandatory requirement from the Environment Act 2021 to deliver the minimum 10% net gain.</p> <p>The Essex Local Nature Partnership Planning and BNG working group are considering to prepare a guidance on this matter for Essex area. The Council may adopt this work when it is completed.</p>	Strategic Policy NE01: Protecting and Enhancing the Natural Environment
RAMS	N5. Planning obligations will be sought in accordance to Policy NE01 and the Recreational Disturbance Avoidance and Mitigation Strategy SPD which provides the scope of RAMS, the legal basis for RAMS and the level of developer contributions being sought for strategic mitigation and how and when applicants should make contributions.	<p>To comply with the Council’s responsibilities to protect habitats and species in accordance with the UK Conservation of Habitats and Species Regulations 2017.</p> <p>Policy NE01 part (4) states that “New residential development within the Essex RAMS and Epping Forest SAC Zones of Influence will be required to provide appropriate on-site measures for the avoidance of, and/or reduction in, recreational disturbance on European Designated Sites through the incorporation of recreational opportunities, including the provision of green space and footpaths in the proposals. Proposals will be required to follow the mitigation hierarchy by seeking to avoid</p>	<p>Policy NE01: Protecting and Enhancing the Natural Environment</p> <p>Recreational Disturbance Avoidance and Mitigation Strategy SPD</p>

Obligation	Criteria	Justification	Policy background
		<p>creating recreational impacts first and foremost, with mitigation measures considered separately to avoidance.”</p>	
<p>Delivering, or contributing towards air quality</p>	<p>N6. Addressing air pollution issues (including exposure) from new and proposed developments should follow the below hierarchy:</p> <ul style="list-style-type: none"> a. Addressing air pollution at the design and construction stage; b. Mitigation of residual impacts; c. Offsetting air pollution. <p>N7. When preparing evidence to demonstrate compliance to Policy NE08 part (1) and (2), developers should fully address each step and embed it in their development, before moving on to the next.</p> <p>Mitigation measures</p> <p>N8. If, after better design principles have been used, the detailed Air Quality Assessment still indicates that the air pollution levels do not fully satisfy Policy NE08 part (1) and (2), proposals will include how this will be addressed through mitigation measures in how the development is used, operated and maintained. This require the details of mitigation measures to be included in an agreement so that a robust legal mechanism is in place to ensure appropriate mitigation is carried out.</p> <p>N9. In some cases, this may also require financial payments towards the Council’s relevant action</p>	<p>Air quality has a significant role to play in health and wellbeing, with poor air quality contributing towards illness and reduced life expectancy.</p> <p>Policy NE08 part (4) states that mitigation should be provided on-site unless it can be demonstrated that it is inappropriate, and that off-site provision will deliver equivalent or wider benefits.</p>	<p>Strategic Policy NE08: Air Quality</p>

Obligation	Criteria	Justification	Policy background
	<p>plans or sustainable transport measures that would address the cumulative impacts on air quality. Each site will be considered on its own merits.</p> <p>N10. Mitigation may also be secured via the delivery of air quality monitoring technology, collection and analysis of air quality data, and ongoing maintenance of the equipment.</p> <p>N11. Where technology is to be located on-site, provision for this will be secured through s106 agreement. This will include the provision of, and maintenance access to, air quality monitoring equipment.</p> <p>N12. The specific location of air quality monitoring technology will be determined through discussions with the Council's Environmental Health team, and access in perpetuity will be secured through the s106 agreement for monitoring and maintenance purposes.</p> <p>Off-setting</p> <p>N13. In some circumstances, it may not be possible to fully mitigate air pollution impacts within the development site, especially for those in sensitive locations; in this case, an offsetting approach can be taken.</p> <p>N14. The Institute of Air Quality Management provides a methodology to quantify the costs associated with pollutant emissions from transport (See The Land-Use Planning & Development Control: Planning For Air Quality, 2017). The Council will refer to this methodology (or its latest update) as a basis</p>		

Obligation	Criteria	Justification	Policy background
	<p>for defining the financial commitment required for the offsetting emission reductions or the contribution provided by the developers as 'planning gain':</p> <ol style="list-style-type: none"> a. Identify the additional trip rates (as trips/annum) generated by the proposed development (as provided in the Transport Assessment); b. Assume an average distance travelled of 10 km per trip; c. Calculate the additional emissions of NO_x and PM₁₀ (kg/ annum), based on d. emissions factors in the Emissions Factor Toolkit, and an assumption of an average speed of 50 km/h; e. Multiply the calculated emissions by 5, to assume emissions over a 5-year time f. frame; g. Use the HM Treasury and Defra IGCB damage cost approach to provide a valuation of the excess emissions, using the currently applicable values for each pollutant; and h. Sum the NO_x and PM₁₀ costs. <p>N15. This will provide funding for the Council's measures to improve local and wider air quality as well as local communities' environment projects that aim to achieve the same objectives.</p>		

Green and Blue Infrastructure

Obligation	Criteria	Justification	Policy background
Green and Blue Infrastructure (GBI) on-site provision, enhancement and/or restoration	<p>GBI assessment, pre-planning and design</p> <p>G2. To assist the Council in assessing planning applications against Policy NE02, proposed major development should follow the steps below:</p> <ol style="list-style-type: none"> a. undertake relevant surveys and site assessment, including landscape and visual impact assessment where appropriate; b. clearly identify existing and future GBI constraints and opportunities within or in proximity to the development sites; where pre-application advice was given, how design revision has addressed pre-application advice; c. submit a GBI plan and landscape strategy drawing as part of the application, which should include an indication of the site's context, access and connections to the existing GBI, any potential impacts to the existing GBI and mitigation measures, proposed palette of planting and hard landscape materials; d. consider the creation of multi-functional spaces that can enable other requirements, such as the provision of outdoor sport, SUDs, renewable energy sources, and climate change amelioration, to be met. The Council may require a composite plan, indicating existing and proposed planting, lighting, drainage and levels information, to 	<p>Policy NE02 is clear that Brentwood's network of GBI will be protected, enhanced and managed. Part (2) of this policy sets out that:</p> <p>"New development is expected, where possible and appropriate, to maximise opportunities to enhance or restore existing GBI provision and/or create new provision on site that connects to the wider GBI network. Its design and management should also respect and enhance the character and distinctiveness of the local area."</p> <p>Figure 8.1 in the Brentwood Local Plan sets out the GBI typology found in Brentwood.</p>	Strategic Policy NE02: Green and Blue Infrastructure

Obligation	Criteria	Justification	Policy background
	<p>ensure that there are no conflicts between these elements;</p> <p>e. submit a Management and Maintenance Plan for the entirety of the GBI (more details on this below).</p> <p>Enhancement and restoration</p> <p>G3. Where a proposed development has an impact on the existing GBI in its proximity, applicants should set out the mitigation measures to meet Policy NE02 requirements. In some cases, an improvement to quality may be more appropriate than an addition to green space. A commuted sum may be sought towards the enhancement and restoration of existing GBI. This will be determined on a case-by-case basis. For open space enhancement, see later sections of this table.</p> <p>On-site provision</p> <p>G4. All activities relating to site clearance and building phases; existing vegetation – trees and hedgerows should be protected during development.</p> <p>G5. On-site GBI provision must ensure that there is no obstruction of the public rights of way unless a legal order has been put in place that provides a suitable alternative route for temporary diversions and complies with legal tests and ECC's requirements regarding Public Path Order for permanent diversions.</p>		

Obligation	Criteria	Justification	Policy background
	<p>G6. Outdoor sport and open space, as well as SUDS, are an important part of GBI. Further guidance to on-site provision and commuted sum for outdoor sport and open space is provided below.</p> <p>Planning approval and discharge of conditions</p> <p>G7. Tree protection will be secured by condition. G8. Applicant may wish to apply for a Public Path Order if required, to ensure this is planned in within the required timescale. G9. When revised plans are submitted, all amendments should be clearly highlighted to assist the Council’s assessment within the required timescale. G10. Detailed planting plans submitted to discharge a landscape condition, should include full plant schedules detailing quantity, size, type and specification of all planting, including grass specification.</p>		
<p>On-site provision of outdoor sport and open space</p>	<p>G11. All residential development proposals, including care home development, comprising more than 10 housing units or more than 1,000 sqm gross internal area floorspace are required to provide around 41 sqm per person for the following types of space:</p> <ol style="list-style-type: none"> a. Outdoor sport b. Children’s playing space c. Allotments and community gardens d. Formal open space e. Informal and natural open spaces 	<p>Access to good quality open space is essential for health and well-being. In the first instance, development should deliver on-site open space requirements as set out in Policy NE05 and relevant evidence.</p> <p>Part (3) of this policy and paragraph 8.58 refer to the Council’s adopted open space standards, Figure 8.2 and ‘any subsequent update’. However, the Council’s previous standards have become outdated and Figure 8.2 of the</p>	<p>Strategic Policy NE02: Green and Blue Infrastructure</p> <p>Strategic Policy NE05: Open Space and Recreation Provision</p> <p>Site specific policies</p>

Obligation	Criteria	Justification	Policy background
	<p>f. Amenity greenspace</p> <p>G12. Children’s playing space in this context refers to equipped play area. Provision for children’s playing space will not be required for studio or 1-bedroom units or developments specifically and exclusively marketed for the over 65’s. Where these are included in the proposed development, the Council’s Open Space Calculator (set out in Appendix B) automatically adjusts the above 41 sqm requirement.</p> <p>G13. Definitions for each space type above are provided in the Glossary of this document.</p> <p>G14. All non-residential development proposals of 1,000 sqm and above are required to provide a minimum of 6 sqm per additional FTE employee for amenity greenspace.</p> <p>G15. Table 1 illustrates requirements for each category of open space, the likely maintenance costs (for on-site and off-site provision) and capital costs and improvement costs (for off-site provision).</p> <p>G16. Developers are encouraged to use the Council’s Open Space Calculator as a guidance (available online, a screenshot showing an example using this Calculator is provided in Table 2). This provides an approximate calculation of the space required on-site, and/ or commuted sums required by the Council, based on occupancy rates assumptions presented in Table 3. The Calculator also tests whether the proposal is policy compliant in different scenarios. When</p>	<p>Local Plan only details some of the open space requirements.</p> <p>This section provides clarity for part (3) of this Policy and expands on Figure 8.2 regarding the amount and type of provision required as part of new development.</p>	

Obligation	Criteria	Justification	Policy background
	<p>using the Open Space Calculator, if the exact number (and size) of dwellings are unknown, applicants should estimate the total number of dwellings by applying a minimum density of 35 dwellings per hectare (dph) and the approximate size of the dwellings. This will provide an initial guide of the likely open space requirements which can be revisited for the reserved matters application. The Calculator does not include SuDS commuted sums which may be required in addition to the open space commuted sums.</p> <p>G17. The Calculator should be used as a guidance only, the precise mix and types of the above space provision will depend on the nature and location of the proposal, the existing provision in the surrounding area and the quantity/ type of open space and playing pitches needed in the area. This should be the subject of detailed consideration at the pre-application or application stage.</p> <p>G18. Where a proportion of on-site provision is made, a pro-rata reduction will be made in calculating the level of the off-site contribution, as shown in the Calculator.</p> <p>G19. Outdoor sport and open space are considered a type of GBI. As such, Policy NE02 (part 4) regarding maintenance plan will also apply to the provision of this type of space on-site.</p> <p>Maintenance payments</p> <p>G20. Maintenance contributions will be required for all open space provided on-site when</p>		

Obligation	Criteria	Justification	Policy background
	<p>responsibility for the long-term maintenance resides with Brentwood Borough Council or a Parish Council. This will be calculated according to the landscape layout and quantified elements to be provided by the developer and will be required for 25 years after completion.</p> <p>G21. The Council's preference is for all open spaces to be transferred to and adopted by the Council with a commuted maintenance sum. If a developer chooses to retain open space, it should be maintained by a recognised not-for-profit management trust. Where appropriate, and following negotiation between the relevant parties, open space can also be transferred to a Parish Council.</p> <p>G22. Adoption of open space would take place after any construction and development maintenance liability periods have expired.</p> <p>Self-managed open space</p> <p>G23. Should a developer wish to self-manage open space, the Council would require public access agreements and an agreed maintenance specification and inspection regime, secured through a legal agreement. In addition, the Council would require a conditional performance bond issued by a reputable financial institution in favour of the Council, to a specified indexed linked amount that has been agreed (informed by the Open Space Calculator). This would enable the Council to call upon the bond in the event of the owner of</p>		

Obligation	Criteria	Justification	Policy background
	<p>the open space becoming financially unviable or failing to comply with its management and maintenance obligations under the Section 106 agreement.</p>		
<p>Green and Blue Infrastructure (GBI) maintenance plan</p>	<p>G24. Where GBI (including outdoor sport and open space) is provided on-site, before or concurrent with the submission of the application, a Management and Maintenance Plan for the entirety of the GBI should be submitted to and approved in writing by the Council.</p> <p>G25. This shall include:</p> <ul style="list-style-type: none"> a. details of who will be responsible for the management and maintenance of the entire GBI, including broad long term design objectives; and b. details of who will be responsible for the management and maintenance of allotments. <p>G26. The Management and Maintenance Plan for the entirety of the GBI should be accompanied by a schedule for the implementation of the proposed works and a Phasing Plan and implemented in accordance with it in perpetuity.</p>	<p>Policy NE02 (part 4) sets out that “proposals should provide appropriate specification and maintenance plans for the proposed green and blue infrastructure throughout the life of the development.”</p>	<p>Strategic Policy NE02: Green and Blue Infrastructure</p>
<p>Improvements to existing open space in the local area of the development</p>	<p>G27. There may be instances where all residents of the proposed development can access the existing outdoor sports amenity green space, facilities/playing pitches and provision for children and young people in the local area of the development. ‘In the local area’ in this</p>	<p>Policy NE05 part (1) is clear that all open spaces, will be protected and where necessary enhanced to ensure access to a network of high-quality provision and opportunities for sport, play and recreation within the borough.</p>	<p>Strategic Policy NE02: Green and Blue Infrastructure</p>

Obligation	Criteria	Justification	Policy background
	<p>context is defined below unless otherwise agreed with the Council:</p> <ul style="list-style-type: none"> a. within 1.6 km walking distance to an outdoor sports facility/ playing pitch; b. within 100 m walking distance of a children’s playing space; c. within 2 km walking distance of an amenity green space; d. within 1 km walking distance to three other different types of open space. <p>G28. In this instance:</p> <ul style="list-style-type: none"> a. If the Council deems the existing outdoor sport and open spaces in the local area have capacity to meet development’s demands in full, and they are of sufficient quality standards, no contribution towards quality improvements will be required. b. If the Council deems the outdoor sport and open spaces within the local area can only meet part of development’s needs, or they need improvements to accommodate additional demands, a proportionate contribution towards quality improvements, provision and maintenance will be required by way of a commuted sum using the Council’s Open Space Calculator. <p>G29. If not all the residents of the proposed development can access outdoor sport and open space within the distance outlined above, the applicant should proceed to calculate their remaining open space requirements using the Council’s Open Space Calculator.</p>	<p>Policy NE05 part (2) sets out that new development where appropriate, enhance existing provision that will serve the new and existing community:</p> <p>This section provides clarity in terms of accessibility and the assessment requirements as set out in Policy NE05, and where contribution to improvements would be required as per Policy NE02.</p>	<p>Strategic Policy NE05: Open Space and Recreation Provision</p>

Obligation	Criteria	Justification	Policy background
<p>Commuted sum in lieu of on-site provision (including maintenance)</p>	<p>G30. Where the above requirement cannot be met in full, a commuted sum in lieu of on-site provision will be required. Table 1 sets out the Council's rates to provide, improve and maintain off-site provision.</p> <p>G31. For other sport contribution, developers should refer to Sport England's Playing Pitch New Development Calculator, Sport England's latest capital costs.</p> <p>G32. As mentioned above, developers should refer to the Council's Open Space Calculator as a guidance. This provides an approximate calculation of the space required on-site, and/or commuted sums required by the Council, based on occupancy rates assumptions presented in Table 3.</p> <p>Timing / triggers of provision or payment</p> <p>G33. In the case of a large-scale development, it may be that the payments or provision would be phased to meet the proportional impact of each phase. Trigger points for payments or provision will be included in the legal agreement, as will the period in which any contribution will have to be spent.</p>	<p>Policy NE05 recognises that on certain sites, in particular smaller sites, it may not be feasible to deliver such spaces within the site boundary, and that a contribution towards off-site delivery may be required in full or in part as appropriate.</p>	<p>Strategic Policy NE02: Green and Blue Infrastructure</p> <p>Strategic Policy NE05: Open Space and Recreation Provision</p>

Table 1: On-site outdoor sport and open space requirements and how the Council calculates commuted sum in lieu of on-site provision and maintenance

RESIDENTIAL DEVELOPMENT

Outdoor sport and open space requirements		ha per 1,000 population	sqm per person	Capital costs per sqm	Maintenance costs per sqm over 25 years	Improvement costs	Justification
SPORT	Outdoor Sport	3.15	31.5	£72.00	£14.40	£57.60	<ul style="list-style-type: none"> The Local Plan, Figure 8.2 Playing Pitch Strategy 2018 – 2033 (2018) Sport, Leisure and Open Space Assessment (2016) CIL and Local Plan Viability Appraisal (2022) Review of Council’s costs data
OPEN SPACE	Children’s Playing Space (per child) (*)	0.13	1.3	£220.00	£44.00	£176.00	
	Allotments and Community Gardens	0.18	1.8	£25.00	£2.00		
	Formal Open Space	0.21	2.1	£40.00	£8.00	£32.00	
	Informal and Natural Open Spaces	0.21	2.1	£13.00	£2.60		
	Amenity Greenspace	0.22	2.2	£20.00	£4.00	£16.00	
Total		4.1	41				

EMPLOYMENT DEVELOPMENT

Open space requirements		ha per 1,000 additional employee	sqm per additional employee	Capital costs per sqm	Maintenance costs per sqm over 25 years	Improvement costs	Justification
OPEN SPACE	Amenity Greenspace	0.6	6	£20.00	£4.00	£16.00	As above
Total		0.6	6				

(*): Contributions towards children’s play provision will not be required for studio or 1-bedroom units or developments specifically and exclusively marketed for the over 65’s.

Table 2: An example of a residential development using the Open Space Calculator (available on the Council's website)

This form provides an approximate calculation of the space (or commuted sums in lieu of open space and outdoor sport) that is required by the Council. This should be used as a **guidance only**.

Only enter your development details in the red box

Site area (ha) ha

Property Mix

1 bedroom	<input type="text" value="4"/>	4%
2 bedroom	<input type="text" value="36"/>	36%
3 bedroom	<input type="text" value="30"/>	30%
4 or more bedrooms	<input type="text" value="30"/>	30%

Total properties (excluding sheltered, retirement and extra care) units

Total population (estimated) people

Total children (estimated) children

% of on-site open space requirements against total site area

Density dph

Scenario 1: on-site requirements are met in full

Development provides this amount of space for outdoor sport and open space on-site, in line with policy requirements. The detailed break-down is as follows:

Outdoor sport	<input type="text" value="9,009.00"/>	9,009.00
Children's playing space (equipped)	<input type="text" value="140.40"/>	140.40
Allotments and Community Gardens	<input type="text" value="514.80"/>	514.80
Formal Open Space	<input type="text" value="600.60"/>	600.60
Informal and Natural Open Spaces	<input type="text" value="600.60"/>	600.60
Amenity Greenspace	<input type="text" value="629.20"/>	629.20
Total	<input type="text" value="11,494.60"/>	11,494.60

The above outdoor sport and open spaces are then transferred to and adopted by the Council and the developer pays the Council a commuted maintenance sum of:

Alternatively, developer chooses to retain this open space, and it will be maintained by a recognised not-for-profit management

This is policy compliant

Scenario 2: on-site requirements are met in full, with variation to the mix of open space types

Development provides this total amount of space for outdoor sport and open space on-site. However, the breakdown of each type of open space is different than the indicative standards. (Fill in the red boxes below with your estimated provision for each type to check if it meets the total quantum required)

Outdoor sport	<input type="text" value="9,000.00"/>	9,000.00
Children's playing space (equipped)	<input type="text" value="150.00"/>	150.00
Allotments and Community Gardens	<input type="text" value="500.00"/>	500.00
Formal Open Space	<input type="text" value="500.00"/>	500.00
Informal and Natural Open Spaces	<input type="text" value="1,000.00"/>	1,000.00
Amenity Greenspace	<input type="text" value="500.00"/>	500.00
Total	<input type="text" value="11,650.00"/>	11,650.00

The above outdoor sport and open spaces are then transferred to and adopted by the Council and the developer pays the Council a commuted maintenance sum of:

Alternatively, developer chooses to retain this open space, and it will be maintained by a recognised not-for-profit management

This appears to meet the quantum required, however, the types of space and quantum of each type needs to be agreed by the Council

Scenario 3: no on-site provision is made, commuted sum is required

No on-site provision is made, as such developers are required to make this financial contribution for the Council to provide an equivalent amount of outdoor sport and open spaces to meet the additional demands off-site, and maintain this space over 25 years:

This can make development policy compliant. To be discussed with the Council.

Scenario 4: no on-site provision is made, but demands can be met by improvements to the existing facilities

No on-site provision is made; however, there is sufficient capacity and provision in the locality to meet the total open space needs of development. In this instance, the Council will require a contribution towards the improvements of such space over 25 years:

This can make development policy compliant. To be discussed with the Council.

Scenario 5: insufficient on-site provision, remaining demands to be met off-site via a commuted sum

Development provides some space on-site; but it does not meet the requirement in-full, and there is no capacity in the local green space to meet additional demands. (Fill in your estimated provision below).

Types of space	On-site provision (sqm)	Shortfall (sqm)
Outdoor sport	<input type="text" value="5,000.00"/>	4,009.00
Children's playing space (equipped)	<input type="text" value="150.00"/>	-9.60
Allotments and Community Gardens	<input type="text" value="500.00"/>	14.80
Formal Open Space	<input type="text" value="500.00"/>	100.60
Informal and Natural Open Spaces	<input type="text" value="1,000.00"/>	-399.40
Amenity Greenspace	<input type="text" value="500.00"/>	129.20
Total	<input type="text" value="7,650.00"/>	3,844.60

In this instance, the developers are required to contribute towards the provision and maintenance of off-site space an amount of:

This takes into account any on-site surplus provision against the standards. This amount has been offset:

This can make development policy compliant. To be discussed with the Council.

Scenario 6: insufficient on-site provision, remaining demands to be met via improvements to the existing facilities

Development provides some space on-site; although it does not meet the requirement in full, there is capacity in the local area to meet the remaining demands. (Fill in your estimated provision below).

Types of space	On-site provision (sqm)	Shortfall, to be met by existing local provision (sqm)
Outdoor sport	<input type="text" value="5,000.00"/>	4009.00
Children's playing space (equipped)	<input type="text" value="150.00"/>	-9.60
Allotments and Community Gardens	<input type="text" value="500.00"/>	14.80
Formal Open Space	<input type="text" value="500.00"/>	100.60
Informal and Natural Open Spaces	<input type="text" value="1,000.00"/>	-399.40
Amenity Greenspace	<input type="text" value="500.00"/>	129.20
Total	<input type="text" value="7,650.00"/>	3844.60

In this instance, the developers are required to contribute towards the improvements of existing facilities in the local area an amount of:

This takes into account any on-site surplus provision against the standards. This amount has been offset:

This can make development policy compliant. To be discussed with the Council.

Scenario 7: insufficient on-site provision, demands to be met via both off-site provision and improvements to the existing facilities

Development provides some space on-site; however, unmet demands will have to be met via both off-site provision and improvements to the existing facilities.

In this instance, please contact the Planning Development Management Team. The pre-application service allows for an opportunity to discuss the proposed development with the future Planning Officer who will assess your application.

N/A

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Table 3: The Open Space Calculator’s assumptions on occupancy rates expected from new development

Property size	Number of people	Number of children
1 bedroom	1	0
2 bedroom	2	0.5
3 bedroom	3	1
4 bedroom	4	2

Public Realm and Public Art

Obligation	Criteria	Justification	Policy background
Provision of or contributions towards public realm	<p>On-site and off-site provision</p> <p>P1. S106 agreements may require the following issues to be addressed in respect of on-site and off-site public realm improvements:</p> <ul style="list-style-type: none"> a. improvements to paving, street furniture³, signage, lighting and planting on public highway and other space directly adjoining the site; b. planting and any associated paths and boundary treatment directly relating to the site; c. financial arrangement for their management; d. access and use restrictions/ assurances; e. adoption of the improvements; f. financial contribution towards the required off-site improvements; <p>P2. Contributions will be sought from schemes that are deemed to have a significant adverse</p>	<p>Public realms make an important contribution to the local distinctiveness of an area.</p> <p>Policy BE14 and Policy BE15 require development to create safe, inclusive, attractive and accessible environment that supports our residents and communities via, among other requirements, well designed public space.</p> <p>Policy BE08 requires development proposals, where appropriate, to provide reasonable and proportionate contributions to public realm around Brentwood railway stations. Policy PC05 requires development proposals contribute to the enhancement of public realm around Brentwood Town Centre.</p> <p>Other Local Plan policies also set out that the provision of SUDs, digital communication infrastructure, public transport uses should be</p>	<p>Strategic Policy BE08: Strategic Transport Infrastructure</p> <p>Strategic Policy BE14: Creating Successful Places</p> <p>Strategic Policy BE15: Planning for Inclusive Community</p> <p>Policy PC05: Brentwood Town Centre</p>

³ See Glossary

Obligation	Criteria	Justification	Policy background
	<p>impact upon Brentwood Town Centre. Obligations will include:</p> <ul style="list-style-type: none"> a. details of how proposed links with Brentwood Town Centre would be designed, delivered and their timescales; and/or b. financial contributions to measures that would mitigate any identified significant adverse impacts to the centre. <p>P3. Where financial contributions are sought, these will be based on the level of the adverse impact from the scheme, and will take into account the degree to which these have been offset by improved linkages and other approaches.</p>	<p>facilitated by the provision and design of public realm on site.</p> <p>This section provides clarity on these requirements.</p>	
<p>Provision or contributions towards public art</p>	<p>On-site provision</p> <p>P4. The following will be expected to prepare a Public Art Strategy and deliver public art on-site. The delivery of public art will be secured through condition:</p> <ul style="list-style-type: none"> a. residential developments of more than 50 dwellings; or b. other development including office, manufacturing, warehouse and retail development with a floorspace of 5,000sqm or more; or c. developments at gateway or landmark locations or highly visible routes. <p>P5. Although public art is a broad term that includes both art activities and art integrated into physical form and function, for the purpose of this SPD, public art only refers only to the latter. As such public art in the context of this SPD refers to projects that have a physical and</p>	<p>Policy BE14 places importance on attractiveness of development in creating successful places. It requires proposal to provide a comprehensive ‘design approach that delivers a high quality, safe, attractive, inclusive, durable and healthy places’.</p> <p>Paragraph 5.130 of the Local Plan goes on to state that “Proposals should either enhance local distinctiveness or seek to introduce distinctiveness to poor quality areas”.</p> <p>This section provides clarity on how development can deliver ‘attractive’ and ‘successful’ places or ‘enhance local distinctiveness’ via the use of public art. Public art is intended to enhance and develop the quality, distinctiveness and future heritage of an area. It celebrates and enhances the identity of</p>	<p>Strategic Policy BE14: Creating Successful Places</p>

Obligation	Criteria	Justification	Policy background
	<p>permanent outcome, integrated into the form, function, style or content of a place, space or building. These will range from projects where artworks have been incorporated into the design or masterplanning of buildings, townscapes or landscapes to the design and making of individual physical elements within them. Such work can include:</p> <ul style="list-style-type: none"> a. large scale three-dimensional artworks such as site specific sculpture; gateway and water features; wayfinding signage; kinetic works; landmarks (including artworks incorporated into landmark buildings); architectural sculpture, land art; commemorative works such as memorials, inscriptions, plaques, artist designed street furniture such as fencing, paving, railings, security screening, tree grills, lighting, seating, bollards, markers and milestones; b. integrated two and three-dimensional works such as architectural glass, door furniture, painted works, mosaic / ceramic murals. <p>P6. Public art works should consider environmental impacts, be durable, sustainable and of high-quality construction requiring very little if any maintenance.</p> <p>P7. The Public Art Strategy should:</p> <ul style="list-style-type: none"> a. contain a Management Plan consisting of a summary of the knowledge, skills, time and budget allowed for public art project management; b. demonstrate how the strategy supports the local creative and cultural sector i.e. by using local artists or suppliers; 	<p>a place to increase local sense of pride, including aspects of its heritage.</p>	

Obligation	Criteria	Justification	Policy background
	<ul style="list-style-type: none"> c. explain the commissioning process, artist briefs; explain how the brief responds to relevant local strategic ‘cultural and creative’ priorities, if any; d. explain the nature and purpose of the public art intervention and its relationship to the site including anticipated aims and benefits; e. set out the process for community liaison and engagement – both undertaken and proposed; f. indicate the Public Art Programme priorities set in the context of the phasing of the development and likely costs; g. explain the ownership, maintenance and decommissioning scheme; h. contain a statement indicating the responsibility for future care and maintenance this will be addressed as details of the Public Art Programme are developed. <p>P8. On strategic allocations, the commissioning of public art works should involve professional art organisations and include stakeholder and community engagement.</p> <p>P9. Where a developer is willing to make a contribution to public art and is unable to achieve an appropriate scheme on site, the Council will encourage developers to make financial contributions to support public art initiatives in suitably prominent locations nearby where artworks would contribute to the existing local character, including the character and appearance of the historic environment and its assets, and thereby enhance the</p>		

Obligation	Criteria	Justification	Policy background
	<p>neighbourhood of the development. Where it is judged that off-site provision is appropriate, contributions will be sought to support this. The sums would be guided by the costs of the initiatives. The timing and trigger points of payment will be determined on a case-by-case basis.</p> <p>P10. Further information on this matter is available in Essex County Council’s Developers’ Guide to Infrastructure Contributions (2020 or as amended) and the Essex County Council Public Art Strategy.</p> <p>Maintenance plans / payments</p> <p>P11. Where there is an obligation to deliver public art within a S106 agreement, the Council will expect the delivery of the public art in accordance with the agreement and for this responsibility not to be transferred to the Council. Subject to discussion with the Council, consider transfer of ownership of permanent works after completion to the Council or an appropriate community body.</p>		

4. The Council's Approaches to Secure Contributions

Unilateral Undertakings

- 4.1. Section 106 Agreements (S106) and unilateral undertakings (UU) are types of planning obligation under Section 106 of the Town and Country Planning Act 1990. They are legal agreements between the local authority and the developer. The land itself, rather than the person or organisation that develops the land, is bound by the S106 agreements. They are a legal charge on the land, so their obligations transfer automatically with any change in ownership.
- 4.2. A unilateral undertaking is a legal deed, entered into by the landowner and any other party with a legal interest in the development site. Unilateral undertakings can assist in ensuring that planning permissions are granted speedily, which benefits both applicants and the Council. However, unlike S106 agreements they don't have to be entered into by the local authority.
- 4.3. A unilateral undertaking comes into effect when planning permission to which they are linked is granted although as with S106 agreements the relevant obligations are usually conditional on development being commenced.
- 4.4. Where financial contributions are known at an early stage and the package of planning obligations is relatively straight forward, namely involving commuted payments for affordable housing or permit free obligations, applicants are encouraged to submit a unilateral undertaking with their application. The intention is that the unilateral undertaking can be included with the suite of documents associated with the planning application.
- 4.5. While S106 agreements are often prepared following Planning Committee, the draft form of unilateral undertaking can usually be agreed prior to Planning Committee (the heads of terms may need to be changed following Planning Committee decision on the application) thereby avoiding delays in getting a final decision.
- 4.6. Unilateral undertakings will not usually be appropriate for major applications including applications for 10 or more new dwellings.
- 4.7. Where a planning obligation will not be covered by a Unilateral Undertaking, applicants will still be required to enter into a S106 agreement. This type of legal agreement will need to be entered into by the applicant, the Council and anyone else who has in interest in the land forming the application site.

B. Section 106 Agreements

- 4.8. Developers will be expected to make S106 contributions towards items of strategic and necessary infrastructure as identified in the most up to date IDP Part B, as well as any other site-specific infrastructure requirements arising from development proposals.

Retrospective Contributions

- 4.9. There will be instances where contributions shall be payable retrospectively. Even if the strategic infrastructure has been fully or partially built or provided as at the date the relevant S106 agreement is entered into, the S106 agreement will require payment of retrospective contributions to recognise the benefit which the relevant development is obtaining from the relevant infrastructure. In those instances, consideration in terms of cost, apportionment, provision of land, reimbursement, external funding, and viability, etc. would still be consistent with guidance set out in this document.
- 4.10. As discussed in **Chapter 3**, the types of infrastructure that would benefit from this approach are those that:
- a. are of strategic nature or of critical importance to support the Local Plan, and
 - b. need to be in place or at least planned early on, prior to all relevant development taking place; and
 - c. is not funded by public funding.
- 4.11. Key considerations in drafting a S106 agreements regarding retrospective contributions are discussed in **Chapter 5**.

Monitor and Manage

- 4.12. The Council will continue to explore other alternative approaches to the conventional ‘predict and provide’ approach in planning for and delivering strategic transport infrastructure. A potential option being the ‘monitor and manage’ approach, which would involve preparation of a Traffic Monitoring and Management Plan (TMMP) and collection of appropriate monitoring data to assess whether the road network is operating according to the worst-case scenario baseline.
- 4.13. The principles of this approach can be summarised as follows: development proposals for site allocations will demonstrate how vehicle trip generation would be lower than the target set in the TMMP. This target is intended to positively challenge developers to pursue a creative approach to reduce transport impacts of their development. Developer contributions towards the package of transport mitigations will be due in line with the Infrastructure Delivery Plan or the outcome of the TMMP. In other words, if development fails to reach its target, contributions

towards mitigation would be triggered. Development proposals for non-allocated sites will also have due regard to the TMMP. Such proposals will bring about vehicle trip generation over and above the target set out in the TMMP.

- 4.14. In this approach, the Council would be responsible for the monitoring of vehicle trip credits (unless agreed otherwise) and the collection of developer contributions, along with funding from all relevant public sources. The cost of monitoring is to be funded by developers.
- 4.15. There may be instances where some developers achieve their trip target, whilst others fail to do so. In this case, there may be a need to update the identified mitigation measures and associated costs. The Council will liaise with National Highways and ECC to consider undertaking necessary assessment to inform the IDP and subsequently, contributions from responsible development sites.
- 4.16. Under this approach, there is a need to manage exposure and counterparty risk. As such, the Council may require the mitigation contributions be paid in advance by developers into escrow accounts; this money will be held in the escrow accounts for an agreed period of time after the completion of development, to be used towards mitigation works should development fail to reduce its impacts.
- 4.17. Escrow accounts can be useful when contributions are requested on a per unit basis or when S106 payments are required only at trigger points. When an escrow agreement is entered into, an escrow account is opened to ring-fence the money for the mitigation work and developer is obliged to pay either all or a percentage of the total sum into an escrow bank account. Before the commencement of development, developer will provide an estimated cost based on its anticipated impacts and the rates / percentage that it expects to pay into the escrow account, for the approval of the Council. During the phases of development, the developer will make escrow payments into the escrow account on the basis of the rates and periods agreed. Appropriate arrangements, including review mechanisms, need to be in place to manage the expenditure of such funds. In the event that the balance of the escrow bank account exceeds any current demand or anticipated demand for payment, the escrow sum will be determined by the agreed review mechanism. A chosen firm of solicitors will act as the neutral third party, constrained from dealing with the money other than in accordance with the strict instructions agreed in advance by the parties concerned.
- 4.18. The Council may also consider to secure planning obligations through performance bonds (contract bonds), as it is reasonable for the Council to take steps to secure the delivery of mitigation, in the event of unforeseen circumstances such as a developer going into administration whilst the transport impacts of its development are not reduced.

C. Section 278 Agreement

- 4.19. Where necessary, the Council will require developers to enter into a S278 agreement (Highways Act 1980) to fully pay or make contributions towards the carrying out of works to the highway impacted by their development schemes. In some cases, a developer may be required to carry out the works in lieu of payment.

D. CIL

- 4.20. In addition to the above contributions, development will be liable to pay CIL as and when CIL is adopted in the Borough, to fund Borough wide place-making infrastructure as discussed in **Chapter 3**.

5. Considerations in drafting a Section 106 Agreement Framework

- 5.1. The Council will set out a consistent approach to planning applications via a S106 agreement template, so that regardless of when development sites come forward, this will provide clarity and certainty for developers and landowners over the obligations they will be expected to enter into.
- 5.2. It should be noted that this template is separate to ECC's S106 template, which only focusses on the contributions ECC has requested. ECC's template agreement is provided in the DGIC, with a separate schedule for each type of contribution. ECC's template should also be considered as a starting point to avoid delays and unnecessary expense.
- 5.3. The S106 agreement template will contain a "Part 1" (Strategic Infrastructure) and a "Part 2" (Site Specific Infrastructure) which will respectively set out the provisions which the Council will expect to be included in S106 agreements relating to the development. The framework S106 agreement will state that "Part 1" provisions are expected to be included as standard across all development sites with adjustments limited to those that are minor development not forming part of a wider. "Part 1" will include the following consideration:
- i. Cost and payment of strategic infrastructure contributions
 - ii. Works in kind
 - iii. Provision of land, costs of providing the land and equalisation agreement

- iv. Review and indexation
- v. Trigger points
- vi. Conditions
- vii. Access provisions
- viii. Statutory agreements
- ix. External funding
- x. Reimbursement to forward funders
- xi. Reimbursement of unspent contributions
- xii. Access to adjacent land
- xiii. Sites of multiple ownership
- xiv. Negotiations/ Viability
- xv. Escrow agreement and bonds
- xvi. Payment for specialist study

Cost and payment of strategic infrastructure contributions

- 5.4. As discussed above, developers will be expected to make S106 contributions towards items of strategic infrastructure as identified in the most up to date IDP Part B. The amount of contributions payable will be determined by the Council on a consistent and proportionate basis in accordance with Regulation 122 of the Community Infrastructure Levy Regulations 2010 (as amended or replaced) and will be informed by the IDP and other available relevant evidence and guidance.
- 5.5. In some instances, such contributions shall be payable retrospectively; even if the strategic infrastructure has been fully built or provided as at the date the relevant S106 agreement is entered into, the S106 agreement will require payment of those contributions. Early delivery of

certain items of infrastructure may be beneficial or necessary in order to unlock or facilitate development. The contributions may be paid in instalments to be agreed in the relevant S106 agreement and the payment date(s) for payment of the contributions will also be agreed in the relevant S106 agreement.

Where contributions to strategic transport infrastructure are secured under the monitor and manage approach, the Council will require the cost of monitoring to be funded by developers.

Works in kind

- 5.6. Where it is appropriate to do so, the Council will secure contributions by means of planning conditions and works-in-kind.
- 5.7. The Council will be open to discussing the possibility of the developer constructing all or part of those items. Any developer proposing to carry out works in kind is encouraged to discuss their proposals with the Council, ECC (in relation to County matters) and other landowners in the allocation area at the earliest possible opportunity - the Council will expect such discussions to have taken place prior to the submission of any planning application.
- 5.8. The applicant will be expected to include with the planning application an allocation-wide deliverability appraisal which shall reflect any agreements entered into by landowners and include the proposed delivery arrangements for the strategic infrastructure including the nature, scale and timing of delivery and a proposal as to how the landowner will be appropriately compensated by other landowners in the allocation area in respect of the proposed works in kind (such compensation may be monetary, through the provision of land or through agreement to meet or offset any S106 obligations otherwise falling to be met by the relevant landowner/developer or a combination thereof). If such agreements have not been made, the S106 agreement may restrict development until such agreements have been entered into and/or set out an expert determination provision to resolve any dispute between landowners.
- 5.9. Any works in kind proposals which are agreed by the Council (and County Council, in relation to County matters) will be subject to the developer agreeing appropriate fall-back provisions, including step-in rights for the Council or County Council (in relation to County matters), to ensure the delivery of infrastructure when it is needed. The decision on whether to accept infrastructure works in kind shall be at the Council's discretion, bearing in mind all relevant circumstances. Where the Council does permit works in kind the developer will be expected to obtain the approval of the Council (and where appropriate to its functions the County Council) to the detailed design of those works, obtain all necessary consents and enter into all statutory agreements required, provide the Council (and where appropriate to its functions the County Council) with suitable collateral warranties in relation to the design and construction of those works and provide appropriate security, including bonds, where reasonably required to help guarantee the performance of those works. The developer will also be expected to transfer the ownership of such works (including the freehold ownership of the land on which the works are built) to the Council (or the County Council in relation to County infrastructure) when required by the Council.

Provision of land, costs of providing the land and equalisation agreement

- 5.10. The Council and ECC will not pay the relevant landowner/ developer for the cost of land on which an item of strategic infrastructure shall be built, whether that item is identified by the IDP or proposed by the landowner / developer.
- 5.11. Landowners will need to have regard to the role their land has within the wider context of Local Plan growth, the wider allocation as well as the need to achieve a coordinated approach to development and delivery of associated infrastructure. There may be a need to take into account instances where one developer has provided land and/or delivered infrastructure which will be used by a number of sites; in this instance, the Council will require land equalisation agreements between developers to be in place to achieve holistic spatial objectives.
- 5.12. In relation to land on which it is identified in the IDP that an item of strategic infrastructure shall be built, there shall be a presumption in favour of that item of strategic infrastructure being provided on that land. In relation to land on which a landowner or developer proposes that an item of strategic infrastructure will be built (where it is not identified as such by this SPD), the Council will expect the developer to have discussed and agreed such proposal with the Council (and ECC in relation to County matters) prior to the submission of any planning application. Where multiple landowners are involved, they should agree an equalisation mechanism amongst themselves to ensure a fair apportioning of the burden of providing land for infrastructure. In both cases, the applicant(s) should include with the planning application an allocation-wide deliverability appraisal which shall reflect any equalisation agreements entered into by landowners and include the proposed delivery arrangements for the strategic infrastructure including the nature, scale and timing of delivery and a proposal as to how the landowner will be appropriately compensated by other landowners in the allocation area for the loss of that strategic infrastructure land as development land (such compensation may be monetary, through the provision of land or through agreement to meet or offset any S106 obligations otherwise falling to be met by the relevant landowner/developer or a combination thereof).
- 5.13. If such agreements have not been made, the Council may consider, via S106 agreement, restrict development until such agreements have been entered into and/or set out an expert determination provision to resolve any dispute between landowners.

Review and indexation

- 5.14. All payments set out in S106 agreements will be indexed from the date that costs were agreed or from the committee date when it was resolved that planning permission should be granted subject to a S106 agreement using an appropriate index. The legal agreement will set out the choice of index and/or the indexation calculation.
- 5.15. Where specific costs have been referenced in this SPD, these costs will be indexed from the date of publication.

Trigger points

- 5.16. In order to allow developers to spread the cost of their contributions and to maintain a revenue stream, the trigger points for payments prior to commencement and/or completion will be agreed through the development management process. Guidance on trigger points of site-specific contributions are set out in **Chapter 3, section C** of this document. Guidance on trigger points of the contributions ECC has requested are set out in ECC's DGIC.
- 5.17. Trigger points for mitigation measures falling under the monitor and manage mechanism will be informed by the TMMP.

Conditions

- 5.18. The Council may, where appropriate, use pre-commencement and/or pre-occupation conditions on planning permissions to prevent development and/or occupation of relevant phases of the development in advance of the necessary strategic infrastructure being in place.

Access provisions

- 5.19. Landowners/developers will be expected to provide access to the Council (or County Council as appropriate) and their contractors for the purpose of enabling the Council (or County Council) to construct the strategic infrastructure works at nil cost.

Statutory agreements

- 5.20. The Council and County Council may require conditions to form part of any planning permission or obligations in a S106 agreement requiring the landowners/developers to enter into highways agreements to secure adoption of any roads or other public rights of way forming part of the strategic infrastructure and/or any other planning or infrastructure agreements that may be required at the relevant time.

External funding

- 5.21. Where funding is to be provided by external bodies for the provision of infrastructure: there will be a provision in the legal agreement between the Council and the landowner / developer providing a mechanism to off-set or pay back the correct proportion of the contribution paid by the landowner/developer towards the same infrastructure as appropriate. It may not be possible to assess this until all the relevant infrastructure has been delivered and comprehensive final costs of delivery are known.

Reimbursement to forward funder(s)

- 5.22. Where forward funding has taken place in order to ensure the early provision of infrastructure: the Council will use reasonable endeavours to secure S106 contributions retrospectively with the grant of planning permissions post-dating the provision of such infrastructure so as to reimburse the forward funder(s) of the infrastructure.

Reimbursement of unspent contributions

- 5.23. In relation to provisions regarding the repayment of unspent and uncommitted strategic infrastructure S106 contributions: once all funding requirements and obligations have been met, the Council will act consistently in deciding whether or not to include such provisions. Any reimbursement will be proportionate and subject to the development to which it relates being policy compliant and all other infrastructure needs of that development having been met; if not then any reimbursement monies due in respect of that development may first be applied by the Council towards making that development policy compliant.

Access to adjacent land

- 5.24. Where a parcel of land within a development site is the subject of a planning application for development, the landowner/developer will be expected to ensure that the development is designed in such a way as to facilitate vehicular and pedestrian/bridleway access from that land to adjacent parcels of land to ensure appropriate site-wide connectivity. This will ensure that the development site can move forward on a viable comprehensive basis. The safeguarding of suitable land for access to adjacent parcels of land will be protected through S106 agreements.

Sites of multiple ownership

- 5.25. A site of multiple ownerships are likely to be developed through a number of planning applications coming forward at different times. The submission of numerous applications at different stages can present a challenge in securing the funding and land for the infrastructure that would be required by the comprehensive development and shared by all users.
- 5.26. In this case, the Council will take a holistic approach in securing and provision of necessary shared infrastructure. The Council will not accept ad hoc or piecemeal development which is detrimental to the delivery of necessary infrastructure and the wider planned growth. The Council will only accept variations to the identified infrastructure if it can be satisfied that appropriate alternative arrangements will be delivered in full and at the appropriate time and in general accordance with the approach and provisions outlined within this SPD.

Negotiations/ Viability

- 5.27. Proposals should be designed in a way that accords with Local Plan policies, including the requirement to contribute towards strategic infrastructure costs and any other items that may be secured through S106 agreements.
- 5.28. Where, in the opinion of a developer, their proposed development cannot meet Local Plan policy requirements and the requirements of this SPD, the developer is required to robustly demonstrate that the development is clearly unviable by submitting a financial viability assessment (FVA) to the Council. An FVA should normally be submitted no later than the submission of the planning application for the proposed development scheme and must in any event be submitted well in advance of determination of that planning application. The broad level of viability will often be known before the development has crystallised and this should be made known to the case officer at an early stage in order to avoid post submissions delays. The developer will be required to fund the examination of a viability assessor on behalf of the Council and any specialist professionals required in that examination. This funding should be made available up front to avoid future delays.
- 5.29. All FVAs submitted by developers should contain the following information with supporting evidence:
- b. a summary of the main assessment assumptions (evidenced from an independent expert or source);
 - c. site or building acquisition cost and existing use value;
 - d. construction costs and programme;
 - e. detailed cashflow on an annual basis;
 - f. fees and other on costs;
 - g. projected sale prices of dwellings/non-residential floorspace;
 - h. details of discussions with registered providers of affordable housing (if relevant) to inform the value of affordable housing assumed within the FVA;
 - i. gross and net margin;
 - j. other costs and receipts;

- k. other relevant information dependent on the nature of the obligation(s) under discussion;
 - l. a summary clearly setting out the reasons that make a development proposal unviable; and
 - m. if applicable, any request to vary S106 agreements and/or affordable housing requirements from those set out in the Local Plan and this SPD and stating the proposed level of obligations, demonstrating why they are the maximum that can be provided, provided that this shall only be acceptable if all of the following have already been completed and a justificatory statement in respect of the same has been provided to the local planning authority:
 - i a review of all assumptions within the viability model with a view to improving viability, including land value, build and development costs, sales prices, dwelling types, phasing, funding (including borrowing costs) and legal, professional and marketing costs has been carried out;
 - ii consideration of a reduction in the minimum anticipated developer profit for the scheme to offset any degree of non-compliance with Local Plan or SPD requirements has been undertaken;
 - iii consideration of how growth assumptions (value increases over time) have been factored into the viability model;
 - iv available options for public sector funding which would enable the proposed development to be compliant with Local Plan or SPD requirements have been actively explored; and
 - v a consideration of how adjustments to the tenure mix and/or phasing of affordable housing affect the viability model, as well as adjustments in percentage terms, has been undertaken.
- 5.30. FVA will be scrutinised by the Council with advice from a suitably qualified external consultant and the reasonable cost of this external consultant is to be met by the developer who has submitted the FVA. If material changes are made to an application after submission that could affect scheme viability, a revised FVA will be required.
- 5.31. Where the Council is satisfied that S106 contributions or works required by the Local Plan policies and this SPD cannot be met in full on a particular development proposal due to financial viability, the Council will make the decision on how to apportion the funding that is available and may choose to:
- a. reduce the S106 contributions payable pursuant to this SPD; and/or
 - b. adjust the timetable for delivery of strategic infrastructure to be funded by those S106 contributions or provided in kind; and/or

- c. reduce or amend other planning obligations for that development proposal, provided that the Council will continue to pay due regard to the objective of ensuring an equitable and proportionate apportionment of the costs of delivering strategic infrastructure and those that are required to make development acceptable; and/or
 - d. liaise with relevant service providers, authorities and local communities as necessary, to determine which infrastructure should be prioritised to benefit from the additional funding and how contributions should be spent; the Council will be the one to make the final decision.
- 5.32. The financial viability of development proposals may change over time due to the prevailing economic climate, including changing property values and construction costs. In all cases, therefore, where the Council have agreed to any of the reduction or adjustment items set out above such that the resultant planning obligations are below the level needed to fully fund or provide the strategic and local infrastructure requirements to comply with Local Plan policy requirements, the Council will require a viability review of the relevant development with an updated FVA to be provided at appropriate intervals to determine whether greater or full compliance with this SPD and the Local Plan policy requirements can be achieved throughout the carrying out of the relevant development proposal.

Escrow agreement and bonds

- 5.33. For relevant contributions involving the use of bonds and escrow account, S106 agreement should detail the terms and condition regarding the use of bonds or payments into a joint escrow account and appropriate arrangement to manage spending of such funds.

Payment for specialist study

- 5.34. Where a Planning Performance Agreement has not been entered into, which sets out a list of particular specialist investigation/ study and makes allowances for its payment, the Council may require the applicant to pay a lump sum for the purpose of commissioning specialist study as required. Any amount unspent will be refunded to the applicant.

6. Implementing this Planning Obligations SPD

A. Monitoring and Enforcement of Obligations

- 6.1. The Council will monitor all contributions agreed through S106 agreements, both financial and non-monetary to ensure that they are complied with.
- 6.2. In cases where developers have difficulty making payments at the appropriate times as required by the legal agreement, the Council will work with the developer to find a solution. This may involve the payment of an obligation at a later stage in the development, or payment by installments. However, where it is imperative that the relevant measure is in place prior to a development being occupied, the obligation to fund it will always become payable on commencement.
- 6.3. In the event of an obligation not being fulfilled as agreed, the Council will write to the developer requesting timescales for completion within 21 days.
- 6.4. In the absence of a response or if the Council remains dissatisfied with the proposed timescales for completion, the Council will consider instigating enforcement action. The Council has the option of using an injunction, which can stop the development proceeding and/or ensure compliance with the terms of the Agreement. The Council has the power to enter the land and carry out any works that were required and recover the costs (a 21 day notice of intention must be given to do this).

B. Monitoring Fees

- 6.5. To support the monitoring and administration of s106 obligations, an appropriate monitoring fee will be applied to the relevant S106 agreements. The basis for the monitoring fee will be determined on a case-by-case basis. Monies received via this monitoring fee will be used by the Council to fund resources for monitoring the provisions secured via S106 agreements and other aspects of the planning application. Applicants will be required to pay the Council reasonable legal fees incurred in settling the unilateral undertaking, S106 agreement, or in a deed of variation to a S106 agreement.
- 6.6. Unilateral undertakings include obligation to pay the Council's costs in monitoring and managing the implementation of the planning obligation.

- 6.7. Essex County Council charge separate monitoring fees for S106 obligations types that they are responsible for, for example education and highways. Further information is available on www.essex.gov.uk
- 6.8. In addition, for contributions falling under the monitor and manage mechanism, applicants will be required to pay the Council the cost of monitoring traffic against the TMMP.
- 6.9. All monitoring fees will be subject to indexation and payable on commencement of the development.

C. Reporting on the Use of Section 106 Obligations and CIL

- 6.10. For financial contributions, an audit trail between the contribution and expenditure will be provided within the Infrastructure Funding Statements, published annually from 31 December 2020. This will also set out the infrastructure projects or types of infrastructure that the authority intends to fund, either wholly or partly, by CIL or planning obligations.
- 6.11. The Infrastructure Delivery Plan (IDP), which will be updated periodically will detail where s106 financial contributions have been secured towards individual infrastructure projects.

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Exempt development

- 6.12. Development consisting of:
 - a. less than 10 dwellings and less than 1,000 square metres of GIA non-residential development (except where it is a result of a larger development being sub-divided into smaller developments consisting of less than 10 dwellings and less than 1,000 square metres of non-residential development); or
 - b. a replacement development resulting in less than 10 additional dwellings or 1,000 additional square metres of GIA non-residential floorspace;

shall not be expected to enter into a S106 agreement in accordance with the framework S106 agreement unless national policy or guidance alters to no longer discourage obligations on smaller developments.

E. Payment management

6.13 All agreements will include requirements for interest to be paid on outstanding contributions if payments are made late.

7. Appendix A: Glossary

Allotment	Land providing opportunities to grow produce as part of the long-term promotion of wildlife conservation and biodiversity.
Amenity green space	Publicly accessible areas green space providing recreation spaces in around development sites, providing opportunities for informal activities close to home, enhancing the appearance of residential areas and forming a link between green corridors/features, natural and semi natural space and other local community facilities. This can include small local areas providing places for recreation, picnic areas, sitting out areas. It can also include informal (unequipped) play areas that provide opportunities for creative play using the natural environment.
Children's playing space	This provision covers all aspects of equipped play areas for children and youths. It includes play areas that provide free play equipment (such as swings, climbing frames, slides and or fixed items of play), teen shelters, skateboard ramps, BMX tracks, etc.
Commencement of the development	Means undertaking some works on site to commence a planning permission. In order to lawfully 'commence' development it is necessary to satisfy the legal requirements in section 56(4) of the Town and Country Planning Act 1990.
Formal open space	Parks and managed open spaces which are publicly accessible, multi-functional greenspaces providing opportunities for informal recreation and community events, typically in urban areas. They can incorporate formal and informal features, such as flower beds, trees, landscaped areas and ancillary provision such as toilets and seating areas.
Informal and Natural Open Spaces	Informal less intensively maintained land. In these areas, wildlife, conservation, biodiversity and environmental education take precedence over recreational uses in determining management regimes. This includes areas with protective statutory designations and also comprises publicly accessible countryside parks areas. The size and utility of such spaces varies widely, with some having provision such as paths, benches, rubbish bins and planting schemes, whilst others comprise only grassed areas. Some provide linkages within the green infrastructure network to other open spaces.
Open space	All open space of public value, including not just land, but also areas of water (such as rivers, canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity.
Outdoor sport	Includes both pitch sport (such as rugby, football, cricket) and non-pitch sport such as bowls, tennis and athletics.

Planning obligation	Legal agreements between a Local Planning Authority and a developer, or undertakings offered unilaterally by a developer, that ensure that certain extra Planning Obligation works related to a development are undertaken. Sometimes called 'Section 106' agreements.
Street furniture	Collective term for objects and pieces of equipment installed along the streets and roads for various purposes. Examples include benches, traffic barriers, bollards, post boxes, phone boxes, streetlamps, traffic lights, traffic signs, bus stops, tram stops, taxi stands, public lavatories, fountains, watering troughs, memorials, public sculptures, waste receptacles, outdoor sculptures, waste bins, etc.

Appendix B: The Open Space Calculator

Brentwood Open Space Standards

RESIDENTIAL DEVELOPMENT

Space requirements	ha per 1,000 population	sqm per person	Local Plan / evidence
SPORT	Outdoor Sport	3.15	31.5 Local Plan, Figure 8.2
OPEN SPACE comprising of some or all of the following types	Children's Playing Space (per child)	0.13	1.3 Local Plan, Figure 8.2
	Allotments and Community Gardens	0.18	1.8 Local Plan, Figure 8.2
	Formal Open Space	0.21	2.1 A combination of Sport, Leisure and Open Space
	Informal and Natural Open Spaces	0.21	2.1 Assessment (2016) and CIL and Local Plan Viability
	Amenity Greenspace	0.22	2.2 Appraisal (2022)
Total		4.1	41

EMPLOYMENT DEVELOPMENT

Space requirements	ha per 1,000 additional employee	sqm per additional employee	Local Plan / evidence
OPEN SPACE	Amenity Greenspace	0.6	6 A combination of Sport, Leisure and Open Space Assessment (2016) and CIL and Local Plan Viability Appraisal (2022)
Total		0.6	6

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Costs of provision and maintenance

Space requirements	Brentwood's standards sqm per person	CAPITAL COSTS		MAINTENANCE COSTS		IMPROVEMENT COSTS	
		Capital cost per sqm		Maintenance cost per sqm (25 years)		Improvement cost per sqm	
Outdoor Sport	31.5	£	72	£	14.40	£	57.60
Children's Playing Space (per children)	1.3	£	220	£	44.00	£	176.00
Allotments and Community Gardens	1.8	£	25	£	5.00		
Formal Open Space	2.1	£	40	£	8.00	£	32.00
Informal and Natural Open Spaces	2.1	£	13	£	2.60		
Amenity Greenspace	2.2	£	20	£	4.00	£	16.00
Total	41	£	390	£	78.00	£	281.60

Residential Calculator Example

This form provides an approximate calculation of the space (or commuted sums in lieu of open space and outdoor sport) that is required by the Council.
 This should be used as a guidance only.

Only enter your development details in the red box

Site area (ha)	<input type="text" value="1.39"/>	ha
Property Mix		
1 bedroom	<input type="text" value="12"/>	21%
2 bedroom	<input type="text" value="19"/>	33%
3 bedroom	<input type="text" value="19"/>	33%
4 or more bedrooms	<input type="text" value="7"/>	12%
Total properties (excluding sheltered, retirement and extra care)	<input type="text" value="57"/>	units
Total population (estimated)	<input type="text" value="135"/>	people
Total children (estimated)	<input type="text" value="43"/>	children
% of on-site open space requirements against total site area	<input type="text" value="39%"/>	
Density	<input type="text" value="41"/>	dph

Scenario 1: on-site requirements are met in full

Development provides this amount of space for outdoor sport and open space on-site, in line with policy requirements. The detailed break-down is as follows:

	<input type="text" value="5,414.75"/>	sqm in total
<i>Outdoor sport</i>	4,252.50	
<i>Children's playing space (equipped)</i>	55.25	
<i>Allotments and Community Gardens</i>	243.00	
<i>Formal Open Space</i>	283.50	
<i>Informal and Natural Open Spaces</i>	283.50	
<i>Amenity Greenspace</i>	297.00	

The above outdoor sport and open spaces are then transferred to and adopted by the Council and the developer pays the Council a commuted maintenance sum of:

Alternatively, developer chooses to retain this open space, and it will be maintained by a recognised not-for-profit

£

This is policy compliant

Scenario 2: on-site requirements are met in full, with variation to the mix of open space types

Development provides this total amount of space for outdoor sport and open space on-site. However, the breakdown of each type of open space is different than the indicative standards. (Fill in the red boxes below with your estimated provision for each type to check if it meets the total quantum required)

9,385.00 sqm in total

comprising of:

5,500.00
85.00
-
1,800.00
1,000.00
1,000.00

- Outdoor sport*
- Children's playing space (equipped)*
- Allotments and Community Gardens*
- Formal Open Space*
- Informal and Natural Open Spaces*
- Amenity Greenspace*

This appears to meet the quantum required, however, the types of space and quantum of each type needs to be agreed by the Council

The above outdoor sport and open spaces are then transferred to and adopted by the Council and the developer pays the Council a commuted maintenance sum of:
Alternatively, developer chooses to retain this open space, and it will be maintained by a recognised not-for-profit

£ 103,940.00

Scenario 3: no on-site provision is made, commuted sum is required

No on-site provision is made, as such developers are required to make this financial contribution for the Council to provide an equivalent amount of outdoor sport and open spaces to meet the additional demands off-site, and maintain this space

£ 414,450.60

This can make development policy compliant. To be discussed with the Council.

Scenario 4: no on-site provision is made, but demands can be met by improvements to the existing facilities

No on-site provision is made; however, there is sufficient capacity and provision in the locality to meet the total open space needs of development. In this instance, the Council will require a contribution towards the improvements of such space an

£ 268,492.00

This can make development policy compliant. To be discussed with the Council.

Scenario 5: insufficient on-site provision, remaining demands to be met off-site via a commuted sum

Development provides some space on-site; but it does not meet the requirement in-full, and there is no capacity in the local green space to meet additional demands. (Fill in your estimated provision below).

Types of space

Types of space	On-site provision (sqm)	Shortfall (sqm)
Outdoor sport	5,000.00	-747.50
Children's playing space (equipped)	150.00	-94.75
Allotments and Community Gardens	500.00	-257.00
Formal Open Space	500.00	-216.50
Informal and Natural Open Spaces	1,000.00	-716.50
Amenity Greenspace	500.00	-203.00
Total	7,650.00	-2,235.25

On-site provision appears to be policy compliant.

In this instance, the developers are required to contribute towards the provision and maintenance of off-site space an amount of: This takes into account any on-site surplus provision against the standards. This amount has been offset:

#VALUE!
Not applicable as on-site provision appears to have been met, try ----

Scenario 6: insufficient on-site provision, remaining demands to be met via improvements to the existing facilities

Development provides some space on-site; although it does not meet the requirement in full, there is capacity in the local area to meet the remaining demands. (Fill in your estimated provision below).

Types of space

Types of space	On-site provision (sqm)	Shortfall, to be met by existing local provision (sqm)
Outdoor sport	5,000.00	-747.50
Children's playing space (equipped)	150.00	-94.75
Allotments and Community Gardens	500.00	-257.00
Formal Open Space	500.00	-216.50
Informal and Natural Open Spaces	1,000.00	-716.50
Amenity Greenspace	500.00	-203.00
Total	7,650.00	-2,235.25

On-site provision appears to be policy compliant

In this instance, the developers are required to contribute towards the improvements of existing facilities in the local area an amount of:

This takes into account any on-site surplus provision against the standards. This amount has been offset:

#VALUE!
not applicable as on-site provision appears to have been met, try ----

Scenario 7: insufficient on-site provision, demands to be met via both off-site provision and improvements to the existing facilities

Development provides some space on-site; however, unmet demands will have to be met via both off-site provision and improvements to the existing facilities.

In this instance, please contact the Planning Development Management Team. The pre-application service allows for an opportunity to discuss the proposed development with the future Planning Officer who will assess your application.

N/A

Employment Calculator Example

This form provides an approximate calculation of the space (or commuted sums in lieu of open space and outdoor sport) that is required by the Council. This should be used **as a guidance only**.

Only enter your development details in the red box

Site area (ha)	<input style="border: 2px solid red;" type="text" value="49.00"/>	ha
Total additional employees	<input style="border: 2px solid red;" type="text" value="2,100"/>	employee
% of on-site open space requirements against total site area	<input type="text" value="3%"/>	

Scenario 1: on-site provision requirements are met in full

Development provides this amount of space (in sqm) for amenity greenspace on-site, in line with policy requirements. sqm in total

This is policy compliant

Scenario 2: no on-site provision, commuted sum is required

No on-site provision is made, as such developers are required to make this financial contribution to the Council to provide and maintain the open space off-site.

£

This can make development policy compliant. To be discussed with the Council.

Scenario 3: no on-site provision, demands to be met via improvements of existing facilities

No on-site provision is made; however, there is sufficient capacity and provision in the locality to meet development's open space needs. In this instance, the Council will require a contribution towards the improvements of such space.

£

This can make development policy compliant. To be discussed with the Council.

Scenario 4: insufficient on-site provision, remaining demands to be met off-site via a commuted sum

Development provides some space on-site; but it does not meet the requirement in-full, and there is no capacity in the local green space to meet additional demands. (Fill in your estimated provision below).

Amenity Greenspace

On-site provision (sqm)	Shortfall (sqm)
<input style="border: 2px solid red;" type="text" value="-"/>	<input type="text" value="12600.00"/>

This can make development policy compliant. To be discussed with the Council.

In this instance, the developers are required to contribute towards the provision and maintenance of off-site space an amount of.

£

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Scenario 5: insufficient on-site provision, remaining demands to be met via improvements to the existing facilities

Development provides some space on-site; although it does not meet the requirement in full, there is capacity in the local area to meet the remaining demands. (Fill in your estimated provision below).

Amenity Greenspace

In this instance, the developers are required to contribute towards the improvements of existing facilities in the local area an amount of:

On-site provision (sqm)	Shortfall - to be met by existing local provision (sqm)
<input type="text" value="-"/>	12600.00
£ 201,600.00	

**This can make development policy compliant.
To be discussed with the Council.**

Committee(s): Policy, Resources and Economic Development Committee	Date: 23 November 2022
Subject: Chelmsford City Council Local Plan Issues and Options Consultation 2022	Wards Affected: All
Report of: Phil Drane, Director of Place	Public
Report Author/s: Name: Camilla Carruthers, Policy Planner Telephone: 01277 312652 E-mail: camilla.carruthers@brentwood.gov.uk	For Decision

Summary

Chelmsford City Council has recently held an Issues and Options consultation on the review of their adopted Local Plan. The consultation ran for 10 weeks, closing on the 20 October 2022. Whilst the Council is not obliged to formally respond to this consultation, doing so is an important step in ensuring effective co-operation with Chelmsford City Council as it seeks to prepare its Local Plan, including ensuring broad compatibility between it and the Council's own Local Plan Review.

This report provides a summary of the consultation document and provides an overview of the Council's draft response, which has been submitted to comply with the consultation deadline and is subject to committee approval in line with the recommendation (Appendix A).

Recommendation

Members are asked to:

R1. Approve the response to Chelmsford City Council's Local Plan Issues and Options consultation, as set out in Appendix A.

Main Report

Introduction and Background

1. In accordance with national policy requirements, Chelmsford City Council (CCC) has commenced a review of its adopted Local Plan. CCC's existing Local Plan was adopted in May 2020 and was prepared under a previous iteration of the National Planning Policy Framework (NPPF).
2. As its adopted Local Plan is relatively new, many of its policies are considered to perform well and remain generally up to date. However, CCC has identified

several policy areas that require updates, as well as some areas where new policies may be required to address the latest national planning policy.

3. The adopted Local Plan has a plan period which expires in 2036. CCC has indicated that the Local Plan Review will have a plan period until 2041. This should achieve compliance with the national policy requirement for plans to provide a fifteen-year strategy from the date of adoption, which is envisaged for 2025.
4. The Issues and Options stage forms the first formal stage of consultation of the Chelmsford Local Plan Review. Issues and Options consultations, typically identify the main challenges an area is and will experience in the context of planning and development alongside the broad opportunities for addressing these challenges. At this stage, the consultation document identifies several non-equal options for addressing the key issues, which comments are invited on.
5. This is not the last opportunity that the Council will have to comment on CCC's Local Plan Review. It is expected that a further two stages of consultation will be held, in 2023 and 2024 respectively. At each stage, the level of detail will be greater and the final consultation will be on the Pre-Submission Plan, i.e. the version of the Local Plan that CCC intends to adopt.
6. The main areas being consulted on at the Issues and Options stage are:
 - a) Updated Draft Strategic Priorities
 - b) A new draft Vision
 - c) The approach to calculating future development requirements, including homes and jobs
 - d) Spatial Strategy Approaches for accommodating additional future growth to 2041
 - e) The approach to reviewing other planning policies.
7. A summary of the consultation document and the Council's proposed response is provided below.

Issue, Options and Analysis of Options

8. The consultation document proposes nine strategic priorities to help deliver an updated Local Plan vision. The consultation document provides further detail under each of the priorities on how these priorities will be translated into planning outcomes.
9. The nine strategic priorities listed in the document are:

1. Addressing the Climate and Ecological Emergency
 2. Promoting smart, active travel and sustainable transport
 3. Protecting and enhancing the natural and historic environment, and support an increase in biodiversity and ecological networks
 4. Ensuring sustainable patterns of development and protecting the Green Belt
 5. Meeting the needs for new homes
 6. Fostering growth and investment and providing new jobs
 7. Creating well designed and attractive places, and promoting the health and social wellbeing of communities
 8. Delivering new and improved infrastructure to support growth
 9. Encouraging resilience in retail, leisure, commercial and cultural development
10. The proposed strategic priorities are considered comprehensive and progressive. The Council's draft response is supportive in this regard. However, it recommends that emphasis is placed on the importance of cross-boundary planning in helping to address aspects across all identified strategic priorities, particularly in the context of infrastructure.
11. The consultation document goes on to identify a number of 'spatial principles' which will help to secure the most appropriate strategy for delivering new development. The proposed principles are:
- a) Locate development at well-connected and sustainable locations
 - b) Protect the Green Belt from inappropriate development
 - c) Promote the use of suitable previously developed land for development
 - d) Continue and enhance the renewal and vitality of Chelmsford City Centre and its Urban Area
 - e) Focus development at the higher order settlements outside the Green Belt and respect the development pattern and hierarchy of other settlements
 - f) Respect the character and appearance of landscapes and the built environment, and preserve or enhance the historic environment and biodiversity
 - g) Locate development to avoid or manage flood risk and reduce carbon emissions
 - h) Ensure development is served by necessary infrastructure and encourage innovation
 - i) Locate development to utilise existing and planned infrastructure effectively
 - j) Ensure development is deliverable
12. The consultation document further sets out five overall options for the growth strategy of the Local Plan Review. Broadly, these options are:

- a) **Option A: To grow the existing strategy** which would be to increase the number of homes to be delivered on existing housing allocations, including North East Chelmsford (Beaulieu), South Woodham Ferrers and larger villages
 - b) **Option B: To concentrate growth in urban areas** which would be to increase the number of homes to be delivered on the larger allocations, alongside increasing the overall level of growth in Chelmsford City Centre
 - c) **Option C: To explore a wider strategy** which would largely reflect Option B in addition to some growth in smaller settlements
 - d) **Option D: To explore growth along transport corridors** which would largely reflect Option B in addition to some growth along the Howe Green / Rettendon corridor
 - e) **Option E: To explore a new settlement** which would largely reflect Option B in addition to a potential new settlement to the east of Chelmsford (East of the A12, north of A414)
13. At this stage, there is limited information available on the likely impact of each option on infrastructure or the natural environment. These impacts will be identified as part of technical evidence that is yet to be completed by CCC. Such information will likely inform and become available as part of future consultation.
14. The Council's draft response identifies no overall preference amongst the five options for growth but encourages CCC to promote a strategy that makes best use of previously developed land and areas with the best access to infrastructure, including both built facilities and the strategic road and sustainable transport networks

Specific Issues

15. The Council's draft response is one of support to the Issues and Options Consultation, as presented within (Appendix A), with a notable emphasis on the below strategic cross boundary matters:
- a) **Housing Need:** CCC expect to have a housing shortfall of around 8,000 homes between 2022 and 2041. Their intention is to meet their identified housing needs in full, inclusive of a 20% buffer which would create greater resilience and flexibility in housing supply.
 - b) **Economy and Jobs:** The Local Plan Review seeks to address the need for economic growth and job creation, this approach is broadly supported. However, the draft response stresses the need for the Local Plan Review to take account of and take opportunities to grow the linkages between the

Chelmsford economy and the South Essex economy. Of relevance are emerging growth projects within South Essex, including the Thames Freeport and Lower Thames Crossing, which are likely to create both direct and indirect growth in jobs and supply chains beyond the boundaries of South Essex.

- c) **Transport Infrastructure:** It's acknowledged that the need for new or improved transport infrastructure will be assessed further once the preferred locations for new development have been identified and the Council awaits further information on the potential impacts of growth options on the wider highways network. It is important the Council takes this opportunity to highlight the need for continued future cross-boundary engagement should the growth strategy selected create infrastructure demands beyond Chelmsford's administrative boundary. Stressing the importance of understanding and mitigating likely impacts upon shared infrastructure, most significantly transport corridors including the A12, between Chelmsford and the M25, and onward impacts onto the A127.
16. The Council's draft responses emphasise the importance of ensuring compatibility with Brentwood's own emerging Local Plan Review and in doing so, stresses the importance of ongoing and effective engagement to understand likely cross-boundary impacts as technical assessment takes place and the emerging Local Plan progresses.
17. It is recommended that the response set out in Appendix A be approved, serving to endorse the provisionally submitted consultation response, which was submitted in draft to comply with the consultation deadline.

Consultation

18. CCC have undertaken a consultation on Issues and Options (Regulation 18) for a 10 week period, commencing on 11 August and finishing on 20 October. The response set out in Appendix A was submitted to comply with the consultation deadline. This is subject to Member approval in accordance with the recommendation.
19. It is expected that a further two stages of the Local Plan review consultation will be held, in 2023 and 2024 respectively.

References to Corporate Plan

20. The Corporate Plan identifies priority areas, which include protecting our environment, growing our economy, improving housing, and developing our communities. By formally responding to this consultation, the Council can

ensure that the interests of local residents and businesses are given appropriate weight in this regard.

Implications

Financial Implications

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

Tel/Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

21. This response has been prepared within existing agreed budgets and resources.

Legal Implications

Name & Title: Steve Summers, Strategic Director and Monitoring Officer

Tel & Email: 01277 312500/steve.summers@brentwood.gov.uk

22. The Localism Act 2011 places a duty on local planning authorities to co-operate effectively with other prescribed bodies, including other local planning authorities, to achieve sustainable development.
23. The comments submitted by the council respond to the Regulation 18 consultation being carried out.

Economic Implications

Name/Title: Phil Drane, Director of Place

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

24. There are no direct economic implications.

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

25. Ongoing consultation undertaken by CCC will need to include consideration of equality and diversity.

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

26. The council has sought confirmation within its response that full consideration has been given to health implications associated with the proposed route and wider project.

Background Papers

- None.

Appendices to this report

- Appendix A: Brentwood Borough Council response to Chelmsford City Council's Local Plan Issues and Options consultation 2022.

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Brentwood Borough Council response to the Chelmsford City Council Local Plan Issues and Options Consultation 2022

1. Brentwood Borough Council (BBC) welcomes the opportunity to engage with Chelmsford City Council (CCC) on their Local Plan Issues and Options Consultation 2022.
2. BBC supports the proposed strategic priorities which have been identified to deliver an updated Vision. BBC wishes to highlight the importance of cross-boundary planning in helping to address aspects across all identified strategic priorities, particularly in the context of infrastructure.
3. BBC identifies no overall preference amongst the five options for growth but encourages CCC to promote a strategy that makes best use of previously developed land and areas with the best access to infrastructure, including both built facilities and the strategic road and sustainable transport networks.
4. BBC wish to emphasize the following cross boundary matters at this stage in the Local Plans preparation:

Strategic cross boundary matters

Housing Need

5. It's noted CCC expect to have a housing shortfall of around 8,000 homes between 2022 and 2041. BBC support CCC's intention in meeting its identified housing needs in full, inclusive of a 20% buffer which would create greater resilience and flexibility in housing supply.

Economy and jobs

6. BBC broadly support the ways in which the Local Plan Review seeks to address the need for economic growth and job creation. Although would stress the need for the Local Plan Review to take account of and take opportunities to grow the linkages between the Chelmsford economy and the South Essex economy. Of relevance are emerging growth projects within South Essex, including the Thames Freeport and Lower Thames Crossing, which are likely to create both direct and indirect growth in jobs and supply chains beyond the boundaries of South Essex.

Transport Infrastructure

7. BBC acknowledges that the need for new or improved transport infrastructure will be assessed further once the preferred locations for new development have been identified and BBC awaits further information on the potential impacts of growth options on the wider highways network.

8. BBC would like to take this opportunity to highlight the need for continued future cross-boundary engagement should the growth strategy selected create infrastructure demands beyond Chelmsford's administrative boundary. Stressing the importance of understanding and mitigating likely impacts upon shared infrastructure, most significantly transport corridors including the A12, between Chelmsford and the M25, and onward impacts onto the A127.
9. BBC would not support any option that creates an unsustainable demand on transport networks or other infrastructure that could not be satisfactorily addressed through investment.

Future Engagement

10. BBC wishes to emphasize the importance of ensuring compatibility with Brentwood's own emerging Local Plan Review and in doing so, stresses the importance of ongoing and effective engagement to understand likely cross-boundary impacts as technical assessment takes place and the emerging Local Plan progresses.

Committee(s): Policy, Resource & Economic Development	Date: 23 November 2022
Subject: Corporate Peer Challenge Update	Wards Affected: All
Report of: Steve Summers, Strategic Director	Public
Report Author: Name: Sarah Bennett, Director of Data & Customer Insight Telephone: 01277 312948 E-mail: sarah.bennett@brentwood.rochford.gov.uk	For Information

Summary

Brentwood Borough Council invited the Local Government Association to conduct a Corporate Peer Challenge in November 2021. The Peer Team issued their Feedback Report on the 23rd February 2022. Alongside a number of positive reflections, the report included a series of recommendations for the council to implement. Subsequently, at Ordinary Council on 16th March 2022, (min 367 refers), an Action Plan to deliver the Peers recommendations was agreed. This report updates members on the progress of this Action Plan.

Main Report

Introduction and Background

1. Brentwood Borough Council invited the Local Government Association to conduct a Corporate Peer Challenge in November 2022. The review took place on the 9th to 12th November 2021.
2. Corporate Peer Challenges are conducted by experienced Member and Office peers from across local government who are chosen to reflect the requirements and focus of the review.
3. They are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement plans.
4. The Peer Team spoke to councillors, officers, partners and stakeholders. At the end of the site visit the Peer Team provided a presentation of their findings.
5. On 23rd February 2022, the council received the Peer team's Feedback Report, which contained recommendations for areas the council could improve.
6. At Ordinary Council on 16th March 2022, (min 367 refers), an Action Plan to deliver the Peers recommendations was agreed. It was also agreed that updates on the Action Plan would be reported to Policy, Resource & Economic Development Committee.

7. In accordance with the LGA Corporate Peer Challenge process, the Feedback Report and Action Plan are published on the council's website.

Issue, Options and Analysis of Options

8. The Council has made significant progress towards the Peers recommendations, and an update is provided in Appendix A.
9. The Corporate Peer Challenge process includes a six-month progress meeting. This meeting is scheduled for 14th December 2022 and will provide the council's Leadership Team with an opportunity to update the Peer team on its progress against their recommendations.

Reasons for Recommendation

10. To ensure that the Peer Review recommendations are implemented and regularly reviewed.

Consultation

11. None

References to Corporate Plan

12. The Corporate Peer Challenge Action Plan helps assess the effectiveness of the Council to deliver against the key priorities set out within the 2020-25 Corporate Strategy.

Implications

Financial Implications

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

(TO BE ADDED)

Legal Implications

Name & Title: Steve Summers, Strategic Director and Monitoring Officer
Tel & Email: 01277 312500/steve.summers@brentwood.gov.uk

There are no legal implications arising from this report.

Economic Implications

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

Growing the economy is a corporate objective measured by the council and relevant to the peer review process. A local authority that is reviewed by peers, and where

performance on recommendations is monitored, is good for the positive running of the local area, and by extension local economy.

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

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

(TO BE ADDED)

Background Papers

Corporate Peer Challenge Feedback Report

Appendices to this report

Appendix A: Corporate Peer Challenge Action Plan - Update

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RAG	Status
R	Action in progress needs intervention
A	Action in progress needs attention
G	Action in progress no issues
B	Action completed
	Action not started/on hold

Brentwood Borough Council

Corporate Peer Challenge

Action Plan (Updated Nov 2022)

Ref	Recommendation(s)	Lead	What we will do	Progress	RAG
PR1	Build your capacity to deliver your ambitions – there is insufficient resilience in the system to deliver all the councils’ aspirations.	Chief Executive	The council has agreed a strategic partnership with Rochford District Council (Jan 2022). This will assist both councils with financial efficiencies while also providing organisational resilience through the creation of one team across two sovereign council areas.	<p>The governance, including S113 document, have been developed. Key Change Champions (KCC) training has taken place alongside a developing timeframe to review services ready for roll out from October 2022.</p> <p>Alignment of Tiers 1, 2 & 3 are complete, with 3 of the 9 Directorate posts filled by interim resource. Permanent recruitment is set to take place in the new year.</p> <p>To assist, a Policy & Delivery Directorate was created from 1st Aug 2022 and has begun to drive forward the programme of work that will deliver the OneTeam transformation.</p>	G

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				<p>The vacancy factor currently lies at 4%, but we are building resilience through the new strategic partnership.</p> <p>Business cases will identify the need for integrated services delivering savings and efficiencies.</p>	
PR2	<p>Prioritise on your key projects – Focus on delivering a smaller number of key projects at pace and within the capacity available to avoid undue pressure.</p>	Chief Executive	<p>The strategic partnership with Rochford District Council will assist in enabling both councils to focus and priorities key outcome that have the most impact on our residents and businesses. This will be achieved through a clear and ambitious joint vision and aligned Corporate Strategies/Business Plans.</p>	<p>Work has begun to develop an aligned Business Plan and Corporate Strategy for both Rochford and Brentwood Councils, with similar objectives and outcomes. This will assist the development and delivery of key projects for both organisations. It is intended that this aligned business plan will be in position by the end of 2023 with work already started with officers at a recent workshop.</p> <p>Resourcing and scheduling will be key to ensuring the organisation continues to deliver its priority targets and, as such, HR, Communications and ICT have already begun to develop their OneTeam approach. This will enable the outcomes of the service reviews to be delivered at pace without unnecessary hold ups due to enabling services not being aligned.</p>	G

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				Recognition of budget constraints is having an impact on our ambition, particularly capital projects. We have been impacted by rising costs and inflation, so a natural refocus, and likely reduction in the scope of projects, is occurring as a result of this.	
PR3	Invest in success – Develop a new workforce strategy, align pay, refresh and implement corporate learning and development.	Director of Resources	This is a fundamental first phase of the partnership with Rochford District Council. The intention is to complete this work on the People Strategy by the end of 2022/23.	<p>Work has begun on aligning pay scales and terms and conditions as part of the partnership with Rochford District Council. This work was supported by the approval of a joint pay statement which was approved earlier this year and the early service review of HR which has already seen a joint HR manager in position. Pay harmonisation and T&Cs for both Rochford & Brentwood are being taken to committee for approval by end Jan 2023.</p> <p>An exercise was undertaken to develop a set of values and behaviours. In line with the OneTeam programme, we are looking to create a set of common values and will build on these and the workforce strategy over the coming months. We are also looking at our corporate learning and development, seeking to redesign this to support the</p>	G

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				<p>outcomes of the partnership and strategy.</p> <p>Many of the Tier 3 posts have been appointed to internal candidates, a reflection of our investment in developing our workforce and “growing our own”. A second Aspiring Managers programme is underway, which has now also extended to Rochford teams.</p>	
Ref	Recommendation(s)	Lead	What we will do	Progress	RAG
PR4	Grow your political leaders – Develop and empower councillors to efficiently succession plan.	Leader	We will work with the Local Government Association alongside the Member Development programme within the organisation.	The Leader has now put 4 Conservative Group Members onto LGA leadership development programmes with a 5 th to follow, after May. The Leader also conducted a training needs assessment with an external company in Jan 2022.	G
PR5	Develop a more diverse budget strategy – Expand the focus to include efficiencies through transformation, partnership working and future opportunities.	Director of Resources	Work has already begun to develop a more diverse budget strategy. Such measures will be included within the Council’s Medium Term Financial Strategy which is linked to our Business Plan and priorities. These will be presented to Members as part of the Budget setting process.	<p>Committee reports are now reported using the Corporate Strategy headlines. This has allowed members to understand how budgets support delivery of the strategy.</p> <p>Work has begun with CLT and ELT to look at efficiencies and opportunities within their service. This will be presented to members to gauge their appetite on proposals. The key focus</p>	G

				will be the OneTeam transformation workstream. Once this is embedded, future opportunities can be identified.	
PR6	Rationalise the investment structure – Review the interrelation of Brentwood Development Partnership (BDP), Seven Arches Investments Limited (SAIL) and BBC.	Chief Executive	The council has a number of delivery vehicles. Work is being undertaken to review the outcomes and benefits of using these different models.	A review of the investment structure will be undertaken by the Strategic Director (Deputy Chief Exec) and a report made to the appropriate committee. SAIL brings quarterly updates of the business performance and performance of the asset portfolio to PRED committee so that Members are kept up to date.	A
PR7	Promote the “Brentwood Way” – The culture of BBC is the councils unique selling point to continue to grow and develop and maximise externally.	Chief Executive	The council will establish a new communications and engagement strategy that will ensure this opportunity is maximised. The intention is to create and adopt a new strategy within the first year of the partnership with Rochford District Council.	We have engaged additional resource (starting October) to create capacity so the service can develop a communications and engagement strategy. This strategy will identify the two organisations’ unique selling points and determine the best strategic options to leverage opportunities arising from this. This includes developing a Rochford/Brentwood way , in line with the OneTeam transformation. To achieve this, the organisation appreciates the need to develop a culture that embraces, and does not fear, change.	G

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				Staff events, such as the three peaks challenge and Tag Active have been organised to encourage the two councils' staff to network and engage about the partnership.	
Ref	Recommendation(s)	Lead	What we will do	Progress	RAG
PR8	Have a plan for partnerships – review the existing arrangements to ensure they are value for money and meeting the council's objectives.	Corporate Leadership Team	The Council undertakes an annual review of its partnership arrangements which includes value for money and how they meet the corporate objectives. This year's review was undertaken in June 2022.	The partnership register and partnership checklist was circulated to Extended Leadership Team in September to inform them that they will need to undertake a review of the partnerships that they are responsible for as part of an annual review to be completed by March 2023.	A
PR9	Consider wider opportunities – Other partners and stakeholders want to work with you to help deliver services.	Corporate Leadership Team	We will work with partners and stakeholders to identify further collaborative ways of working to help deliver services for residents.	The authority is in a strong position in that its partnership with Rochford aligns the two authorities to develop a strong relationship where economies of scale and the synergies of bringing two authorities services together will be beneficial. Further, our work and leadership within ASELA creates further opportunity across South Essex. We already have strong working partnerships with Thurrock, Braintree and Basildon which has increased our resilience and improved our service to the public, whilst reducing costs.	G

				<p>Our leadership of ASELA is driving a review of the current regional programmes and projects. We are also looking to expand opportunities for collaboration in other service areas i.e., waste. Collaborative conversations have intensified with broader Essex partners as we consider opportunities around devolution.</p> <p>The council has also created a unique Community Hub in the Town Hall which has brought together the Police, South Essex Parking Partnership (SEPP), health, enforcement and licensing teams.</p>	
PR10	<p>Demonstrate good standards in public office – Councillors can also demonstrate and adopt the “Brentwood Way”.</p>	Monitoring Officer	<p>The Members Training programme will include sessions on good standards in public office and Officers will work with Councillors to demonstrate and adopt the “Brentwood Way” in these sessions.</p>	<p>This has been included on the Member’s Training Programme for this year. It will be delivered by the Director for People and Governance.</p> <p>Following recent events, a broader review as to how conduct can be improved is being actively considered.</p>	R

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Committee(s): Policy, Resource & Economic Development	Date: 23 November 2022
Subject: Corporate Strategy Key Objectives 2022/23	Wards Affected: All
Report of: Steve Summers, Strategic Director	Public
Report Author: Name: Sarah Bennett, Director of Data & Customer Insight Telephone: 01277 312948 E-mail: sarah.bennett@brentwood.rochford.gov.uk	For Decision

Summary

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. Annual objectives, against the strategy, are set each year.

This report seeks approval from members on the Corporate Strategy Key Objectives for 2022/23 and provides an update on the progress of these objectives. The details of the objectives, including progress to date, are set out in Appendix A.

Recommendation(s)

Members are asked to:

R1. Approve the Key Objectives for 2022/23, as set out in Appendix A

R2. Note the progress to date against each Key Objective, as set out in Appendix A

Main Report

Introduction and Background

1. The Corporate Strategy 2020-2025 was agreed at Ordinary Council on the 22nd January 2020, (Min 353 refers) and identified five priority themes:
 - a) Growing our economy
 - b) Protecting our environment
 - c) Developing our communities
 - d) Improving housing
 - e) Delivering an efficient and effective council
2. The Corporate Strategy document is updated annually to provide an update on progression of the strategy and to review the previous year's objectives. A 'Year in Review' for 2021/22 was presented to Policy, Resource & Economic

Development Committee on 9th March 2022, (min. 334 refers). The formal Annual Review document for 2021/22 is included in Appendix B.

Issue, Options and Analysis of Options

3. Each year, a set of Key Objectives against the Corporate Strategy are set, and progress is reported to members via the Policy, Resource & Economic Development Committee.
4. The Key Objectives for 2022/23 are outlined in Appendix A and include an update on progress to date. The update provides members with a RAG rating against each objective, as well as associated commentary.

Reasons for Recommendation

5. The Council is required to have a Corporate Strategy.
6. The Council requires sound strategic direction to deliver its objectives.

Consultation

7. No further consultation has been undertaken at this stage.

References to Corporate Plan

8. The Key Objectives for 2022/23 ensure that corporate objectives are aligned to the Corporate Strategy 2020-2025.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)
Tel/Email: 01277 [312829](tel:312829)/jacqueline.vanmellaerts@brentwood.gov.uk

The Corporate Strategy has been aligned to the Medium-Term Financial Strategy as well as the 2022/23 budget. Adequate resources have been set aside to deliver the key objectives. In year budget monitoring is carried out to ensure budgets are being met and in line with the Corporate Strategy

Legal Implications

Name & Title: Steve Summers, Strategic Director and Monitoring Officer
Tel & Email: 01277 312500/steve.summers@brentwood.gov.uk

The Council, in making decisions to implement the Corporate Strategy and key objectives, will ensure that any decision making complies with the legal and governance requirements necessary.

Economic Implications

Name/Title: Phil Drane, Director of Place

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

Growing the economy is identified as a key priority within the Corporate Strategy. Key objectives to achieve this priority are identified and monitored, along with other priorities that all have economic benefits if objectives are achieved. It is important that the Council identify and monitor objectives to achieve economic growth for the borough.

Equality and Diversity Implications

Name/Title: Kim Anderson, Partnerships, Leisure & Funding Manager

Tel/Email: 01277 312634/kim.anderson@brentwood.gov.uk

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

The Council, when implementing the Key Objectives 2022/23, will have due regard to the public sector equality duty as laid out in s149 of the Equalities Act 2010.

Background Papers

None

Appendices to this report

Appendix A: Corporate Strategy Key Objectives 2022/23 - Update

Appendix B: Corporate Strategy Annual Review 2021/22

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Appendix A

Corporate Strategy Key Objectives 2022-23 - Update

Corporate theme	No. of objectives	Blue	Green	Amber	Red
Growing our economy	5	0	5	0	0
Protecting our environment	5	0	4	1	0
Developing our communities	7	2	4	1	0
Improving housing	7	0	6	1	0
Delivering an efficient and effective council	6	0	6	0	0
Total	30	2	25	3	0

RAG	Status
R	Action in progress needs intervention
A	Action in progress needs attention
G	Action in progress no issues
B	Action completed
	Action not started/on hold

Growing our economy			
No	Key objective	Progress to date	RAG
1	Deliver an uplift of new homes and jobs, realising the benefits of the new Local Development Plan and beginning a plan review for strategic growth beyond 2033	Monitoring data on housing delivery shows an uplift in completions and significantly more supply (7-years housing supply). Major development schemes are progressing as applications, including strategic housing and employment land at Dunton Hills Garden Village and Brentwood Enterprise Park, with determination expected by March 2023.	G
2	Create a Community Infrastructure Levy to secure funds from new development for local services and infrastructure	Public consultation on the CIL Draft Charging Schedule concluded 9 November 2022. Next step is to review consultation representations and amend, where necessary, followed by an examination-in-public.	G
3	Deliver a programme of enlivenment events that boost footfall in our high streets	Working with the Brentwood Business Partnership, the Council has supported enlivenment events on all of the high streets, including the Brentwood Art Trail, Creepy Crown Street, Shenfield Spooktacular and Ingatestone Trick or Treat on the High Street. A French Market is planned to take place on the Brentwood High Street in early December. Early stage talks have begun with businesses and community groups as to how UKSPF funding could also be used to support this objective.	G
4	Publish a joined-up vision for Brentwood Town Centre, advancing the agreed aims from the Economic Development Strategy, High Streets Conference and Parking Strategy	Three High Street conferences have been held. BID workshops being held in November. Parking Strategy approved at PRED on 3 October 2022.	G
5	Investigate the creation of a Business Improvement District to lead on town centre investment with the Brentwood Business Partnership	Feasibility report for a Business Improvement District for Brentwood, Shenfield and Ingatestone High Streets is complete. Work to define	G

		deliverables and increase engagement with businesses is underway. Next steps and timelines will be presented back to the BBP in January.	
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Protecting our environment			
No	Key objective	Progress to date	RAG
1	Develop an Environmental Strategy for the borough	Public consultation on draft strategy complete. A replacement Climate & Sustainability Officer, who will be responsible for progressing this strategy, has been appointed and is joining the organization in November 2022.	G
2	Continue to implement phase one of EV Chargers Roll Out in Council Car Parks and pursue on-Street EV chargers with Essex County Council	<p>Legal contracts for phase 1 of Rollout of EV Chargers continues and should be complete before the end of November. The original date to implement chargers to King Georges Car Park by February 2023 is still on target, however, there is a possibility that this could be brought forward.</p> <p>Following King Georges Park, a date for Chatham Way chargers will be confirmed.</p> <p>Once the legals for the first EV Chargers are complete work will begin on implementation of Phase 2.</p> <p>The provision of more EV Chargers at the Town Hall is over and above what is being provided elsewhere in the Boroughs Car Parks as part of phase 1. Initially, three EV Chargers will be provided for public use by the end of November. This is still on schedule to be achieved. The wider scheme for EV Chargers in the customer car park at the Town Hall is a much larger scheme requiring multiple contracts with the EV Charging provider and the provider of the substation and is therefore more complicated. Work on these contracts continues, which we hope to resolve by early</p>	G

		<p>2023. From that point we will be able to determine a clear timeline for implementation.</p> <p>The EV charger project at The Halfway House (A127) is at an advanced stage but Planning Officers are discussing some small details with ECC Highways.</p>	
3	Implement the Tree Planting Programme landscapes as part of future planting and planning applications, and encourage involvement in tree planting from volunteers and schools	Trees have been ordered, with a majority of planting to begin mid-end of Winter. A planting session in partnership with BEBA is scheduled for 24 th November at Warley Country Park.	G
4	Develop management plans for Brentwood Borough Council's Country parks to include biodiversity and education	The replacement for a Climate & Sustainability Officer, who will oversee this, has been completed and joins the organisation in November 2022. Part of the responsibility for this Officer will be investigation into the establishment of trial 'Friends of...' groups agreed. Our tree planting programme will also incorporate an educational element around stewardship etc.	A
5	Promote and work with environmental, regional bodies including other Councils and ASELA to develop wider cross boundary initiatives that influence a positive change towards the environmental agenda	Work is on-going with partners and stakeholders to consult and develop the draft Environment Strategy, ensuring the policy of the draft Council strategy aligns with regional and national strategic objectives. The Council continues to play an active role within ASELA on the shaping of environmental projects, such as SEE Park.	G

Developing our communities			
No	Key objective	Progress to date	RAG
1	Launch the King Georges Pavilion, Splash Pad, Adventure Play, Tag Active, Sensory Room and senior children play area at King Georges	All major projects are now complete. Some work now underway on the first golf tee and overflow car park.	B
2	Progress the Football Hub to procurement stage, submission of funding bid and the start of the development	Proposal being presented to PRED in November, including a recommendation to agree the drawdown of the £3.5m allocation of funding to support the Football Hub Development	A
3	Deliver an annual programme of community events, engagement opportunities & initiatives	Supported Jubilee events across the borough, and delivered Strawberry Fair, and Family Fun Days throughout the Summer Holidays. Additional civic events in response to the death of the Queen and the proclamation of the new King. Events still to be delivered include Lighting Up Brentwood and Shenfield Christmas Fayre, but these are fully in hand.	B
4	Develop ideas and initiatives to support families through the 'cost of living' crisis	Comprehensive 'Live Document' Action Plan approved at PRED 3 October 2022.	G
5	Work with leisure providers to engage seldom heard groups and those on low income to make physical activity more accessible	The Council is working with Everyone Active to further develop the community programme at the Brentwood Centre which includes, No Strings Badminton, Sport for Confidence and supporting the Holiday Activity and Food Programme (HAF). Delivering SEN sessions at KGPF TAG Active.	G
6	Develop the role of the Community Support Network & Strategic Partnership Working by reaching out to Voluntary, Community and Faith groups	The Community Support Network is already established and meets regularly. Strategic Partnership working with the development of the new Brentwood	G

		and Basildon Alliance, Health and Wellbeing Board and working with Voluntary Community and Faith groups to support residents with the Cost Of Living Crisis and improve their health and wellbeing. The development of Sawyers Church can act a physical meeting space in the Town Centre.	
7	Develop a civic crowdfunding platform that will assist in the development of community initiatives	Approved at C,E&E 4 October 2022. Awaiting decision from Rochford on a joint procurement.	G

Improving housing			
No	Key objective	Progress to date	RAG
1	Carry out an independent review of the housing service against the Regulator of Social Housing's Standards (as set out in the new Social Housing Regulation Bill).	Desktop review and action plan completed Q1. Independent assessment against regulatory standards involving employees, members and residents at procurement stage.	G
2	Implement a comprehensive engagement and communications strategy to build a relationship of respect and trust with our residents. We will listen to our residents, co-design services and use customer feedback to drive continuous improvement.	Menu of involvement options to be launched for customers in November 22. Independent survey of resident priorities to be completed Q4. New resident "living rooms" and local surgeries to commence Dec 22.	G
3	Ensure our homes are safe, well-maintained and energy efficient. Introduce active asset management principles to make sure that our stock investment programmes take a planned approach that delivers value for money. Improve customer satisfaction with responsive and planned maintenance.	Monthly meetings with partnering contractor review KPIs and customer satisfaction. Programme Plan to introduce active asset management agreed. Planned and responsive cost benchmarking statistics available via Housemark.	G

4	Ensure building safety compliance across the housing stock: fire safety; gas servicing; asbestos; electrical safety; mechanical & electrical; and water quality.	Monthly compliance monitoring established with main partnering contractor. New compliance dashboard for senior management team to be in place by Jan 23.	G
5	Continue to develop low carbon energy efficient solutions for our homes to tackle climate change and reduce household energy bills.	Social Housing Development Programme features homes that are zero carbon in use. Ten council properties retrofitted via LAD2 scheme. Social Housing Decarbonisation Fund (SHDF) bid for 152 homes to be submitted November 22.	G
6	Maximise the number of homeless preventions, thus reducing the burden on existing housing stock. Minimise the use of nightly paid temporary accommodation (TA).	Current performance (end Q2) 40% prevention of all cases. Only six households accommodated in nightly lets (end Oct). Homeless demand is increasing nationally and locally.	A
7	Deliver the council housing development programme 22/23 milestones. Evaluate further opportunities to increase the pipeline of new homes.	Crescent Road scheme completed Oct 22. Decant progressing at Brookfield/Courage site (start on site expected early 2023). Harewood site planning application submitted Sept 22. Viability hurdles to be updated by Dec 22.	G

Delivering an efficient and effective council			
No	Key objective	Progress to date	RAG
1	Identify further opportunities to optimise the partnership with Rochford District Council to identify shared services to deliver an alternative service model.	OneTeam transformation programme is progressing. <ul style="list-style-type: none"> - A new Pay Policy Statement was adopted in June 2022 - Senior leadership restructure & recruitment - Section 113 agreement complete - Key Change Champions have been appointed and trained - Human Resources team has been unified 	G

		- Service reviews commenced Oct 2022	
2	To complete a local electoral review of Brentwood with the Boundary Commission	Draft recommendations received from the Boundary Commission 4 th October 2022. Public consultation now runs until 12 th December 2022.	G
3	To deliver savings identified of £1.3m within the Medium-Term Financial Strategy	On track, as per budget reporting	G
4	Submit planning applications for the phase 1 redevelopment of the Baytree Shopping Centre and part of the Childerditch Industrial estate	Comprehensive pre-apps complete. Planning submitted for Baytree Centre in November 2022, with Childerditch to follow. Approval for funding was agreed at Ordinary Council on 2 November 2022.	G
5	Act as the lead authority for the Association of South East Local Authorities for the procurement of the full fibre project to link 192 public sector community facilities	Work is underway, on behalf of ASELA, between IT & Procurement.	G
6	Implement Peer Review Action Plan, following recommendations received during the Corporate Peer Challenge in November 2021	A report will go to PRED in November outlining progress against the Peers recommendations. The Peer Team are due back to conduct a progress review on 14 th December 2022.	G

2021 - 2022 Annual Review



**BRENTWOOD
BOROUGH COUNCIL**

Growing | **Protecting** | **Developing** | **Improving** | **Delivering**

Welcome



Councillor Chris Hossack
Leader of the Council

As we continue to face the financial challenges of a significant reduction in income during Covid and government grants continuing to decrease, we have not stopped in the continuance of the delivery against our corporate strategy objectives.

Our Corporate Strategy illustrates that we have already factored in plans to address these challenges. We haven't stood still, we haven't cut services and we have held true to our word to do things differently, innovatively and in partnership with others, including our strategic partnership with Rochford.

As this annual review highlights, we are starting to see the positive outcomes of plans which are based on five key priorities:

- **Growing our economy**
- **Protecting our environment**
- **Developing our communities**
- **Improving housing**
- **Delivering an efficient and effective council**

Just a few of the highlights of the year have been our biggest ever Brentwood Business Showcase where we also launched the Brentwood Environmental Business Alliance. We held the inaugural Stars of Brentwood community awards; we progressed our housing regeneration projects such as Brookfield Close and distributed millions in business support grants that have been vital in helping businesses recover from the pandemic. We continued to support community events and mental health projects, and opened new play areas across the borough, not least all the exciting new leisure facilities at King Georges Park. These are just a few examples of big projects that have been delivered over the year.

In November the organisation underwent a Local Government Association Corporate Peer Review Challenge, which was overwhelmingly positive. They acknowledged how much we have achieved, particularly during the last two difficult years. They have made some recommendations that the organisation will respond positively to over the next 6 months.

Looking to the year ahead, we will see more progress on our climate change strategy, our strategic housing development programme, encouraging further economic growth and starting a significant project of redevelopment for the Baytree Centre.

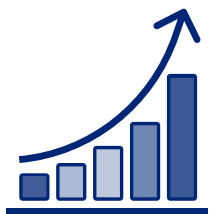
It will be another packed 2022, with the theme of maximising and creating opportunities to strengthen Brentwood's place as one of the most sought-after places to live in the UK.

Councillor Chris Hossack
Leader of the Council

Our key priorities

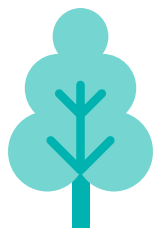


BRENTWOOD
BOROUGH COUNCIL



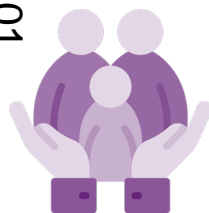
Growing our economy

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 efficient and effective council

An ambitious and innovative council that delivers quality services

Growing our economy

How you can help

- ✓ Shop locally
- ✓ Support local businesses

Our key priorities

- Promote Brentwood as a place to set up and do business from
- Enable the growth of existing businesses

Our key objectives 2021-22

Adopt our Local Development Plan following successful examination and consultation on amendments

Adopt a new Economic Development Strategy to identify our priorities and work plan for growing the economy

Implement a marketing strategy for our local centres and revive the Discover Brentwood brand to encourage people to visit and do business in the borough

Develop and publish details for delivering new homes, jobs and facilities in Brentwood Town Centre

Adopt Dunton Hills Garden Village detailed design guidance

Key objectives achieved 2021-22

Adopted at Extra Ordinary Council on the 23rd March 2022

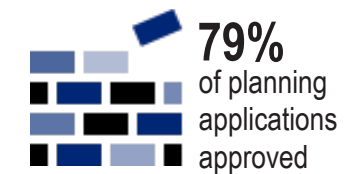
Strategy adopted November 2021 with a supporting work programme that identifies objectives to deliver corporate priorities for economic growth

New Discover Brentwood brand created in 2021 informed by marketing evidence (Place Audit etc), and linked to rollout of Click It Local and loyalty/reward scheme, plus marketing video launched

Preparing Town Centre prospectus, linked to Economic Development Strategy. Baytree Centre brief completed and initial public consultation undertaken in 2021

Design guidance consultation in summer 2021 informed by award winning co-design process. Approval subject to LDP adoption, now completed

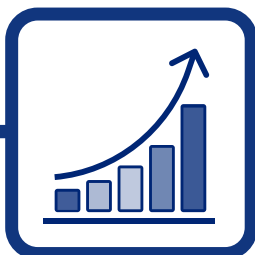
Other achievements



Provided over **£50m** to local businesses through support grants and rates relief



Dunton Hills Garden Village community engagement shortlisted for 2021 Planning Awards



How you can help

- ✓ Shop locally
- ✓ Support local businesses

Growing our economy

Growing

Protecting

Developing

Improving

Delivering

Our key priorities

Encourage the creation of new enterprises and inward investment

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Our key objectives 2021-22	Key objectives achieved 2021-22
Submit planning applications for Westbury Road and William Hunter Way redevelopment schemes	Westbury Road planning application submitted December 2022. Work on options for William Hunter Way progressing alongside Baytree Centre redevelopment
Implement a 'shop local' loyalty scheme	Loyalty/reward scheme launched July 2021
Invest £125,000 in a Brentwood Borough Council apprenticeship programme	Apprentices recruited and in post
Establish an 'Account Management' approach to major and commercial planning applications	Gearing up for growth project underway to review Development Management processes and resources alongside use of new LDP policies
Deliver a parking strategy for council owned car parks	Consultant working through the process to deliver a Parking Strategy, consultation still ongoing before a final draft is presented to members for consideration

Other achievements

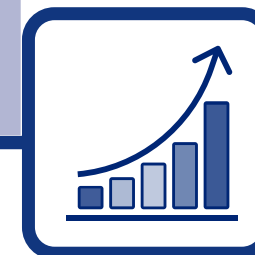


Over **3,000** Building Control site inspections undertaken



Held the **5th** annual Brentwood Business Showcase, our biggest and best yet

32 local businesses using the Click It Local online shopping platform



Protecting our environment

How you can help

- ✓ Use parks and green spaces responsibly
- ✓ Recycle as much of your waste as possible
- ✓ Keep our streets litter free
- ✓ Think about your carbon footprint

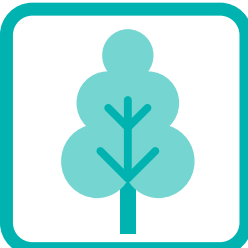
Our key priorities

Promote the environment and recognise its importance in the decisions we make

Encourage a clean, safe and environmentally friendly place to live, work and visit

Improve and enhance our waste management services

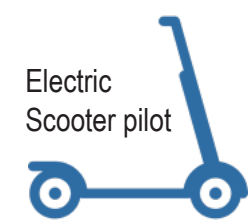
Support and engage the community to protect their environment



Our key objectives 2021-22	Key objectives achieved 2021-22
Rollout a programme to deliver over 20 more electric vehicle chargers in the borough	Phase 1 of delivery of EV chargers in Council Car Parks are set for late spring 2022. Working with Essex County Council to implement EV Chargers to on-street
Develop an Environment Strategy and Action Plan that promotes a cleaner, greener borough	Climate and Sustainability Officer employed. Strategy agreed at the Environment, Enforcement & Housing Committee in March 2022
Progress with Essex County Council the Sawyers Hall Lane Active Travel scheme (school travel)	Scheme agreed with Essex County Council awaiting start date
Ensure that all new fleet vehicles are electric, where practicable	On-going roll out programme in place with vehicles considered when coming up for renewal. Three Electric Vehicles already leased making a total of five being used.
Develop a business case to improve the energy efficiency of our council owned building	Local Authority Delivery Scheme joint funding bid agreed with Essex County Council. Climate and Sustainability Officer working with Housing and Assets to progress the development of Council buildings to become carbon efficient
Support and deliver the planting of 10,000 new trees	Planting schedule for the borough has been drawn up with 7000 trees planted
Progress the creation of a zero-carbon operations depot to planning stage	Working up plans with appropriate consultants with a report to members in summer 2022
Improve the quality of the street scene through the recruitment of two new supervisors	Two new supervisors have been recruited who will assist with the performance monitoring and monitoring the quality of service provided by refuse, street scene and countryside service

Other achievements

Co-wheels car club introduced



Electric Scooter pilot



Secured £749k funding to retrofit houses

500+ fly tips cleared



EV charging pilot, and subsequent Phase 1 rolled out

How you can help

- ✓ Take pride in your neighbourhood
- ✓ Support community groups
- ✓ Think about volunteering
- ✓ Engage with us on public consultations

Developing our communities

Growing

Protecting

Developing

Improving

Delivering

Our key priorities

Keeping Brentwood safe

Invest in community facilities to support a growing population

205

Support, strengthen and sustain communities

Encourage residents to lead active, healthy and fulfilling lifestyles

Our key objectives 2021-22

Refresh the 2018-28 Leisure Strategy in light of changes following COVID-19

Progress the construction of new facilities at King George's Playing Field (KGPF)

Refurbish 3 play areas – KGPF (Senior), North Road and Hutton Recreation

Progress development opportunities at the Brentwood Centre, including the Football Hub

Deliver an annual programme of community events (virtually and/or physically)

Sustain and develop the role of the Community Support Network beyond COVID-19

Continue to support vaccination and testing programmes at council venues

Invest £121,000 into community groups

Develop a support package for local elite athletes

Establish a Community Leisure capital fund

Establish a Community Awards Programme

Key objectives achieved 2021-22

Approved in June 2021

Splash pad and adventure play completed and ready to open. Pavilion opened in March 2022

KGPF Senior Play Area due to be completed Spring 2022. Hutton Recreation Play Area completed

Planning to be submitted May 2022 for Football Hub. New contract in place for the management of the Brentwood Centre until 2023

Calendar of events approved June 2021 with events delivered

Community Services working with Hub partners to maintain and sustain this group

Booster vaccinations are being given and continues from the Brentwood Centre to March 2022

Funding has been allocated to community groups

Working with partners to develop support package

Capital growth bids now being considered in the current budget cycle

Event held at Brentwood Centre on 21 October 2021

Other achievements



730 Out of hours calls to CCTV

Approximately **500** control room assists using CCTV to detect crime & ASB

Responded to **204** incidents of ASB



600+ hours of patrols (out of hours)

Community Connect support trailer launched

Approximately **2000+** site inspections borough wide (flytips, waste etc)



£91,973 of discretionary funding awarded to 35 not-for-profit organisations for community and health projects

Approx **10,000** people safely attending **23** community events



Brentwood 2025

Corporate Strategy 2021-2022 Annual Review

Page 7

Improving housing

How you can help

- ✓ Be a responsible tenant/landlord
- ✓ Provide feedback on proposed development
- ✓ Engage with our Local Development Plan

Our key priorities

Provide decent, safe and affordable homes for local people

Support our tenants through a high quality, well managed service

Support responsible development in the borough

Our key objectives 2021-22

Develop and encourage schemes that reduce the carbon footprint of both council and private properties

Review our sheltered housing service to ensure we are providing the homes and services our residents want

Invest £7.5 million to improve our existing housing stock

Publish a revised Housing Strategy that outlines plans for the future of council housing

Invest in additional resources within a Housing Service for compliance and tenant support

Establish a delivery model to provide additional housing options and reduce homelessness within the borough

Commence development of 62 carbon free homes at Brookfield Close

Key objectives achieved 2021-22

In progress as part of Brookfield Close development. Discussions with partners on privately owned assets

In progress, reviewing current service provision from a management and asset perspective

Budget available in 2021/22 for investment as part of the HRA 30-year Business Plan

The Housing Strategy was approved in March 2021

Resource included within HRA budget. Tenants to be supported following survey to collate baseline data which will inform the ongoing tenant & leaseholder engagement programme

YMCA purchase of the old Foyer now complete. Small sites scheme and partnership with London Borough of Newham still progressing

Planning application approved with Landlord Offer in progress. Development to commence September 2022

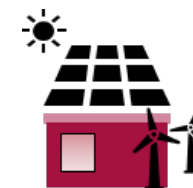
Other achievements

203

Estate Inspections carried out



2 Planning applications approved for 65 carbon neutral homes and 3 new homes delivered



10,988 Repairs attended to including 1988 emergency repairs



696 housing advice requests

11,668 rent reviews



81 Safeguarding referrals completed



How you can help

- ✓ Make the most of our online services
- ✓ Tell us when we do things well or could do things better

Delivering an efficient and effective council



Our key priorities

Our key objectives 2021-22

Key objectives achieved 2021-22

Launch a new council website, in line with latest accessibility regulations

The new website was launched in June 2021

Continuation strategy for efficient member working and decision making where appropriate post COVID-19

Reviewing in line with current legislation. Hybrid and remote meetings facilitated for non-decision-making meetings

Identify further opportunities for beneficial shared service arrangements with other local authority's

Approval in January 2022 for the creation of a formal strategic partnership between Brentwood Borough Council and Rochford District Council with a joint Chief Executive

Undertake a legal services review to deliver an alternative service model

Legal Service review in progress and external legal providers have been engaged to ensure an efficient provision of services to the Council

Deliver an organisational review to achieve £426,000 of savings

Senior Leadership Team and Extended Leadership Team phases completed

Review and produce an updated Asset and Investment Strategy to incorporate council owned assets

Strategy approved at the Policy, Resources and Economic Development Committee in March 2022

Other achievements



187 weddings held at Town Hall

6 Commercial leases at the Town Hall



New Procurement Strategy Approved

56 Council/Committee meetings held



Town Hall reception reopened



Quality customer service

Efficient and effective delivery

Maximising opportunity

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BRENTWOOD BOROUGH COUNCIL

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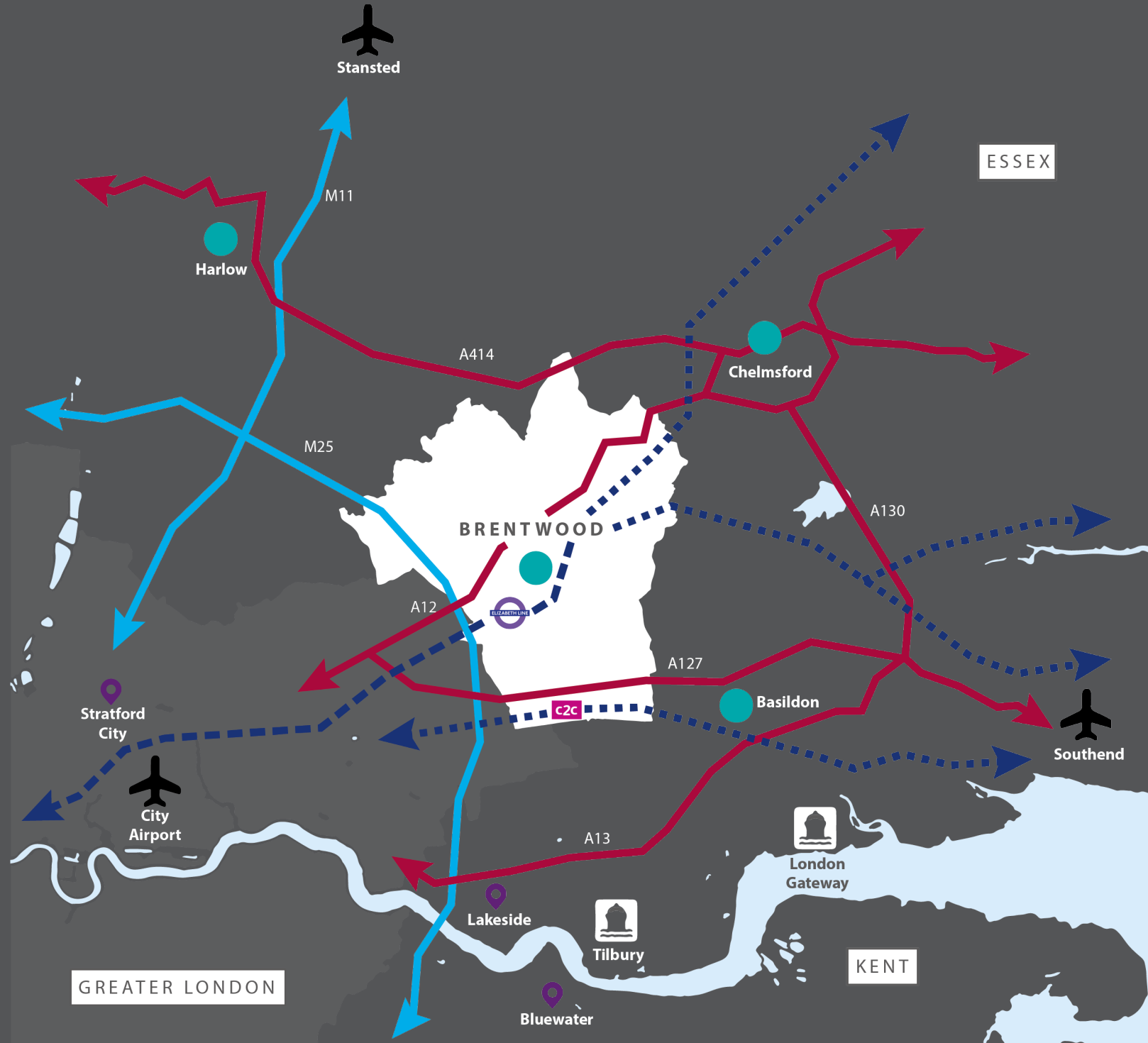
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📌 Brentwood Borough Council

Brentwood Borough Council
Town Hall
Ingrave Road
Brentwood
Essex
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Designed by Brentwood Borough Council



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Committee(s): Policy, Resources & Economic Development Committee	Date: 23 November 2022
Subject: OneTeam 3 rd Quarter Overview Update	Wards Affected: All
Report of: Greg Campbell, Director Policy & Delivery	Public
Report Author: Name: Greg Campbell, Director Policy & Delivery Telephone: 01277 312500 E-mail: greg.campbell@brentwood.gov.uk	For Information

Summary

The purpose of this report is to provide an update on progress to date to the Committee on the progress of the OneTeam Transformation Programme.

Main Report

Introduction and Background

1. On 26 Jan, Extraordinary Council resolved to agree the Strategic Partnership between Rochford District Council and Brentwood Borough Council (BBC) and appointed Jonathan Stephenson as the Joint Chief Executive for both Councils and the Council's Head of Paid Service with effect from 1 February 2022.
2. To develop this strategic partnership a road map has been created. It is estimated that the roadmap will take approximately 2.5 years to complete. Year 1 of the Programme is set out below.

Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23
Policy Alignment Workstream											
Tier 2 Process		Tier 3 Process					Service Delivery Workstream				
Workforce Development Workstream											
Communications and Engagement Workstream											

The following report identifies the progress to date, any slippages and other detail that supports the work of the Oneteam Transformation Programme.

PROGRESS TO DATE

Pay Structure Harmonisation

3. The creation of a single unified officer team required both Councils' pay policies to align and accordingly this new Pay Policy Statement was adopted by this

Council. This statement covered T1 to T3, and further work is progressing on the harmonisation on all other tiers within the organisation.

Senior Leadership Restructure

4. With the assistance of the East of England Local Government Association (EELGA) a review of the senior leadership structure at Tier 2 (Strategic Director) and Tier 3 (Assistant Director/Corporate Director) levels was undertaken.
5. Since the initial recruitment to the positions of Tier 2, one of the Strategic Directors left the organisation. This post has been successfully recruited to and Emily Yule joined as a Strategic Director on 10th October 2022.
6. A restructure of Tier 3, which is Corporate Director tier at BBC (Rochford District Council's Assistant Director tier) began on 11 April 2022. Following consultation, there was a reduction in the total number of posts from 12 to 9 across both organisations.
7. A Member interview process was undertaken on the 15 and 16 June as part of the restructure of Tier 3, in which 6 posts were offered, with 4 posts being confirmed out of the 9 roles. A further recruitment process was undertaken in September and October 2022 and a further 2 Director positions were filled.
8. A recruitment process for the remaining 3 posts will be conducted early in the New Year to ensure that we are able to attract the best field of candidates. The vacancies are being filled in the interim by temporary appointments, all of which will be in place by the end of November 2022.

Please see below the list of appointments to Tier 3 to date.:

- Greg Campbell,
- Director – Policy and Delivery, with particular corporate strategic responsibility for policy development and innovation, grants and funding, research and service design, #OneTeam Transformation, communications and digital engagement, Association of South Essex Local Authorities (ASELA)

- Phil Drane,
- Director – Place, with particular corporate strategic responsibility for economic development and inward investment, tourism and visitor economy, ASELA and Local Development Plan (LPD) crossover, planning (DM and enforcement), planning policy and strategy.

- Tracey Lilley,
- Director – Communities and Health, with particular corporate strategic responsibility for communities and partnerships, ASELA and LPD crossover, leisure, culture and health, public health, community safety, licensing, safeguarding, environmental health, emergency planning and business continuity, Regulation of Investigatory Powers Act 2000 (RIPA).

- Marcus Hotten
 - Director – Environment, with particular corporate strategic responsibility for waste and recycling, public realm and open spaces, country parks, ASELA and LPD crossover, building control, climate change.
 - Phoebe Barnes,
 - Director - Assets and Investment, Asset Management, Parking, Health and Safety, Council Companies, Capital programme and Regeneration, Asset Delivery Programme & oversee the Leisure Contract Management
 - Sarah Bennett,
 - Director - Customer and Data Insight, Customer Services, Performance and Data Insight, ICT and Data Protection, Connect Programme and ASELA
 - Director - People and Governance – to be appointed to
 - Director – Resources – to be appointed to
 - Director - Housing.- to be appointed to
9. Interim arrangements have also been put in place to ensure the statutory officer roles of Monitoring Officer and S.151 Officer are covered whilst permanent recruitment is undertaken. Once complete, Tier 1 to Tier 3 will deliver a reduced base line by approximately £290,000 per annum. These savings are likely to be fully realised during the budget year of 2024/2025

Programme Governance

10. The S113 agreement has now been completed and work will begin on updating the Constitutions of both Councils to reflect this.
11. The governance arrangements around the formal #OneTeam Transformation are now in place. The Project Team, which includes the joint Chief Executive, has begun to meet monthly and will be the vehicle to monitor progress and report items for decisions and noting to the Programme Board. The Councils' governance processes will be followed where required for decisions around service delivery models following reviews of each service.

Service Reviews

12. Key Change Champions (KCCs) across both authorities have completed their final training session delivered by Shared Service Architects (SSA). It is intended that these KCCs will continue to be supported throughout the service review process through the SSA or alternative providers.
13. KCCs are our own staff who will assist with the development of business cases to support change and the development of 'One Team' across the organisation.

They will also act as a critical friend, challenging the suggested way forward looking at best practice and different delivery options available.

14. A meeting of managers from Rochford and Brentwood was held on the 21st September to determine a high-level timeline (Roadmap) for the Service Reviews. The outcomes from this meeting informed the roadmap and the resources required. This has enabled a draft Roadmap to be created and enable service reviews to commence in October.
15. It was requested by Members that feedback from residents as to the impact of the partnership is regularly sought and reported upon. This work will begin when the outcomes of the service review work begin to be implemented early next year.

Other Joint Working Initiatives

16. Several initiatives are also underway between the two Councils and opportunities for joint working are being taken forward wherever possible, including joint contract management training which was held for officers from both authorities, and joint work across the Electoral Service departments where ideas have been exchanged including the co-ordination, comparison and use of best practice to improve canvassing procedures, working together to improve counting procedures and sharing knowledge following a health check by the Association of Electoral Administrators.
17. A schedule of work to harmonise some of the ICT, Facilities Management and Human Resource functions that may not necessarily form part of service reviews are being brought together. This work is likely to include harmonisation of directories, Key Fobs and security cards, email addresses etc.
18. Other areas of joint working include the employment of a joint Environment Officer. An informal arrangement had been in place previously whereby Brentwood's Environment Officer was assisting Rochford with environmental and carbon reduction work however this officer left the organisation creating the opportunity to employ to a joint role.
19. At present this officer is being provided via an agency whose cost is being split between the two organisations and represents a saving to both authorities.
20. The Councils have also been working together on bids for the UK Shared Prosperity fund. This has enabled the authorities to procure one consultant to work with and realised a one-off saving of £1,900 through joint working. This is another small example of working together to create efficiencies
21. Further both authorities have and continue to work together to produce information, guidance and assist each other to respond to the cost-of-living crisis which is an ever-evolving picture.
22. Joint Staff briefings are regularly held to provide updates on the progress of the One Team programme but also information on other areas of development,

achievements and upcoming events. These have and continue to be well attended.

ICT Update

23. The ICT Teams have begun conversations on the future structure of the service. This is so the ICT Teams are aligned and ready to support the outcomes and implementation following service reviews undertaken by services. This alignment of the ICT teams will not have any implications on the 'Business as Usual' but will align future work towards the provision of the 'OneTeam' and will make business decisions based on this work.
24. Initial work by ICT has begun to standardise the equipment used by officers making it far easier for officers from both authorities to use space at each other's sites. Work has also started on a joint intranet landing page, staff directory and HR Microsite and developing joint Teams sites for better collaboration. Information on the different systems and programmes used by both authorities has also started to be gathered and new online forms created by a Brentwood Officer for the use by Rochford for their web site have been completed.
25. Brentwood have invested in the same software as Rochford for its platform to support future hosting opportunities. Therefore, Brentwood are now aligned with 'Council Platform' and Brentwood have already shifted across a number of sites including the Corporate Website, Discover Brentwood, The Brentwood Business Showcase and Brentwood Partnership website. Others will be added in order that the platform we use will no longer be required to realise efficiencies in the way we manage the different websites under a single platform. The initial saving by just making this small change is approximately £16,000 however the real benefit will be in the way the two authorities can then use resources to develop one team sites, use resources, combine processes, and deliver better outcomes for users. Overall, there is likely to be far bigger saving that will be realised from this work as it progresses with the service reviews.
26. Further, due to the alignment of other software with Rochford the Council have realised another small saving from 2023/2024 of £8,000
27. In addition, the two ICT teams from Rochford and Brentwood have identified the threats and opportunities that the transformation programme poses. This was part of a particular request at the start of the programme. The present list that will be updated and expanded, if necessary, will be added to the overall Risk Register and are set out below:

Technology Threats

- Understanding and alignment of budgets
- Integration – created by each organisations using different partners and systems
- Contract alignment may take longer than anticipated
- Location to support staff & Member
- Initial one-off costs may increase
- Unable to satisfy both organisations service level requirements
- Compliance/security needs aligning
- Skills Gap / Resources Shortage

Technology Opportunities

- Introduce best breed approach to technology integration
- Opportunity to better integrate with Front line and delivery to customer
- One size fits all – easier to manage
- Uplift Skills
- Create Role Opportunities
- Create Resiliency
- Shared resources
- Cost savings

Update on Business Cases for Joint Working (Service Reviews)

28. A business case for a joint HR team was approved by the #OneTeam Programme Board on 28 April 2022. Phase one of the implementation has been undertaken which sees a shared resource of the Service Manager – People and OD, in place. This realises a saving of approximately £20,000 to both organisations from 2023/2024. Phase two, will commence once the pay structure and terms and conditions harmonisation workstream has been concluded. Once all positions are employed to and the service is up and running based against its business case it will realise an 8% service saving which is approximately £22,000 per annum.

29. Service reviews commenced in October 2022 and business cases from this work for joint working across service areas will be brought forward from December 2022 onwards. Once service reviews are complete, implementation will be scheduled to start.

Summary of Benefits

<u>Ref</u>	<u>Benefit Description</u>	<u>Saving Cost</u> <u>£</u>	<u>Year to Be realised</u>
1	Joint HR Officer	20,000	2023/2024
2	HR Service Changes from Service Review	22,000	2023/2024
3	Tier 1 to Tier 3 Amalgamation providing strategic capacity	290,000	2024/2025
4	ICT System Alignment (so Far)	24,000	2023/2024
5	Joint Environment Officer	Undetermined as yet	
6	Elections Joint Knowledge sharing	Undetermined as yet	
7	UKSPF – Joint Working realised a saving on consultant work	£1,900	One off Saving due to partnership approach
8	Service Reviews – creating improved services and efficient ways of working delivering savings	*Forecast across all services 25% of original Budget	2023 through to implementation

- *Work is being undertaken to identify the forecast of this saving*

RISK IMPLICATIONS

30. The #OneTeam Programme Board receive risk management reports by way of exception reporting. This exception report is included at Appendix 1

Also to Note

31. In September officers from both authorities climbed the three Yorkshire Peaks raising over £12,000 for charity but also enabling officers to meet and interact and socialise outside the office. Further officers met at a Tag Active event organised at the Pavilion in King Georges in October.

OVERALL SUMMARY

32. There has been some slippage around the delivery timeline related to the employment of Tier 3 Directors. The effect of this slippage has been minimised by the use of temporary staffing arrangements for an interim period whilst recruitment is completed. However, the programme budget remains within its spending profile

33. The draft 'Roadmap' for service reviews was in place by the end of September and initial service reviews commenced in October/November 2022.

34. Initial savings from Tier 1 to 3 have been identified and will be built into the base budget at the appropriate time. Other savings related to joint working are beginning to be drawn out and these will be captured in a 'Benefits Realisation' document. These other savings will include those identified through joint

working, the development and joint use of ICT service and its applications, ongoing procurement discussions and the savings from service reviews which seeks an overall reduction across both organisations of 25%

References to Corporate Plan

Deliver an effective and efficient Council

Implications

Financial Implications

Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)

01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

35. A total project budget of £600k was agreed for the duration of the #OneTeam Transformation Programme, to be shared equally between RDC and BBC. Of this it was anticipated £247k would be spent in the first year of the programme. To date £173k has been spent with a further £50k committed against this budget across both organisations, leaving £21k available for the remainder of the year. Following a review of the financial position it is expected that costs can be contained within the available budget over the duration of the programme,

36. A joint savings ambition for the Partnership has been estimated at £595,000-£853,000 by 2025/26, however the apportionment of these savings between the councils will need to be agreed following further review of the respective current structures and so have not yet fully been included within the Council's Medium-Term Financial Strategy. One-off costs of redundancy and interim support may erode some of these benefits over the shorter term.

37. The financial position of the programme will continue to be closely monitored as it progresses.

Legal Implications

Steve Summers, Strategic Director and Monitoring Officer

1277 312 500/steve.summers@brentwood.gov.uk

38. There are no direct legal implications from this report.

Economic Implications

Phil Drane, Director of Place

01277 312 500/philip.drane@brentwood.gov.uk

39. There are no direct economic implications from this report.

Background Papers

40. None.

Appendices to this report

41. Appendix A – Exception Risk Log

Project Name: #OneTeam Transformation Programme

Version_Date: 07.11.22

No.	Programme/Workstream	Description of Risk	Potential Impact	Impact	Likelihood	Initial Risk Score	Mitigating Actions	Risk Owner	Revised Impact	Revised Likelihood	Revised Risk Score	Notes
R2	Programme	Robust contracts not drawn up to underpin the partnership	Programme not viable and collaborative transformation not achieved	5	4	20	A formal contract/memorandum of understanding in place, and agreed by all partners	PS	2	2	4	Completed
R4	Programme	The Programme is under resourced	Project benefits not realised impacting on viability of delivery of the programme. Knock on effect to BAU	5	4	20	Budget approved to fund external commission of specialist services to deliver the programme HR and Comms service reviews prioritised as they are critical in supporting delivery of Phase 2 of the programme Consideration also given to supporting and creating capacity for those internal staff involved in undertaking service reviews i.e. those performing roles plus their day job, e.g. Key Change Champions Service delivery workstream to be led by Tier 3 Assistant Director once Phase 1 completed	SRO	3	2	6	HR resource identified to support programme of work. Finance monitoring workload to ensure BAU continues. Should there be a need to support Finance with additional support the budget is available if required
R6	Programme	Effective governance and monitoring is not in place	Anticipated benefits are not achieved	5	4	20	Programme Management services commissioned, with supporting governance, monitoring and reporting in place	SRO	2	2	4	Completed
R7	Comms and Engagement	Lack of engagement and understanding of the programme across all levels of the organisation	Key messages not received and understood. Engagement opportunities missed. Delays and/or benefits eroded. Transformation not achieved	5	4	20	Communications consultant brought in for up to 29 days between March and July Communications strategy and accompanying communications handling plan in place Annualised communications planner for project in development.	C&E WL	5	2	10	Risk likely to reduce further once annualised communications planner and associated actions embedded.
R8	Programme	Programme not delivered due to resource skill set issues	Slippage, reduction in staff morale and perception of programme. Knock on effect to BAU	5	4	20	Resource planning in place for programme, including use of external specialist resources. HR and Workforce Development Workstream will specifically address this risk	HR & WD WL	3	2	6	
R9	Programme	Lack of cross Council/services working prevents successful delivery of programme	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Shared priorities and objectives confirmed Project processes/templates introduced to encourage and support cross Council working Joint management workshops begun to be regularly held to develop working relationships	SRO	2	2	4	
R11	Programme	Failure to engage key stakeholders leading to lack of understanding of programme, its goals or achievements. Also leads to deterioration in working relationships with external partners at an operational and strategic level	Benefits are eroded. Reputational damage. Operational effectiveness impacted	5	4	20	Communications consultant brought in for up to 29 days between March and July Communications strategy and accompanying communications handling plan in place Stakeholder and channel mapping being undertaken Annualised communications planner for project in development	C&E WL	5	3	15	
R12	Service Delivery	Service reviews do not deliver agreed benefits	Agreed benefits not realised	5	4	20	The Service Delivery Workstream will use a service review and business case template to ensure that all projects are evaluated using the same criteria and deliver the required benefits	SD WL	2	2	4	
R14	HR and Workforce Development	Staff are not supported through transformational change	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk - programme budget has been allocated to required training	HR & WD WL	3	3	9	
R15	HR and Workforce Development	Policy framework and terms and conditions are not resolved	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk and considered within service reviews	HR & WD WL	3	4	12	

R17	Programme	Inability to share personal/sensitive data between both Councils	Non compliance with protocols around sharing personal/sensitive data will impact on progress with service reviews and HR BAU	4	5	20	31.03.22 SRO update. Discussed with legal and to be covered within S113 agreement. JS appointed so can be shared via this post and local arrangements where necessary	SRO	3	4	12	Completed
R19	Comms and Engagement	Current market for communications specialists makes recruitment into revised roles more challenging.	Failure to recruit. Delays and/or benefits eroded. Transformation not achieved. Reputational damage	5	4	20	None at present	C&E WL	4	4	16	This risk will become clearer as business case is undertaken and so may be reduced. Market may also change as current situation is believed to have only arisen in past 6 months.
R22	Programme	Impact of change in SRO	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Effective handover arrangements in place - discussed #OneTeam Project Team meeting June and July 2022	PS	4	3	12	
R23	Programme	Impact of Tier 3 review and vacant posts	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Recruitment to vacant Tier 3 posts and Road Map reviewed in light of appointments made June 2022. Interim arrangements in place as may be required (to be discussed at monthly #OneTeam Project Team meetings). 12.07.22 position to be assessed at Project Team meeting September 2022 - agreed Phase 2 remains on track	PS	4	3	12	
R24	Programme	Finance function under resourced	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	06.10.22 Recruitment to vacant posts underway. SD WL considering best way to create capacity and temporary resourcing within Phase 2 of the Programme	SRO	3	3	9	

Definitions

	Impact	Likelihood	Key	Name, Position	
1	Negligible	Unlikely	Project Sponsor	Jonathan Stephenson, CEO	PS
2	Minor	Less Likely	Senior Responsible Officer	Emily Yule, Strategic Director - from October 2022	SRO
3	Moderate	Likely	HR & Workforce Development Workstream Lead	Nichola Mann, HR Manager	HR & WD WL
4	Significant	Very Likely	Service Delivery Workstream Lead	Greg Campbell - Director - Policy & Delivery	SD WL
5	Major	Definite	Communication & Engagement Workstream Lead	Leona Murray-Green, Comms Manager	C&E WL

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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