

Overview and Scrutiny Committee Agenda

13 January 2020 at 7pm

**Council Chamber, Civic Centre,
Duke Street, Chelmsford**

Membership

Councillor J. Galley (Chair)
Councillor S.M. Goldman (Vice-Chair)

and Councillors

L. Ashley, N.A. Dudley, I.S. Grundy, R.J. Hyland, D.G. Jones, J.C.S.
Lager J.S. Lardge, L.A. Mascot, M. Sismey, M.S. Steel, M.D.
Watson, R.T. Whitehead and S. Young

Local people are welcome to attend this meeting, where your elected Councillors take decisions affecting YOU and your City. There will also be an opportunity to ask your Councillors questions or make a statement. If you would like to find out more, please telephone Daniel Bird in the Democracy Team on Chelmsford (01245) 606523 email Daniel.bird@chelmsford.gov.uk, call in at the Civic Centre, or write to the address above.

Council staff will also be available to offer advice in the Civic Centre for up to half an hour before the start of the meeting.

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OVERVIEW AND SCRUTINY COMMITTEE

13 January 2020

AGENDA

PART I

1. **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

2. **MINUTES**

To consider the minutes of the meeting held on 8 July 2019.

3. **DECLARATION OF INTERESTS**

All Members are reminded that they must disclose any interests they know they have in items of business on the meeting's agenda and that they must do so at this point on the agenda or as soon as they become aware of the interest. If the interest is a Disclosable Pecuniary Interest they are also obliged to notify the Monitoring Officer within 28 days of the meeting.

4. **PUBLIC QUESTION TIME**

Any member of the public may ask a question or make a statement at this point in the meeting. Each person has two minutes and a maximum of 15 minutes is allotted to public questions/statements, which must be about matters for which the Committee is responsible.

The Chair may disallow a question if it is offensive, substantially the same as another question or requires disclosure of exempt or confidential information. If the question cannot be answered at the meeting a written response will be provided after the meeting.

5. **DECISIONS CALLED-IN**

To report on any Cabinet decisions called in and to decide how they should be progressed.

6. **CABINET PORTFOLIO UPDATE**

To receive an update from the Leader of the Council, Councillor Robinson.

7. **CABINET MEMBER FOR GREENER CHELMSFORD'S ANNUAL REPORT ON HOUSING DELIVERY**

8. **MID YEAR BUDGET REVIEW**

9. **PARKS AND GREEN SPACES PERFORMANCE REVIEW**

To receive an update on the performance of the Council's Parks and Green Spaces.

10. **TERMS OF REFERENCE FOR TASK AND FINISH GROUP**

To agree the terms of reference for the group undertaking a project evaluation of the Riverside Leisure Centre re-development scheme.

11. **REPORT ON DECISIONS TAKEN UNDER DELEGATION TO THE CHIEF EXECUTIVE**
12. **WORK PROGRAMME**
13. **URGENT BUSINESS**

To consider any other matter which, in the opinion of the Chair, should be considered by reason of special circumstances (to be specified) as a matter of urgency.

PART II (EXEMPT ITEMS)

NIL

MINUTES
of the
OVERVIEW AND SCRUTINY COMMITTEE

held on 8 July 2019 at 7pm

Present:

Councillor J. Galley (Chair)

Councillors L. Ashley, N.A. Dudley, C.L. Finnecey, I.S. Grundy, R.J. Hyland, D.G. Jones, J.S. Lardge,
L.A. Mascot M. Sismey, M.S. Steel, M.D. Watson, R.T. Whitehead and S. Young

1. **Apologies for Absence and Substitutions**

Apologies for absence were received from Councillor C Tron. Councillor L.A. Mascot was appointed as her substitute.

2. **Minutes**

The minutes of the meeting held on 4 February 2019 were agreed as a correct record and signed by the Chair.

In relation to minute number 9, a member asked a question regarding new criteria for monitoring genuinely affordable housing. It was confirmed by officers that the Committee did have a role in overseeing this and it could be via an individual report or regular monitoring.

3. **Public Question Time**

No questions were asked or statements made.

4. **Decisions Called-In**

The Committee noted that no decisions taken by the Cabinet had been called-in.

5. **Declaration of Interests**

All members were reminded to declare any Disclosable Pecuniary or other registerable interests where appropriate in any items of business on the meeting's agenda. None were made.

6. **Health & Safety Annual Report 2018/19**

A report was presented on the performance in 2018/19 of the Corporate Health and Safety function. The report covered training; health and safety auditing; cautionary contacts; accidents relating to employees and members of the public; and provided indicators by which the performance of the function could be measured.

The Committee was informed that the safety management systems continued to be effective. It was noted that the accident levels had remained very low for an organisation delivering a diverse range of services daily to over 170,000 residents and visitors to Chelmsford.

In response to questions from members the Committee was informed that;

- Defibrillators were available at the Council's major locations and a map of units across the city was available online. It was noted that the map could be updated, and this would be looked into by officers. It was also confirmed that the units were designed to be used without any prior training.
- There was nothing specific which had led to the significant drop in public places incidents in 2016 and the slight rise in recent years. It was noted that this was the area with the most expected incidents and the general number was still low for the amount of operations carried out.
- The Heart and Sole walks had led to the increased number of public incidents. It was noted that there had been a large increase in the number of walks though and that the associated health benefits outweighed the incidents.
- Regular assessments and monitoring for legionella took place at Council sites and this was audited externally.
- Staff training was linked to specific job roles and certain courses were therefore mandatory.
- The Council operated their own leisure centres and waste collection, not all Councils did this and therefore, it was difficult to benchmark against a Council with the same services and similar size. Officers agreed to investigate whether similar authorities existed with a view to providing some benchmarking figures with the next annual report.

RESOLVED that the report be noted.

(7.07pm to 7.35pm)

7. **Decisions taken under delegation to the Chief Executive**

The Committee received information on one decision taken under delegation to the Chief Executive for the period 1 November 2018 to 31 May 2019. The decision related to a property acquisition.

In response to a question, the Committee was informed that the acquisition had resulted in a significant return and had been a beneficial purchase. It was also noted that the decision had been made in agreement with the Leader of the opposition at the time.

RESOLVED that the report be noted.

(7.36 pm to 7.40 pm)

8. **Annual Report on the Scrutiny Function 2018/19**

In accordance with the Local Code of Corporate Governance adopted by the Council on 23 April 2008 a report on the activity of the scrutiny function of the Council for 2018/19 had been prepared. The Code required that the Committee produce an annual report on its work for consideration by the Council and subsequent publication on the Council's website.

The Committee agreed that in future years they would prefer the report to focus directly on what the Committee has achieved and its effectiveness. It was noted that officers would look to redesign the annual report for future years.

RECOMMENDED TO COUNCIL that the Overview and Scrutiny Committee's Annual Report on the Scrutiny Function for 2018/19 be approved for subsequent publication

(7.41 pm to 7.51 pm)

9. **Future Work Programme**

The Committee received a report inviting them to comment on the future work programme and to agree the programme for the remainder of 2019/20. The Committee discussed with officers the types of reports received in the past and examples were highlighted.

During the discussion of possible items, the Committee was informed that;

- Further information on previous task and finish groups would be provided to them.
- Inform and Debate sessions were suggested by the Committee in the past and officers then provided a presentation on the topic.
- In the future the Committee could scrutinise policies that had originated from the Chelmsford Policy Board once they had been approved by Cabinet/Council.

The Committee agreed that the following items as suggested by officers, be kept on the work programme:

- Quarterly Performance Monitoring
- Annual report on Corporate Health & Safety
- Annual report on the Activity of the Scrutiny function
- Annual presentation by Essex Police
- Annual presentation by Safer Chelmsford Partnership
- Annual report on Housing Delivery
- Report on decisions taken under delegation to the Chief Executive.
- Reports from representatives on outside bodies
- Annual Cabinet Portfolio Updates

The Committee also agreed to have a future regular report updating them on the work of the Chelmsford Policy Board. It was noted that this would start later in the work programme due to the Board only recently being formed.

The Committee acknowledged the importance of task and finish groups and decided to look at these and other possible areas at their next meeting. The Committee did however agree to continue with the Task and Finish Group on Community Safety Communication. It was noted that there would need to be new members appointed to the group. The Committee agreed that Cllrs Dobson, Finnecy, Hyland, Mascot and Young be appointed to the group. The Committee was informed that as the group would in effect be restarting, it was unlikely that a final report would be ready for the next meeting.

RESOLVED that;

1. officers produce a work programme based on the Committee's views in consultation with the Chair and Vice Chair and that this be presented at the next meeting.
2. Councillors Dobson, Finnecy, Hyland, Mascot and Young be appointed to the Community Safety Communication Task and Finish Group.

(7.52 pm to 8.30 pm)

10. **Future Performance Monitoring**

The Committee received a report inviting them to comment on how they wish to monitor performance in the future. The Committee was informed that the current indicators had evolved from the Audit Commissions' best value indicators and that the actual targets had been set by Cabinet and Council. The Committee agreed that the indicators needed to be refreshed and there were other areas where their focus should be. Therefore, the Committee agreed to ask officers to bring some proposed indicators to the next meeting. It was noted that refreshed indicators would allow the Committee to focus on the areas important to them.

RESOLVED that officers provide suggestions for new indicators to be agreed at the next meeting.

(8.31 pm to 8.52 pm)

11. **Urgent Business**

The Committee agreed to move the next meeting from Monday 23rd September to Monday 30th September 2019.

RESOLVED that the next meeting of the Committee take place on Monday 30th September 2019.

The meeting closed at 8.52pm.

Chairman

OVERVIEW AND SCRUTINY COMMITTEE

13th January 2020

AGENDA ITEM 7

Subject	HOUSING DELIVERY - ANNUAL REPORT
Report by	CABINET MEMBER FOR GREENER CHELMSFORD

Enquiries Liz Harris-Best – Principal Housing Implementation and Strategy Officer
Tel: 01245 606378 email: liz.harris-best@chelmsford.gov.uk

Purpose

This report sets out, for the Committee's information, housing delivery monitoring statistics for 2018/19 and provides Members an update on new and proposed national and local initiatives that impact on the delivery of new housing.

Recommendation(s)

1. That the Committee note the content of the report.

Corporate Implications

Legal:	The Community Infrastructure Levy is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010. The Community Infrastructure Levy Regulations 2010 (as amended) implement the detail of the Community Infrastructure Levy using powers provided in Part 11 of the Planning Act 2008.
Financial:	The rate of new housing delivery directly impacts upon the amount of New Homes Bonus received by the Council and financial contributions to supporting infrastructure through the existing planning obligations process (Section 106 Agreements) and Community Infrastructure Levy receipts. The rate of delivery of new affordable housing for rent impacts on the Council's reliance on temporary accommodation, including the most expensive forms of temporary accommodation provided in the form of bed and breakfast accommodation and nightly lets.
Personnel:	None

Risk Management:	None
Equalities and Diversity:	Housing delivery is important for all tenures and types of housing to meet the community's needs. The Council will need to undertake an Equalities and Diversity Impact Assessment, if any new policies or procedures to be introduced or implemented, particularly to ensure that no identified group from within the Equalities Act is more affected than others.
Potential impact on climate change and the environment	New housing delivery can have a negative impact on climate and environmental change issues. Planning Policies, Building Regulations and Environmental Legislation ensure that new housing meets increasingly higher sustainability and environmental standards which will help mitigate this impact.
Contribution toward achieving a net zero carbon position by 2030	Building Regulations have replaced the Code for Sustainable Homes, which were contained in the Council's Local Development Framework. The Government are consulting on changes to the Building Regulations called the Future Homes Standard to increase energy efficiency requirements in new homes in 2020 with increased energy and low carbon heating requirements by 2025. The new Local Plan and emerging Making Places SPD will provide further planning policies and guidance once adopted.
Health and Safety:	None
IT:	None
Other:	None

Consultees	Chelmsford City Council – Sustainable Communities Directorate Chelmsford City Council – Legal Services Chelmsford City Council – Financial Services
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Policies and Strategies

The report takes into account the following policies and strategies of the City Council:

Corporate Plan

Facilitating suitable housing for local needs is one of the Corporate Plans six key priorities. The Local Development Framework helps deliver the Council's Spatial Vision, provide housing that meets local needs and maintain high quality public places.

Local Development Framework (LDF) Documents

Core Strategy and Development Control Policies - Adopted DPD
Core Strategy and Development Control Policies Focused Review - Adopted DPD
Chelmsford Town Centre Area Action Plan - Adopted DPD
North Chelmsford Area Action Plan – Adopted DPD
Site Allocations Development Plan Document – Adopted DPD
Community Infrastructure Levy (CIL) Charging Schedule

The Chelmsford Local Development Framework takes into account all published strategies of the City Council, together with the Sustainable Community Strategy published by The Chelmsford Partnership.

Corporate Plan Priorities

The report relates to the following priorities in the Corporate Plan [tick the relevant box]

Attracting investment and delivering infrastructure	<input checked="" type="checkbox"/>
Facilitating suitable housing for local needs	<input checked="" type="checkbox"/>
Providing high quality public spaces	<input checked="" type="checkbox"/>
Promoting a more sustainable environment	<input checked="" type="checkbox"/>
Promoting healthier and more active lives	<input type="checkbox"/>
Enhancing participation in cultural activities	<input type="checkbox"/>

1 Introduction

- 1.1 This report provides an overview of key housing delivery monitoring statistics in Chelmsford for the period 2018/19 (April 2018 – March 2019). The detailed information is contained within the Annual Report of Key Housing Monitoring Statistics attached at **Appendix 1** of this report. This follows the six previous Annual Reports which have been considered each year by the Overview and Scrutiny Committee since 2012.
- 1.2 This report provides an annual update on housing delivery statistics, including our performance against the annual housing requirement number and affordable housing delivery. In addition, it updates the Committee on national initiatives relating to housing supply as well as local initiatives to address housing need.

2 Context

- 2.1 Housing completions for 2018/19 in Chelmsford have increased by 24% compared with the previous year, with an annual completion figure of 1,256 net new dwellings compared with 1,008 the previous year. The 2018/19 total is the highest annual completion rate in the last 18 years and exceeds the annual dwelling requirement of 700 dwellings per annum.
- 2.2 Table 1 and 2 demonstrates the level of housing planning permissions and completions over the last five years.

Table 1 - Numbers of New Homes with extant planning permisison

	April 2015	April 2016	April 2017	April 2018	April 2019
Net New Homes with extant Planning Permission	8,548	8,571	8,835	7,735	6,694

Table 2 - Numbers of New Homes completed in Chelmsford City Council area (Annual Percentage Increase)

	2014/15	2015/16	2016/17	2017/18	2018/19
Net New Completed Homes	826 (+75%)	792 (-4%)	1,002 (+26%)	1,008 (+0.5%)	1,256 (+24%)

- 2.3 As set out in Table 4 of Appendix 1, there has been an increase in affordable housing completions in 2018/19 (287 dwellings) compared with 2017/18 (198 dwellings) and this is set to remain stable over the coming years as development on key strategic sites continues.

- 2.4 The affordable housing completions consisted of 98 affordable rented units and 189 shared ownership dwellings. The high proportion of shared ownership units primarily reflects the delivery of Phase 2 of the former University Campus site, which contained 109 shared ownership units. The affordable housing units in Phase 2 were all delivered as shared ownership units as all the affordable housing units in Phase 1 of the Campus site were all delivered as social rented dwellings. Overall 145 (57%) social rented and 109 (43%) shared ownership units were delivered on this site. The overall proportion of affordable housing was 39%.
- 2.5 In terms of annual completions of affordable housing, the higher proportion of shared ownership units in 2018/19 also reflect the affordable tenure mix on the different zones at Greater Beaulieu Park, which are based on a requirement to provide 55.5% of the affordable housing as rented dwellings and 44.5% as shared ownership housing.
- 2.6 The adopted Local Plan contains a target to achieve a minimum of 60% of all new residential development on previously developed land. In 2018/19 63% of residential development occurred on previously developed land.
- 2.7 Table 3 below provides a summary of development progressions on key strategic sites. Since the last report, Phase 2 of the former University Campus site is now complete and further phases at Beaulieu, Channels and Runwell are also complete. Work has commenced at Copperfield Road (east portion) in West Chelmsford, Land East of Boreham and Land East of Main Road Great Leighs. Further phases at Runwell Hospital, Beaulieu and Channels have also commenced.

Table 3 – Summary of Development Progression on Key Strategic Sites currently under construction

Site	Total Homes	Completed ¹
Land at Belsteads Farm Lane Phase 1 (Channels)	181	181
Land north, south and east of Belsteads Farm Lane, Broomfield (Channels) - Phase 3c 3d and 5	240	81
Land east of North Court Road and North of Hospital Approach, Broomfield	165	74
Greater Beaulieu Park, White Hart Lane, Springfield - Phase 1 - Zone E	199	73
Greater Beaulieu Park, White Hart Lane, Springfield - Phase 1 - Zone C1	199	155
Greater Beaulieu Park, White Hart Lane, Springfield - Phase 1 - Zone G	68	68
Greater Beaulieu Park, White Hart Lane, Springfield - Phase 2 – Zones F&I	254	99
Former Runwell Hospital (St Lukes), Runwell Chase, Runwell, Phase 2	152	152
Former Runwell Hospital (St Lukes), Runwell Chase, Runwell, Phase 3	102	25
University Campus, Phase 2	426	426
Land North of Copperfield Road (East Portion)	198	0
East of Boreham	143	32
East of Main Road, Great Leighs	100	43

¹ Total Completions as at Q2 2019/20

3 Chelmsford Housing Delivery Statistics

3.1 Set out within the Annual Report of Key Housing Monitoring Statistics at Appendix 1 of this report, there are five tables providing the following statistical information:

- 1) New homes in pre-planning stage;
- 2) New homes within current major planning applications;
- 3) New homes with planning permissions;
- 4) New homes completed
- 5) Estimated housing trend

New Homes in the Pre-planning Application Stage

- 3.2 At present, there are in the region of 600 new homes which are the subject of pre-application discussions with Officers. These consist of major development sites of 10 or more dwellings where an officer is actively engaged in discussions regarding the feasibility of a scheme.
- 3.3 Whilst this figure is still considered to be high, it does represent a 57% reduction on the number of new homes which were reported to be the subject of pre-application discussions with Officers last year. This reduction reflects the progress major allocations for housing in the adopted LDF have made and the fact that we have made significant progress on the draft Local Plan.
- 3.4 In the draft Local Plan, 3,188 new homes are now subject to a Planning Performance Agreement, which will include pre-application advice. The number of pre-applications may continue to decline as a greater number of new homes will be subject to Planning Performance Agreements at the Development Management Stage.
- 3.5 Table 1 in Appendix 1 provides an area-based summary of where pre-application discussions are in progress, with the total aggregated number of new homes expected. This figure also includes pre-application discussions on sites which already have outline planning permission on the reserved matter submissions.

New homes within current major planning applications

- 3.6 There are 363 net new dwellings within major planning applications currently being considered by the City Council (as at 21/10/2019). A breakdown of these major applications is set out in Table 2 of Appendix 1 where a commentary is provided as to the status of each.
- 3.7 At the same time last year, there were 603 net new dwellings with planning applications currently being considered by the City Council. The 40% reduction on last year's figure corresponds with the fall in the number of homes that are the subject of pre-application discussions with Officers and reflects the advancement of major sites in the LDF.

New homes with planning permission

- 3.8 There are just over 6,500 new homes which currently have a live (extant) planning permission but are yet to be built. Planning applications are time limited and require the commencement of development within three years of the date of the grant of planning permission.

- 3.9 The number of new homes with extant planning permission has fallen for the second year running, which reflects the declining number of homes that are the subject of pre-application discussions with Officers and the number of new homes that are within current major planning applications.
- 3.10 A breakdown of these applications is set out in Table 3 of Appendix 1 and is based on the April 2019 Housing Site Schedule. A revised Housing Site Schedule is published in April every year to reflect new approvals and completions.

New homes completed

- 3.11 Between 2001/02 and 2018/19 there have been 11,789 new homes completed in the City Council's area which equates to an average annual completion rate of 655 new homes per year. The annual totals are set out in Table 4 of Appendix 1. It is important to note that the major allocations for housing in the adopted LDF are now all coming forward in a timely and planned manner which is a testament to the deliverability of that Plan.

Estimated New Home Completions Trends

- 3.12 As can be demonstrated above, there are a significant number of new homes currently being developed or in the pipeline within the City. In addition to the supply of housing already with planning permission, there are 363 new homes included within major planning applications yet to be determined by the City Council.
- 3.13 There are over 6,500 new homes with planning permissions which are yet to be completed. Construction or groundwork has commenced on 115 sites, compared with 121 commencements this time last year. The rate of commencements remains similar to last year, despite the reduction in the number of pre-application discussions and net new dwellings within major planning applications currently being considered by the City Council.
- 3.14 Based on the information contained within Appendix 1 and the draft Local Plan, it is estimated that completion rates over the next 5 years will remain very similar to 2018/19. Annual net new dwelling completions are projected to peak and exceed 1,400 in 2021/22. The April 2019 projection of housing completions for 2019/20 is 1,034 dwellings, which is on target to be met.

Change of use from Office to Residential

- 3.15 The Government introduced changes to the planning system in May 2013 which allows offices to be converted into residential use without the need for a planning application to be made to the local planning authority. This has been replaced by a streamlined 'prior approval' process whereby applicants submit their proposals and the Council can only comment on a narrow scope of issues. There is no ability to request affordable housing through this process, regardless of the number of units proposed.
- 3.16 The Council has processed just over 63 prior approval applications (up to 31 March 2019) for the conversion of offices to residential, resulting in a further 970 residential units with planning permission. Of these, 311 units have already been completed. These units are counted in the housing data within Appendix 1. The current regulations stipulate that prior approval schemes must be completed within three years of the date of the approval.

4 Housing Delivery Test

- 4.1 In February 2019 the first set of “Housing Delivery Test” results were published. They set out a standard approach to measuring how well the delivery of homes is going and create a series of consequences on councils for failing the test.
- 4.2 The Housing Delivery Test works by comparing how many homes have been delivered over the previous three years to the number of homes required in the same period. The Housing Delivery Test is an annual test of housing delivery.
- 4.3 The planning policy consequences of not meeting the Housing Delivery Test are set out in the National Planning Policy Framework.
- 4.4 Where the Housing Delivery Test indicates that delivery has fallen below 95% of the local planning authority’s housing requirement over the last three years, councils must complete an Action Plan to assess the causes of under delivery and identify actions to increase delivery in future years.
- 4.5 Where delivery falls below 85% of the housing requirement, councils need to add a buffer of 20% to their five-year housing supply to improve the prospect of achieving their planned supply.
- 4.6 Where the Housing Delivery Test results fall below 75% of the housing requirement over the previous three years, a presumption in favour of development applies.
- 4.7 Transitional arrangements mean the 75% threshold applies from the November 2020 test results onwards. Lower delivery thresholds of 25% and 45% apply for the test results in November 2018 and November 2019 respectively.
- 4.8 The November 2018 Housing Delivery Test result in Chelmsford was 138%. This means Chelmsford has delivered 38% more homes than the number of homes required over the last three years. It should be noted that there was significant under delivery of homes in the period 2009-2014 which means these fluctuations in annual delivery even out over a longer period of time. This first 2018 Housing Delivery Test result includes transitional arrangements whereby the number of homes required is set by household projections for all councils.
- 4.9 In the first year of the test no councils face the penalty of the ‘presumption in favour of development’, however, about a third of councils are required to make an Action Plan and some also need to demonstrate a housing land supply of six years rather than five, having applied the 20% buffer because their Housing Delivery Test results were below 85% of their housing requirement.
- 4.10 Across Essex, two local authority’s produced test results below 95%, whilst a further eight local authority’s need to apply the 20% buffer because their delivery is below 85% of their housing requirement, following the November 2018 test results. In four local authority areas (including Chelmsford), the number of homes delivered exceeded the number of homes required over the last three years.
- 4.11 At the time of drafting this report, the November 2019 Housing Delivery Test results had not been published due to the constraints on information being published in the pre-election period. Officers anticipate the November 2019 test result for Chelmsford will continue to show that the delivery of homes has exceeded the housing requirement by a similar margin to the 2018 November Housing Delivery Test result.

5 Housing Requirement

- 5.1 The Government published a new standardised approach to calculating housing need in September 2018. The standard method uses a formula to identify the minimum number of homes expected to be planned for, in a way which addresses projected household growth and historic undersupply. The standard method uses the same demographic starting point as the Council's Objectively Assessed Housing Need, national household growth projections (the most recent projections calculated over a 10-year consecutive period, with the current year being the first year). The standard method then applies one market signal adjustment related to a local affordability ratio. This is based on median house prices compared to median workplace earnings and is updated in March each year.
- 5.2 In February 2019, the Government updated the guidance to set the baseline using 2014 rather than 2016 based household growth projections. In Chelmsford's case, applying the standard method using the 2014-based population projections and March 2019 affordability ratio, produces a local housing need of 973 new homes per year, which is above the Objectively Assessed Housing Need of 805 homes per year.
- 5.3 The draft Local Plan's housing requirement is based on the Objectively Assessed Housing Need of 805 dwellings per annum and the draft Local Plan was examined on this basis. However, the housing supply in the draft Local Plan provides close to a 20% supply buffer above the Objectively Assessed Housing Need.
- 5.4 The Council will need to start to use the standard method at the first review of the draft Local Plan, which is required within five years of adoption.

6 National Planning Policy Framework

- 6.1 In July 2018, the Government published a revised National Planning Policy Framework (NPPF). This was the first significant revision to the National Planning Policy Framework since 2012. It implements reforms announced previously through the Housing White Paper and the 'planning for the right homes in the right places' consultation, which were summarised for Members in previous housing delivery annual reports.
- 6.2 In February 2019, the Government published a revised version of the July 2018 National Planning Policy Framework. The revisions include minor clarifications to the July 2018 version.
- 6.3 Since the last annual delivery report, several Planning Practice Guidance documents have been updated and some new guidance published.
- 6.4 The new guidance includes guidance on assessing the 'Housing Needs of Different Groups'. This sets out advice on how plan making authorities should identify and plan for the needs of particular groups, within the context of the standard method, which identifies an overall minimum average annual housing need figure.
- 6.5 The new guidance on assessing the 'Housing Needs of Different Groups' should be read alongside other new guidance on 'Housing for Older and Disabled People'. It sets out that plan making authorities should set clear policies to address the housing needs of groups with particular needs, such as old and disabled people. Where an identified need exists, plans are expected to make use of the optional technical housing standards, to help bring forward an adequate supply of accessible housing.

- 6.6 The draft Local Plan contains an obligation on larger sites to provide specialist residential accommodation to meet a range of housing needs. It also includes the optional technical housing standards to improve the supply of accessible housing.

7 Reforming Developer Contributions

- 7.1 In last years' annual housing delivery report, Members were informed on draft regulations to amend the Community Infrastructure Levy (CIL) Regulations. These regulatory changes came into effect on the 1st September 2019 through the Community Infrastructure Levy (Amendment) (England) (No.2) Regulations 2019.

- 7.2 The key changes brought about by the amended regulations include:

1) Removing the Regulation 123 Infrastructure List and pooling restrictions

Regulation 123 prevented local authorities from relying on planning obligations as a reason for granting permissions where the obligation related to infrastructure that would be funded by CIL revenue or where five or more obligations from other development section 106 agreements had already been funded that way. The removal of the regulation gives local authorities two ways to provide greater flexibility for funding development: they can use as many planning obligations as they need to fund a specific piece of infrastructure, and they can use planning obligations and CIL revenues to fund the same infrastructure. It is a reversal to the previous restrictions on what was referred to as 'double dipping'. The intended effect is to enable more flexible and faster infrastructure and housing delivery.

2) Infrastructure Funding Statements

Infrastructure Funding Statements (IFSs) are required to set out the infrastructure projects or types of infrastructure that the authority intends to fund, either wholly or partly, by the levy or planning obligations. IFSs will be required to be published annually from 31 December 2020 (for the preceding financial year 2019/20) reporting on CIL and planning obligations revenue received and allocated. The main purpose of the IFSs is to enable greater transparency regarding the use of CIL and S106 receipts.

3) Charging schedules

The amendments remove the requirement to undertake two rounds of consultation prior to adopting a charging schedule. Additionally, authorities will be required to consult if they are proposing to stop charging CIL and provide details of the expected impacts of such cessation. This change will reduce the time and resource burden on local authorities to review and implement a charging schedule, while preserving the right of stakeholders to be consulted.

4) Surcharge for failure to serve a Commencement Notice replaces denial of exemption.

Failure to serve a commencement notice on the local planning authority before the day on which the development is commenced will no longer result in the loss of an exemption to reduce or remove any CIL liability. Instead a surcharge will be imposed equal to 20% of the notional charging amount or £2,500, whichever is the lower.

5) CIL and section 73 permissions

The amendments change how the levy is calculated when planning permissions are amended, so developers are charged the latest CIL rates on additional floorspace.

8 National Initiatives Update

Housing Infrastructure Fund

- 8.1 The primary purpose of the Fund is to provide grant funding for the provision of necessary infrastructure to support housing growth and speed up delivery.

The Fund comprises two elements:

- a) Marginal Viability – up to £10m to support smaller scale housing sites that require a piece of infrastructure to speed up housing delivery. These bids are submitted by lower tier authorities.
 - b) Forward Funding – up to £250m to support the delivery of strategic infrastructure and strategic housing sites. These bids are submitted by upper tier authorities.
- 8.2 Two bids were submitted relating to Chelmsford. The first was a bid to maximise housing delivery in Chelmer Waterside, submitted by the City Council, under the marginal viability element. During 2018, through the funding clarification process with Homes England, a grant of £10.7 million was awarded, subject to the Council entering into a Grant Determination Agreement with Homes England. The Grant Funding Agreement was concluded in November.
- 8.3 The grant has been awarded to deliver a new access road and bridge over the River Chelmer, land remediation works and the relocation of a gas pressure reduction system and high-pressure gas main. A report setting out the mechanisms through which the infrastructure will be delivered and approval to enter into the Grant Determination Agreement with Homes England, was reported to Cabinet in July 2019.
- 8.4 Essex County Council submitted a second bid with the City Council's support, under the forward funding element, to support a new railway station at Beaulieu and the Chelmsford North East Bypass. In August 2019, government grant funding of £218 million was approved for these two large infrastructure projects. The terms and conditions for the grant funding is in the process of being finalised between Essex County Council (in consultation with the City Council) and Homes England.

9 Local initiatives to address housing needs

- 9.1 As a local authority, the Council has little influence on the national economic climate. However, it can use other means to ensure we meet our obligations locally.

Plan-making and Land Allocation

- 9.2 The Council is expected to allocate land for new development in the new Local Plan and ensure there is a rolling supply of deliverable sites to provide at least five years' supply of new homes. The Independent Examination hearing sessions ended on 13 December 2018. The Inspector considers that the Plan could be found sound, subject to Main Modifications identified in her Post Hearing Advice Note. The Council published a schedule of the main modifications for consultation from August to September 2019 and sent them to the Inspector for her consideration.
- 9.3 At the time of drafting this report, the Council awaits the Inspectors 'fact-check' report. The primary purpose of a fact-check process is for the local planning authority to draw attention to any factual errors or inconsistencies in the Inspectors draft final report. A local planning authority may not question the conclusions and recommendations in the report, although they may seek clarification on any that they consider to be unclear.
- 9.4 Once the fact check process has been completed and the Inspector has dealt with any points raised, the final report will be sent to the Council. This marks the end of the examination. The Planning Inspectorate will not publish the report. It is produced by the Council, who are required to publish it as soon as reasonably practicable after they receive it.
- 9.5 The draft Local Plan includes:
- around 8,800 houses on new site allocations;
 - around 1,300 houses on sites not identified (windfalls);
 - around 11,700 new homes which already have planning permission;
 - 10 Gypsy and Traveller pitches;
 - 24 Travelling Showpeople plots;
- 9.6 In anticipation of the draft Local Plan being found sound (with modifications), the Council has commenced Masterplanning work on all the strategic sites allocated in the draft Local Plan.

Affordable and Social Housing Working Group

- 9.7 The affordable and social housing working group is a sub-group of the Chelmsford Policy Board. Its purpose is to make recommendations to the Chelmsford Policy Board on how best to improve the supply of social housing and appropriate private sector housing that is affordable, by evaluating current assessments of housing need and other relevant evidence to provide options for different policy mechanisms and other interventions to maximise different types of affordable homes needed to meet those in the community with priority housing needs.
- 9.8 At the time of drafting this report, the working group has identified the annual number, size and type of new affordable homes required through new supply in Chelmsford to accommodate those presenting as hidden households and those homeless household currently in temporary accommodation.

9.9 A scoping assessment of all options available to the Council to increase affordable housing supply has been reviewed, with further analysis of costs and outputs of the most deliverable options across different timescales, being prepared by Officers.

10 Conclusion

10.1 Housing Delivery has continued to improve. Housing completions for 2018/19 increased compared with the previous year with forecasts indicating that completion rates are set to remain very similar over the next 5 years.

10.2 The Plans and guidance that the City Council has put in place, have and will continue to assist in the improvement in the number of new homes being delivered.

10.3 The draft Local Plan provides the framework to maintain housing delivery of all types. The Council will continue to work to maximise national and local initiatives that support the draft Local Plan and Corporate priorities of the Council.

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Annual Report of Key Housing Monitoring Statistics

November 2019

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Introduction

Set out below is the explanatory text for each of the following tables which provide the key monitoring information for housing delivery in the City. Where it is possible the number of affordable housing is shown as a sub-set of the overall housing numbers.

Table 1 - New Homes in Pre-Planning Application Stage

Table 1 contains the number of planned new dwellings on major development sites¹ within each of the City Council’s development plan areas. The sites have been aggregated and individual sites have not been identified due to the confidential and sometimes commercially sensitive nature of the pre-planning process.

Table 2 – New Homes in Current Major Planning Applications¹

Table 2 contains the number of new dwellings that are contained within planning applications that are currently under consideration by the City Council. It provides the specific site information by application; it also contains a commentary of the status of each individual site.

Depending on the type of application i.e. Outline or Full, the number of new dwellings may be either a range or an identified number. In addition, the number of new homes can vary through the life of an application due to amendments to schemes made before a formal decision is made. Although all of the sites trigger the City Council’s policy requirement to provide affordable housing, the final level and type of affordable housing secured can only be reported once a formal decision has been issued.

Table 3 – New Homes with Planning Permissions

Table 3 contains the number of new dwellings which have been granted planning permission and are still within the time limit to commence development. This is presented site by site and contains the level of affordable housing on the relevant sites. The information is sourced from the latest Housing Site Schedule which is published in April each year. To ensure that there is no double counting with completion data, Table 3 only contains development sites that have yet to be completed and provides the specific site information by application.

Table 4 – Total Completed New Dwellings (Net)

Table 4 provides an annual total of completions of new dwellings in each financial year since 2005/06 with affordable homes reported separately and then included within annual totals. In addition a cumulative total is provided in order to provide a total of new dwellings completed in the current plan period i.e. 2001-2021. The first two quarters of 2019/20 are provided for information only.

¹ 10 or more dwellings

Table 1 – Aggregated New Homes at Pre-Planning Stage on Major Development Sites

Development Plan Area	No. of Sites	No. of New Homes	Status of Sites (21/10/19)
North Chelmsford Area Action Plan	3	260	These comprise mainly reserved matters for Beaulieu and Channels.
Chelmsford Town Centre AAP	2	77	Existing commercial buildings/sites which do not currently have planning permission but are mostly acceptable
Site Allocations DPD	9	279	Variety of sites most of which are mostly acceptable
TOTAL	14	616	Note – as explained in the status box there is some double counting in this number as Beaulieu and Channels have outline planning permission.

Table 2 – New Homes within Current Major Planning Applications for Major Development

Site	Application Reference	No. of New Homes	Status of Application (21/10/2019)
Oaklands Farm Estate, Goatsmoor Lane, Stock, Chelmsford	18/01014/FUL	10	Application submitted in June 2018. Currently negotiating Affordable Housing Contribution. Decision unlikely until 2020.
Lee Stafford Hair and Beauty, Beacon House, 15-21 Rainsford Road, Chelmsford	19/00453/FUL	25	Application submitted in September 2019. Acceptable in principle, likely to be determined in December 2019.
Morelands Industrial Estate, Tileworks Lane, Rettendon, Chelmsford	19/00384/OUT	92	Application recommended for approval at Committee 8 October 2019. Referred to Secretary of State as it is a departure from policy.
Land Adjacent 73 Springfield Road, Chelmsford	19/00842/FUL	61	Application likely to be approved under delegated powers within the next month.
Land at Wicks Place, Chelmsford	19/01148/FUL	14	Planning permission granted for 14 apartments in 2014 which was not implemented. Current application submitted in June 2019 and is likely to be determined within the next month.
73 Springfield Road, Chelmsford	19/01160/FUL	13	Applications submitted in June 2019. Negotiations taking place to try and make the proposal acceptable.
Land at Former Runwell Hospital, Runwell Chase, Runwell, Wickford	19/00254/REM	134	Further reserved matters to Runwell Hospital outline approval. Likely to be determined in the next month.
Land South of Runnymede Cottage, Blasford Hill, Little Waltham, Chelmsford	19/01267/OUT	14	Outline application for 10 detached dwellings approved in February 2019. Current application for 14 dwellings likely to be refused.
TOTAL		363	

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Local Development Framework Sites										
Town Centre Area Action Plan Allocations										
Land north west of Essex County Cricket Ground New Writtle Street Chelmsford	Chelmsford - Moulsham and Central	TCAAP14	N/A	357	45	13%	62	0	13/00690/ETL approved 17/09/2013	Y
24 Duke Street Chelmsford	Chelmsford - Moulsham and Central	TCAAP10 (part of)	N/A	112	19	16%	0	0	17/01172/FUL approved 26/07/2018	Y, May 2018
SUB TOTAL				469	64	Average 15%	62	0		
North Chelmsford Area Action Plan										
Land north south and east of Belsteads Farm Lane Broomfield (Channels) - Phase 3c 3d and 5	Broomfield - Broomfield and the Walthams	NCAAP 6, 26-27	N/A	240	91	35% spread across all phases	33	87	10/01976/OUT approved 31/10/2012	Y
Land north south and east of Belsteads Farm Lane Broomfield (Channels) - Phase 4	Broomfield - Broomfield and the Walthams	NCAAP 6, 26-27	N/A	27	0	35% spread across all phases	0	0	10/01976/OUT approved 31/10/2012	Y
Land north south and east of Belsteads Farm Lane Broomfield (Channels) - Phase 6	Broomfield - Broomfield and the Walthams	NCAAP 6, 26-27	N/A	128	28	35% spread across all phases	0	0	10/01976/OUT approved 31/10/2012	Y
Land east of North Court Road and north of Hospital Approach Broomfield	Broomfield - Broomfield and the Walthams	NCAAP1	N/A	165	58	35%	74	0	13/00409/FUL approved 28/05/2014	Y
Land north of Copperfield Road (East portion) Chelmsford	Broomfield - Broomfield and the Walthams	NCAAP4	N/A	198	70	35%	0	0	14/01672/OUT approved 8/11/2016	Y, April 2018
Greater Beaulieu Park White Hart Lane Springfield - Phase 1 - Zone E	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	199	59	30%	29	16	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Phase 1 - Zone C1	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	199	74	37%	126	53	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Phase 1 - Zone C2	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	122	18	15%	0	0	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Phase 2 - Zone F & I	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	254	76	30%	48	33	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Phase 2 - Zone K and L	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	300	81	27%	0	0	09/01314/EIA approved 07/03/2014	Y, November 2014

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Greater Beaulieu Park White Hart Lane Springfield - Phase 2 - Zone M, N & Q	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	271	73	27%	0	0	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Phase 2- Zone J	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	82	22	27%	0	0	09/01314/EIA approved 07/03/2014	Y, November 2014
Greater Beaulieu Park White Hart Lane Springfield - Remainder of phase 2-4	Springfield - Springfield North	NCAAP 5,7-10,12	N/A	1764	477	27%	0	0	09/01314/EIA approved 07/03/2014	Y, November 2014
SUB TOTAL				3997	1127	Average 26%	310	189		
Site Allocations Development Plan Document Allocations										
Former Runwell Hospital (St Lukes) Runwell Chase Runwell - Phase 3	Rettendon - Rettendon & Runwell	SAD17	N/A	102	35	35%	0	0	12/01480/OUT approved 21/11/2013	Y
Former Runwell Hospital (St Lukes) Runwell Chase Runwell - Phase 4	Rettendon - Rettendon & Runwell	SAD17	N/A	134	47	35%	0	0	12/01480/OUT approved 21/11/2013	Y
Former Runwell Hospital (St Lukes) Runwell Chase Runwell - Phase 5	Rettendon - Rettendon & Runwell	SAD17	N/A	71	25	35%	0	0	12/01480/OUT approved 21/11/2013	Y
SUB TOTAL				351	117	Average 31%	0	0		
Large Sites (Unallocated)										
47 Broomfield Road Chelmsford	Chelmsford - Marconi	TCAAP	N/A	14	0	0%	0	0	16/01145/FUL approved 30/09/2016	Y, Building Demolished Dec 2016
Site rear of 30-34 Broomfield Road	Chelmsford - Marconi	TCAAP	N/A	24	0	0%	0	0	18/01544/FUL approved 28/02/2019	Y, September 2017. Works Stalled
Central House Parkway Chelmsford	Chelmsford Town - Moulsham and Central	TCAAP	N/A	37	0	N/A as prior approval	0	0	18/00136/CUPAQ approved 03/05/2018 and 18/01928/CUPAO approved 25/01/2019	Y
41 Springfield Road Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	48	0	N/A as prior approval	0	0	18/01426/CUPAO approved 01/10/2018	Y
Royal & Sunalliance Parkview House Victoria Road South	Chelmsford - Moulsham and Central	TCAAP	N/A	45	0	0%	0	0	15/01651/MAT/1 approved 19/08/2016	Y (See 17/01984/CLEUD)
Royal & Sunalliance Parkview House Victoria Road South	Chelmsford - Moulsham and Central	TCAAP	N/A	15	0	0%	0	0	15/01590/MAT/1 approved 19/08/2016	Y

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Moulsham Lodge Community Centre Waltham Glen Chelmsford	Chelmsford Town Area - Moulsham Lodge	SAD	CFS275	26	0	0%	0	0	17/00625/FUL approved 23/09/2017	Y, December 2017
Garages rear of 24 Cherry Garden Road Great Waltham	Great Waltham - Broomfield and The Walthams	NCAAP	N/A	10	10	100%	0	10	15/00838/FUL approved 11/11/2015	Y
SUBTOTAL				501	10	Average 9%	0	10		
Small Sites (Unallocated)										
Workshop Main Road Woodham Ferrers Chelmsford	Bicknacre - Bicknacre and East and West Hanningfield	SAD	N/A	2	0	N/A	0	0	16/01563/FUL approved 25/10/2016	Y, Jan 2018
Land Between 137 and 141 Main Road Great Leighs	Great and Little Leighs - Borehams and the Leighs	SAD	N/A	1	0	N/A	0	0	16/00271/FUL approved 25/05/2016	Y, May 2018
Helvellyn Moulsham Hall Lane Great Leighs	Great and Little Leighs - Borehams and the Leighs	SAD	CFS204 (part of)	9	0	N/A	0	0	16/00520/FUL approved 21/09/2016	Y
Land at 51 Main Road Great Leighs	Great and Little Leighs - Borehams and the Leighs	SAD	N/A	1	0	N/A	0	0	15/01589/FUL approved 26/11/2015	Y, November 2018
89 Widford Road Chelmsford	Chelmsford - Goat Hall	SAD	N/A	8	0	N/A	0	0	17/01549/FUL approved 26/10/2017	Y, July 2018
Haven Orchard Goat Hall Lane Chelmsford	Chelmsford - Goat Hall	SAD	N/A	2	0	N/A	0	0	15/01989/FUL approved 15/07/2016	IN March 2019
Land North West of 12 Widford Close Chelmsford	Chelmsford - Goat Hall	SAD	N/A	1	0	N/A	0	0	16/00139/FUL approved 24/03/2016	Y, December 2018
Land Rear of 43-43A Broomfield Road Chelmsford	Chelmsford - Marconi	TCAAP	N/A	4	0	N/A	0	0	16/01482/FUL approved 10/11/2016	Y, April 2018
7-13 Rainsford Road Chelmsford	Chelmsford - Marconi	TCAAP	N/A	1	0	N/A	0	0	15/01715/FUL approved 04/03/2016	IN August 2018
22 Rainsford Road Chelmsford	Chelmsford - Marconi	TCAAP	N/A	4	0	N/A	0	0	15/01512/FUL approved 11/11/2015	Y, Nov 2018

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
19 Van Diemens Road Chelmsford	Chelmsford Town Area - Moulsham and Central	SAD	N/A	2	0	N/A	0	0	17/01212/FUL approved 01/03/2018	Y, January 2019
181 Moulsham Street Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	5	0	N/A	0	0	17/02102/FUL approved 09/03/2018	Y, Jan 2019
Site rear of 50A - 50B Moulsham Street Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	1	0	N/A	0	0	17/00719/FUL approved 03/07/2017	Y, September 2018
Land Adjacent 44 Mildmay Road Chelmsford Essex	Chelmsford - Moulsham and Central	TCAAP	N/A	1	0	N/A	0	0	15/01094/FUL approved 30/09/2015	Y, December 2018
Land South East of Riverbank Court Shrublands Close Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	3	0	N/A	0	0	12/00917/FUL approved 25/07/2012	Y, (works stalled)
Chelmsford Club 108 New London Road	Chelmsford - Moulsham and Central	TCAAP	N/A	5	0	N/A	2	0	14/01406/FUL approved 28/11/2014	Y
4 Duke Street Chelmsford	Chelmsford Town Area - Moulsham and Central	TCAAP	N/A	1	0	N/A	0	0	18/00154/FUL approved 04/04/2018	BR submitted
22A Duke Street, Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	5	0	N/A	0	0	15/01231/FUL approved 03/11/2015	Y
1 & 2 Anchor Street Chelmsford	Chelmsford - Moulsham and Central	TCAAP	N/A	2	0	N/A	0	0	15/00439/FUL approved 19/05/2015	Y, November 2018
7 Alder Drive Chelmsford	Chelmsford Town Area - Moulsham Lodge	SAD	N/A	1	0	N/A	0	0	18/00346/FUL approved 16/04/2018	Y Aug 2018
Land Adjacent 214 Gloucester Avenue Chelmsford	Chelmsford Town Area - Moulsham Lodge	SAD	N/A	1	0	N/A	0	0	18/01749/FUL approved 28/02/2019	Y, March 2019
Land at 64 Cypress Drive Chelmsford	Chelmsford - Moulsham Lodge	SAD	N/A	1	0	N/A	0	0	16/00717/FUL approved 20/06/2016	Y, March 2019

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
28-30 Third Avenue Chelmsford CM1 4EY	Chelmsford Town Area - Patching Hall	SAD	N/A	2	0	N/A	0	0	18/00049/FUL approved 16/04/2018	Y, March 2019
Land Adjacent 19 Darrell Close Chelmsford	Chelmsford - Patching Hall	SAD	N/A	2	0	N/A	0	0	18/00630/FUL approved 31/05/2018	Y, June 2018
Land at 45 Eves Crescent Chelmsford	Chelmsford - Patching Hall	SAD	N/A	2	0	N/A	0	0	16/00035/FUL approved 08/02/2016	Y, April 2018
Site at 150 Broomfield Road Chelmsford	Chelmsford - Patching Hall	SAD	N/A	2	0	N/A	0	0	17/00810/FUL approved 29/06/2017	Y
Land rear of 269A and 269B Broomfield Road Chelmsford	Chelmsford - Patching Hall	SAD	N/A	2	0	N/A	0	0	17/00777/FUL approved 29/06/2017	Y
Site at 14 Arnhem Road Chelmsford	Chelmsford Town Area - St Andrews	SAD	N/A	1	0	N/A	0	0	18/00985/FUL approved 24/08/2018	IN March 2019
61 Queensland Crescent Chelmsford	Chelmsford Town Area - St Andrews	SAD	N/A	4	0	N/A	0	0	18/01404/FUL approved 26/10/2018	Y, March 2019
Land rear of 111 Arbour Lane Chelmsford	Chelmsford Town Area - The Lawns	SAD	N/A	1	0	N/A	0	0	18/01357/FUL approved 27/09/2018	Y, March 2019
21 Seven Ash Green Chelmsford	Chelmsford - The Lawns	SAD	N/A	2	0	N/A	0	0	12/01499/FUL approved 30/11/2012	Y, (stalled)
Land rear of 270 to 272 Springfield Road Chelmsford	Chelmsford - Trinity	TCAAP	N/A	2	0	N/A	1	0	13/00996/FUL approved 11/09/2013	Y
Riceen Chignal Road Chignal Smealy Chelmsford	Chignal - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	15/01748/FUL approved 11/05/2016	Y, March 2019
Site at Hyde Farm Nursery Hyde Lane Danbury	Danbury - Little Baddow, Danbury and Sandon	SAD	N/A	2	0	N/A	0	0	18/01092/FUL approved 28/08/2018	Y, November 2018
24 Main Road Danbury Chelmsford CM3 4NQ	Danbury, Little Baddow, Danbury & Sandon	SAD	N/A	1	0	N/A	0	0	15/01722/FUL approved 23/12/2015	Y, June 2017
Barn 2 Land Rear of the Gables Bicknacre Road East Hanningfield	East Hanningfield - Bicknacre and West Hanningfield	SAD	N/A	1	0	N/A	0	0	18/00210/CUPAQ approved 27/03/2018	Y, November 2018

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Former Piggery Building Highfields Farm Highfields Mead East Hanningfield	East Hanningfield - Bicknacre and West Hanningfield	SAD	N/A	3	0	N/A	0	0	16/00015/COUPA approved 02/03/2016	IN Submitted
Site at 45 Pyms Road Galleywood Chelmsford	Galleywood - Galleywood	SAD	N/A	1	0	N/A	0	0	17/01518/FUL approved 06/11/2017	Y, May 2018
Barn at Little Mascalls West Hanningfield Road Great Baddow	Galleywood - Galleywood	SAD	N/A	1	0	N/A	0	0	18/00081/FUL approved 16/03/2018	Y, March 2018
Land South of 17 Galleywood Road Great Baddow Chelmsford	Great Baddow - Great Baddow West	SAD	N/A	1	0	N/A	0	0	17/00017/OUT approved 01/03/2018	Y, December 2018
Land at 62 Longfield Road Great Baddow Chelmsford	Great Baddow - Great Baddow East	SAD	N/A	1	0	N/A	0	0	18/00100/FUL approved 11/05/2018	Y, March 2019
1 Crescent Road Great Baddow Chelmsford	Great Baddow - Great Baddow East	SAD	N/A	1	0	N/A	0	0	18/00339/FUL approved 16/04/2018	Y March 2019
Helvellyn Moulsham Hall Lane Great Leighs	Great and Little Leighs - Boreham and the Leighs	SAD	CFS204 (part of)	2	0	N/A	0	0	18/00801/FUL approved 20/07/2018	Y, Oct 2018
Land West of Gubbions Hall Farm BanTERS Lane Great Leighs	Great and Little Leighs - Borehams and the Leighs	SAD	N/A	1	0	N/A	0	0	16/01961/FUL approved 29/03/2017	Y Aug 2017
Land South West of 203 Main Road Great Leighs Chelmsford	Great and Little Leighs - Borehams and the Leighs	SAD	CFS76	1	0	N/A	0	0	17/00111/OUT approved 11/05/2017	Y, June 2018
Barns North West of Littley Park Littley Park Lane Great Waltham	Great Waltham - Broomfield and the Walthams	SAD	N/A	1	0	N/A	0	0	18/00680/FUL approved 22/10/2018	IN February 2019
Site at 52 Cherry Garden Road Great Waltham Chelmsford	Great Waltham - Broomfield and the Walthams	SAD	N/A	1	0	N/A	0	0	18/01249/FUL approved 01/10/2018	IN October 2018
Barn North East of Appletree Farm Hartford End Great Waltham Chelmsford	Great Waltham - Broomfield and the Walthams	SAD	N/A	1	0	N/A	0	0	18/01480/CUPAQ approved 11/10/2018	Y, December 2018
Land North of Well House Farm Littley Green Road Great Waltham Chelmsford	Great Waltham - Broomfield and The Walthams	SAD	N/A	2	0	N/A	0	0	17/01858/CUPAPA approved 18/12/2017	Y, March 2018

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Greenend Farm Dunmow Road North End	Great Waltham - Broomfield and The Walthams	SAD	N/A	1	0	N/A	0	0	17/00601/FUL approved 19/06/2017	Y Aug 2017
2 4 & 8 Barrack Lane Great Waltham	Great Waltham - Broomfield and The Walthams	NCAAP	N/A	5	5	100%	4	4	12/00733/FUL approved 11/01/2013	Y, March 15
Awes Farm Ingatestone Road Highwood	Highwood - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	12/01679/FUL approved 23/01/2013	Y, Jan 16 (works stalled)
Phillips Farm Highwood Road Edney Common	Highwood - Chelmsford Rural West	SAD	N/A	2	0	N/A	0	0	14/00756/FUL approved 07/07/2014	Y, May 2017 (phased development)
The Hideaway The Ridge Little Baddow Chelmsford	Little Baddow - Little Baddow, Danbury and Sandon	SAD	N/A	1	0	N/A	0	0	16/00578/FUL approved 15/06/2016	Y, February 2019
34 Condor Gate Little Waltham Chelmsford	Little Waltham - Broomfield and the Walthams	NCAAP	N/A	1	0	N/A	0	0	17/01934/FUL approved 02/01/2018	Y, September 2018
Land South of Broadfield Main Road Little Waltham	Little Waltham - Broomfield and the Walthams	SAD	N/A	1	0	N/A	0	0	18/00878/FUL approved 10/08/2018	Y, December 2018
Site at 44 The Street Little Waltham Chelmsford	Little Waltham - Broomfield and the Walthams	SAD	N/A	1	0	N/A	0	0	17/00252/FUL approved 20/10/2017	BR submitted October 2018
Central Diamond Drilling Ltd Store Rear of 26 The Street Little Waltham	Little Waltham - Broomfield and the Walthams	NCAAP	N/A	1	0	N/A	0	0	14/01458/FUL approved 11/11/2014	Y, March 2018
Barn adjacent The Old Off Licence Blasford Hill Little Waltham	Little Waltham - Broomfield and the Walthams	NCAAP	N/A	1	0	N/A	0	0	14/01444/FUL approved 27/11/2014	Y
Barn at Koenigfeld Farm Hoe Lane Rettendon Chelmsford	Rettendon - Rettendon & Runwell	SAD	CFS64	2	0	N/A	0	0	18/00376/FUL approved 27/04/2018	IN July 2018
Land at Green Lane Roxwell Chelmsford	Roxwell - Chelmsford Rural West	SAD	N/A	7	7	100%	0	0	18/00996/FUL approved 13/03/2019	Y, March 2019

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Lanivet Bishops Stortford Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	18/01441/FUL approved 05/10/2018	IN March 2019
Site at 14 St Michaels Drive Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	18/00607/FUL approved 08/06/2018	Y, September 2018
Eleys Farm Fambridge End Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	17/01358/FUL approved 23/10/2017	IN June 2018
Machinery Store Chalk End Farm Fambridge End Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	17/00867/FUL approved 05/07/2017	Y, January 2019
Barn 2 Eleys Farm Fambridge End Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	1	0	N/A	0	0	16/02095/FUL approved 16/02/2017	Y, Aug 2017
Land at Tiffanys Bishops Stortford Road Roxwell Chelmsford	Roxwell - Chelmsford Rural West	SAD	N/A	3	0	N/A	0	0	17/02060/FUL approved 07/02/2018	Y July 2018
Grain Store Chalk End Farm Fambridge End Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	2	0	N/A	0	0	18/00512/FUL approved 19/12/2018	Y, March 2019
Pooty Pools Farm Radley Green Road Roxwell	Roxwell - Chelmsford Rural West	SAD	N/A	3	0	N/A	0	0	14/01069/FUL approved 10/11/2014	Y, March 2015
96 Church End Lane Runwell Wickford	Runwell, Rettendon and Runwell	SAD	N/A	1	0	N/A	0	0	18/00947/FUL approved 28/08/2018	IN January 2019
63 and 65 Brock Hill Runwell Wickford	Runwell, Rettendon and Runwell	SAD	N/A	3	0	N/A	0	0	17/00335/FUL approved 11/07/2017	Y, July 2018
Land East of Howe Green Cottage Southend Road Howe Green	Sandon - Little Baddow, Danbury and Sandon	SAD	N/A	1	0	N/A	0	0	16/00172/OUT approved 01/07/2016	Y, March 2019
Smithfield Hawkswood Road Downham Billericay	South Hanningfield - South Hanningfield Stock and Margaretting	SAD	N/A	1	0	N/A	0	0	18/00044/FUL approved 10/08/2018	IN December 2018
Site at 111 Downham Road Ramsden Heath Billericay	South Hanningfield - South Hanningfield Stock and Margaretting	SAD	N/A	1	0	N/A	0	0	18/00216/FUL approved 27/04/2018	Y, February 2019

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Garages at Nightingale Lodge Brock Hill South Hanningfield	South Hanningfield, Stock & Margaretting - South Hanningfield	SAD	N/A	1	0	N/A	0	0	17/01448/FUL approved 23/10/2017	Y, April 2018
Land and Garages at 71 School Road Downham	South Hanningfield, Stock & Margaretting - South Hanningfield	SAD	CFS33	1	0	N/A	0	0	17/00722/FUL approved 07/06/2017	Y, May 2018. BR
Land North of Woodview Heath Road Ramsden Heath Billericay	South Hanningfield, Stock & Margaretting - South Hanningfield	SAD	N/A	2	0	N/A	0	0	17/01909/FUL approved 22/01/2018	Y, Aug 2018
Land at 115 Downham Road Downham	South Hanningfield, Stock & Margaretting - South Hanningfield	SAD	N/A	1	0	N/A	0	0	17/00696/FUL approved 16/06/2017	Y, February 2019
Site at Mill Lane Stock Ingatestone Chelmsford	Stock - South Hanningfield Stock and Margaretting	SAD	N/A	1	0	N/A	0	0	18/01138/FUL approved 15/10/2018	Y, January 2019
Land East of 10 Mill Lane Stock Chelmsford	Stock - South Hanningfield Stock and Margaretting	SAD	N/A	1	0	N/A	0	0	18/00676/FUL approved 07/06/2018	BR submitted December 2018
Site at 2 The Paddock Stock Billericay	Stock - South Hanningfield, Stock & Margaretting	SAD	N/A	2	0	N/A	0	0	18/00205/FUL approved 28/3/2018	Y, May 2018
Barn at Stock Farm Goatsmoor Lane Stock	Stock - South Hanningfield, Stock & Margaretting	SAD	N/A	1	0	N/A	0	0	17/00014/FUL approved 03/08/2017	Y, February 2019

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
38 to 50 Reeves Way South Woodham Ferrers Chelmsford	South Woodham Ferrers - South Woodham, Elmwood & Woodville	SAD	N/A	2	0	N/A	0	0	13/01874/FUL approved 28/05/2014	Y
Land Between 59 and 67 Priory Road Bicknacre	Woodham Ferrers and Bicknacre - Bicknacre and East and West Hanningfield	SAD	N/A	4	0	N/A	0	0	18/00563/OUT approved 03/08/2018	Y, February 2019
Oak House Main Road Bicknacre	Woodham Ferrers and Bicknacre - Bicknacre and East and West Hanningfield	SAD	N/A	1	0	N/A	0	0	18/01302/FUL approved 16/10/2018	Y, November 2018
Site at 8 Lordship Road Writtle Chelmsford	Writtle	SAD	N/A	1	0	N/A	0	0	17/02031/FUL approved 25/01/2018	Y, November 2018
Land East of 1 Purcell Cole Writtle	Writtle	SAD	N/A	1	0	N/A	0	0	16/00205/FUL approved 12/08/2016	Y, January 2019
Site South West of 238 Ongar Road Writtle Chelmsford	Writtle	SAD	N/A	1	0	N/A	0	0	15/01787/FUL approved 25/01/2016	Y
SUBTOTAL				459	14	N/A	7	4		
New Local Plan Sites										
Growth Area 1 - Central and Urban Chelmsford										
Peninsula Site Chelmer Waterside Development Wharf Road Chelmsford	Chelmsford Town Area - Moulsham and Central	CW1b	N/A	423	106	25%	0	0	16/01630/FUL approved 15/03/2017	Y
Former Royal Mail Premises Victoria Road Chelmsford	Chelmsford Town Area - Moulsham and Central	SGS1e		203	55	27%	0	0	18/00840/FUL approved 18/02/2019	Y, March 2019
SUBTOTAL				639	165	Average 17%	0	0		

Table 3 - New Homes with Planning Permission

Site Address	Ward/Parish	Allocation Number	SHELAA/UCS Reference	Estimated Total Capacity	No of which AH	% of which AH	Total Completions	Number of which AH Completions	Governing Planning Permission and approval date	Work Started
Growth Area 2 - North Chelmsford										
Great Leighs - Land East of Main Road	Great and Little Leighs - Borehams and the Leighs	EC3	CFS105	100	35	35%	6	0	14/01791/OUT appeal allowed 26/09/2016	Y, June 2018
East of Boreham	Boreham - Boreham and the Leighs	EC4	CFS145	143	51	35%	0	0	14/01552/OUT appeal allowed 26/05/2016	Y, September 2018
SUBTOTAL				243	86	Average 35%	6	0		
Growth Area 3 - South and East Chelmsford										
South of Bicknacre	Woodham Ferrers and Bicknacre - Bicknacre and East and West Hanningfield	SGS8	MON/00060/14	35	13	37%	0	0	16/02021/OUT approved 20/08/2018	N
SUBTOTAL				35	13	Average 37%	0	0		
TOTAL				6694	1596	Average 24%	385	203		

Table 4 – Total Completed New Dwellings (Net)

	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/20 *
Affordable	97	59	259	225	60	54	23	27	62	250	53	226	198	287	73
Annual Total **	483	520	756	638	200	234	235	274	470	826	792	1002	1008	1256	366
Total Cumulative	3,578	4,098	4,854	5,492	5,692	5,926	6,161	6,435	6,905	7,731	8,523	9,525	10,533	11,789	12,155

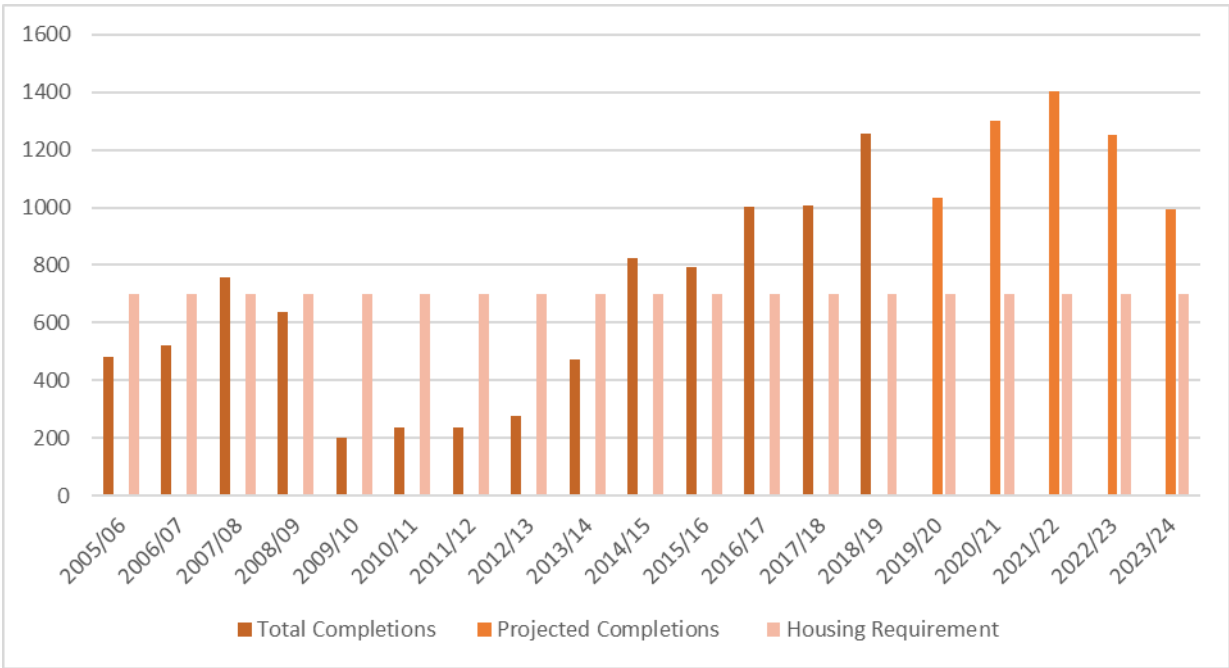
*** 2019/20 Combined Q1 and Q2 only**

**** Total of market and affordable dwellings**

Graph 1 – Projected Housing Trend

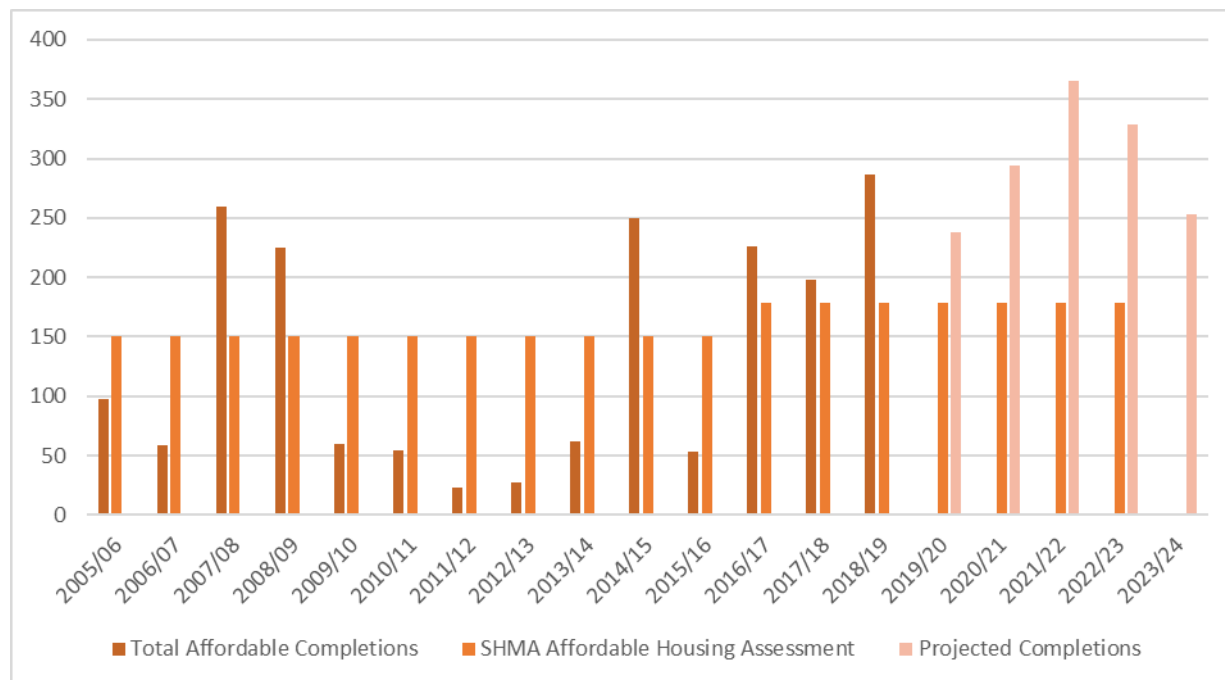
This provides a summary of the April 2019 housing trajectory for the period 2019/20 to 2023/24. The projected completions are based on the April 2019 Housing Site Schedule (table 3) where phasing information is obtained from developers of major development sites to gauge delivery timescales. The delivery of smaller sites is estimated and based on approval and commencement dates.

Estimated Housing Trend in Chelmsford



Graph 2 – Affordable Housing Completions

This shows the number of affordable housing completions between 1 April 2005 and 31 March 2019. Projected completions are provided for 2019/20 to 2023/24.



OVERVIEW AND SCRUTINY COMMITTEE

13th January 2020

AGENDA ITEM 8

Subject:	MID YEAR BUDGET REVIEW
Report by:	DIRECTOR OF FINANCE

Enquiries contact: Phil Reeves, Accountancy Services Manager, 01245 606562, phil.reeves@chelmsford.gov.uk

Purpose

The purpose of this report is to provide a comparison of financial activity against the approved budgets which will enable the committee to consider if there are any matters that require further review.

Recommendation

That the committee examine the financial variances and actions identified to consider if further review or discussion of any matter is required.

Corporate Implications

Legal:	None
Financial:	None
Potential impact on climate change and the environment:	
Contribution toward achieving a net zero carbon position by 2030:	
Personnel:	None
Risk Management:	None
Equalities and Diversity:	None
Health and Safety:	None
IT:	None
Other:	None

Consultees:	Chair and Vice-Chair of the Overview and Scrutiny Committee
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Policies and Strategies

Not applicable

1. Introduction

- 1.1 The Council undertakes regular monitoring of expenditure and income against the approved budgets.
- 1.2 The financial monitoring is informally during the year reported to Directors and Cabinet members on a regular basis and more formally to Cabinet in November with a financial year end report made to Audit Committee in June. As a new practice it is proposed to annually every November report the financial monitoring to Overview & Scrutiny Committee. Due to the election however the report has been delayed until January.
- 1.3 Officers will provide at the Overview and Scrutiny meeting further background on the monitoring process.

2. Financial Monitoring

- 2.1 Attached are:
 - Revenue Monitoring 2019/20 report made to Cabinet in November, agenda item 6.3. This discusses the largest material under and overspends identified by officers. It then provides commentary on the causes and actions being undertaken. Cabinet after reviewing the report did not recommend any further actions beyond those identified in the report.
 - Capital Programme Monitoring and Update agenda item 6.4 of November 2019 Cabinet. This report identifies for each capital scheme or replacement programme item any projected under or overspend as measured against the approved budget. The report gives details of any actions being undertaken as result of a budget variance or if approval for additional funding was being sought.

3. Conclusion

- 3.1 The report provides a summary of the finances of the Council at November 2019.
- 3.2 Members can consider the report and identify if any further investigation is required or note the report's content.

List of Appendices

Appendix 1 -Revenue Monitoring 2019/20 report made to Cabinet in November, agenda item 6.3.

Appendix 2 - Capital Programme Monitoring and Update agenda item 6.4 of November 2019 Cabinet

Background Papers

Nil

CABINET
19th November 2019
AGENDA ITEM 6.3

Subject	Revenue Monitoring 2019/20
Report by	Cabinet Member for Fairer Chelmsford

Enquiries contact: Phil Reeves, Accountancy Services Manager
(phil.reeves@chelmsford.gov.uk, 01245 606562)

Purpose

To compare the latest budget forecast by Directors as at November with the Original budget for 2019/20 and inform members of any actions resulting from the projected variations.

Options

1. Accept the report
2. Recommend changes to the service budgets or to the actions identified

Recommendation(s)

1. It is recommended that the report be noted.

Corporate Implications

Legal:	None
Financial:	The report identifies the financial implications of the Council's projected spending plans
Personnel:	None
Risk Management:	As identified in the report
Equalities and Diversity: (For new or revised policies or procedures has an equalities impact assessment been carried out? Y/N)	None
Health and Safety:	None

IT:	None
Other:	None

Consultees	
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Policies and Strategies
Medium Term Financial Strategy

1. Background

- 1.1 The Council has a long-established process of preparing formal monitoring reports comparing its forecast expenditure and income with the approved estimate and reporting these to Management Team on a regular basis. These reports are also supplied to all Cabinet Members. The reports enable each Cabinet Member to view their areas of responsibility and to gain explanations of any variances from their Directors.
- 1.2 For the period 2019/20 a new process and format of report has been introduced, which forms the basis of this report to Cabinet. Broadly the new format and approach is:
 - Cabinet will receive a high-level report in November which will project the expected level of expenditure and income by the Council for the year ending the 31st March 2020. This replaces the production of a Mid-Year Budget report, which effectively reset the budget each year.
 - The removal of the Mid-Year Budget will provide greater transparency as comparison to the original budget (after allowing for supplementary estimates, see par 2.2) will be maintained throughout the year.
 - Cabinet will be provided in the report with actions relating to each of the material variations. Cabinet is not being asked to approve budget changes but consider the actions relating to the budget variance which for instance could include changes to service provision.
 - The new report is intended to be at a Strategic/higher level so Directors, Cabinet Members and Members are shown the key large variations on which they may need or wish to act. More detailed information is produced for service managers.
- 1.3 The outturn projections are identified by Accountancy Services and Service Managers. The size and complexity of Council operations means there will always be a forecasting error, but the overall financial position should be expected to be in-line with the trend shown in the forecast.
- 1.4 During 2020 a new Financial System will be implemented and a review of the financial information currently produced will take place with the aim of improving, accuracy, presentation and cost of production.

2. Revenue Monitoring

- 2.1 **Appendix 1** contains the new high level and action-based Revenue Monitoring report. A brief overview is:
 - Page 5, contains a diagram identifying whether the services' budgets are over or underspent. The current projection is £1.319m or 8.65% overspend.

- Page 6 & 7, is a list of key variations that make up the overspend. These pages show the amount and the cause of each variation. They also identify the actions which are recommended to manage each variation. For each affected service, action or variance, the report identifies associated risks. The key projected service variations are:

Narration of Approved Spend/Funding	+overspent /- under budget £000s
Recycling, Waste, Market and Street services	+95
Riverside income lower than budget due to later than planned opening	+236
Hylands House – income and expenditure	+132
Temporary Accommodation	+403
Software licences	+45
Riverside Utility Costs	+130
Empty Business Rates and costs associated with property disposals	+95
Other (1% of overall net service spend)	+183
Total Projected Variation	+1,319

- Page 8, contains details on Council budgets that are not managed by services but are central corporate costs or income. For each item, any variances, actions and risks are identified. The variations are:

Narration of Approved Spend/Funding	£000s
Interest Earnings -higher than expected	-158
Debt Repayment (MRP)	-200
Total Projected Variation	-358

- Page 9, contains an explanation in the use of reserves and an overall summary of the projection of revenue net expenditure outturn. Any overspend at year end will have to be funded from Reserves. An overall underspend would be transfer of additional funds into the Reserves at year end. The Council is projected to need to draw-down nearly £1m of reserves to fund the projected 2019/20 overspend. This follows an overspend in 2018/19 funded a unplanned use of General Balance.

2.2 The original budget includes several approvals under delegations, there being:

Narration of Approved Spend/Funding	£000s
Cultural Partnership Manager Re-grading	9
FIS System	110
Parks Safety Improvement works	28
Depot Supervisor re-gradings	22
Other	13
Total	182

- 2.3 The budget process for 2020/21 will need to include enough provision to reduce the risk of further overspends as Reserves are a finite resource which could be depleted should overspends continue.

3. Conclusion

- 3.1 This report sets out the key variances to the Original Budget at November. Points of note:

- There are several significant variances which result in a £0.961m projected unplanned use of Reserves for 2019/20.
- The level of overspends is manageable but cannot continue long term due to its impact of reducing Reserves. The 2020/21 budget is likely to require increases in expenditure estimates for Refuse, Recycling and Housing, though actions will be undertaken to minimise those increases. The 2020/21 budget will contain additional actions to reduce the risk of future overspends.
- A post opening financial review of Riverside will be undertaken in March 2020.

List of Appendices

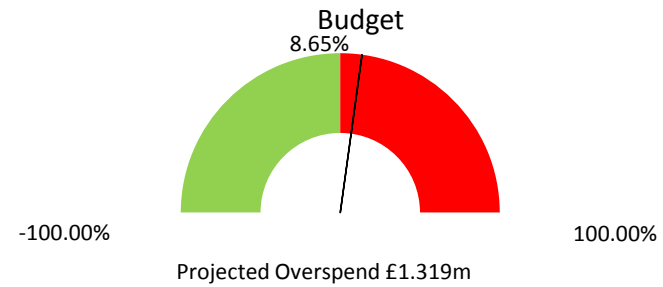
Appendix 1 – Revenue Monitoring November 2019

Background Papers

Nil.

Chelmsford City Council Forecast Revenue Position for 2019/20

FORECAST Year End Council Service Net Expenditure Variance Compared to Service Expenditure Annual

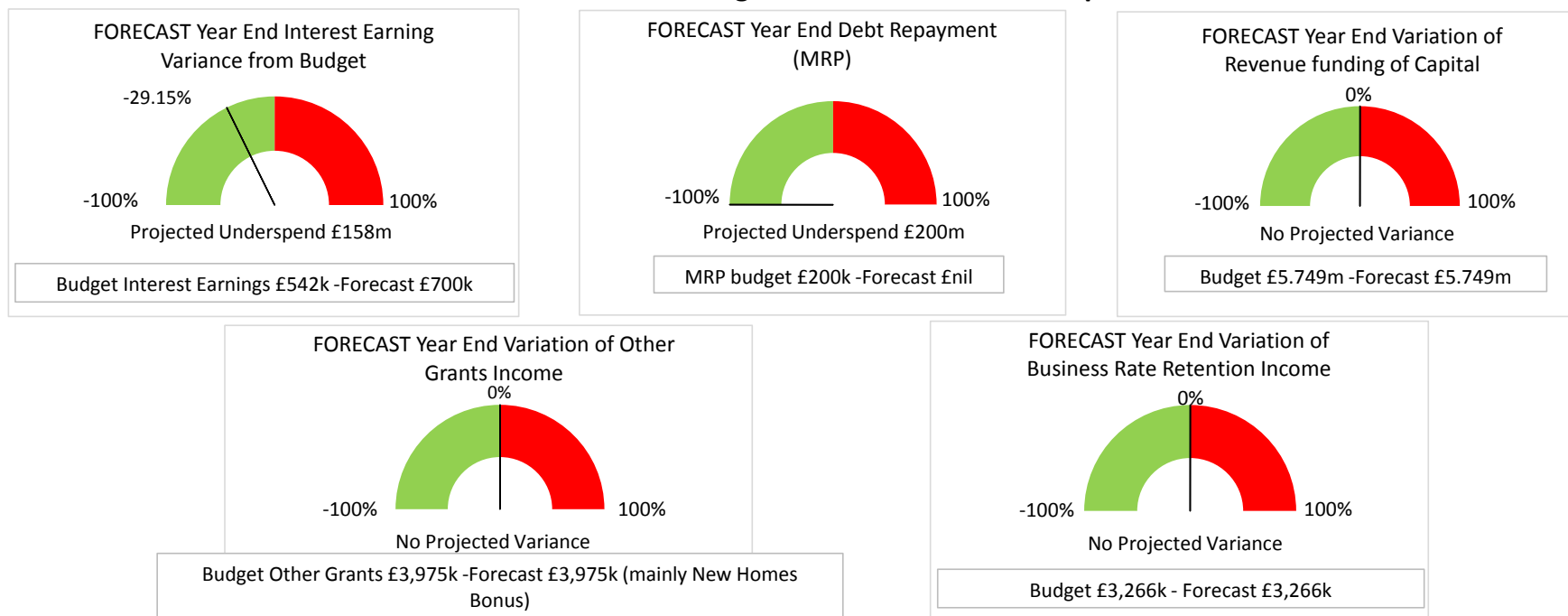


Overall Budget £15.2m. Please see comments on the next page

Note	Key Variations	Actions	Risks
1)	£95k over budget on Recycling, Waste, Market & Street Services - this includes a one-off underspend of £115k due to temporary changes in waste transfer arrangements which has been funded by Essex County Council and a one-off loss of income at the Indoor Market during the refurbishment works. This has been exacerbated by three kiosks being vacated [not linked to the refurbishment]. There have also been additional costs for clinical waste collection due to increasing demand	Income from the Indoor Market is expected to recover to previous levels as the fall was largely due to reduced trading, and therefore income from stall rental, as the halls were being refurbished. There is interest in the vacant kiosks from new traders and it is expected that these will be re-let once refurbished. The collection of clinical waste will remain a cost pressure unless demand moderates. The only alternative would be to introduce a charge to partly or wholly cover collection and disposal costs	Significant housing growth is putting pressure on recycling and waste collections and has now reached the point where additional capacity is needed. Route optimisation to accommodate some of this service growth has been undertaken with widespread changes to the collection rounds being implemented at the end of October. This will help mitigate some of the additional costs but additional funding will need to be provided in next years budget. The risk is that the newly optimised collections rounds do not realise the full expected reduction in collection costs
2)	Reduced Income at Riverside Leisure Centre of £236k due to opening in June compared to a budget based on an April opening	Current performance suggests that income will meet the expected levels in a full year of operation. A review of performance is scheduled to take place in January 2020, 6 months after opening	Income targets are not achieved on a ongoing basis
3)	The original budget for Hylands income in 2018/19 was an ambitious £1,097k with an actual final position of £957k achieved. For 2019/20 the original budget was increased further to £1,207k which is unrealistic , leading to the income being £132k under budget	Costs and income have been reviewed and actions have been put in place to ensure that projected income growth is realistic. Allowance to be made for this in 2020/21 budget	
4)	A £403k overspend is projected due to the cost and demand pressures for Temporary Accommodation and the resultant effect on Temporary Accommodation Subsidy Loss i.e. the difference between the Housing Benefit paid out and the level of funding received from Government.	Significant work is being undertaken in this area, following on from the restructure of the Housing Service. There are three areas of focus; prevention of homelessness, review of costs and supply of the different forms of temporary accommodation (including review of management contracts) and increasing the supply of affordable, sustainable accommodation. Two working groups have been set up by the Chelmsford Policy Board to look at a refresh of the Homelessness and Rough Sleeping Strategy and to explore the provision of additional Affordable Housing.	Demand continues to rise, causing overall costs to increase. Insufficient supply of suitable and sustainable accommodation results in increased length of stay/rising numbers remaining in Temporary Accommodation.
5)	A £45k overspend due to Software Licence variations	Licence budgets are being reviewed as part of zero based budget approach (a total rebuild of the budget) for Digital Services for 2020/21	Changes to the phasing of the programme will inevitably have an impact on the budget.

6)	£130k over budget on Riverside energy and utility costs	£56k relates to a one-off payment for unbilled usage from 2018/19. Electricity projected higher due to the new and old centre operating simultaneously and the CHP unit requiring a period of time to secure optimum efficiency. Work with the design consultants is taking place for the first 12 months of operation to maximise operational efficiency.	One-off overspends are ongoing
7)	£95k Empty Business Rates and costs associated with property disposals, mostly Lockside	The disposals are taking place and these variations reflect the difficulty of setting budgets for incidental costs associated with property disposals	These costs are one off
8)	£83k over budget on additional Riverside operational staff (mainly cleaners and lifeguards)	A review of operational staffing requirements for the new building is underway but will not be completed until March 2020 to assess usage patterns during peak winter months.	

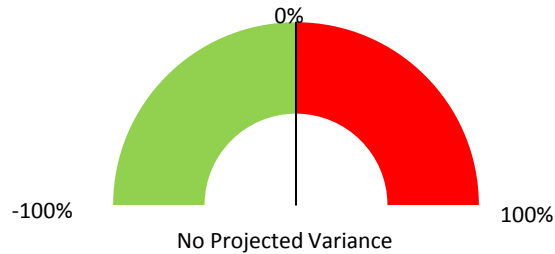
Other General Fund Budget Items of Income and Expenditure



Note	Key Variations	Actions	Risks
1)	Interest Earnings - The current forecast is for £158k of additional income is due to higher than forecast cash balances and rising interest rates.	Review cash holdings and Treasury management strategy	Increased capital expenditure above the existing budget would reduce income
2)	Minimum Revenue Provision - this is a provision that the Council is required to make to repay borrowing (internal or external). The Council only has to make the provision the year after an asset becomes operational. The Director of Finance has identified assets to borrow against that would require a MRP charges starting in 2020/21, so a saving in 2019/20.	A review of the capital programme will take place as part of the 2020/21 budget process and a new forecast of MRP costs will be made.	
3)	No projected variance for Business Rate Retention	Essex wide monitoring of projected Business Rate income will become available in the Autumn. Income of £2.8m has been transferred into Business Rate Timing reserve. As the income becomes more certain, the transfer to Business rate timing reserve will hopefully become less and more funding can be released to support expenditure.	Business Rate income is difficult to predict and though the Council benefits from being in an Essex wide pool, this also increases volatility/risk.

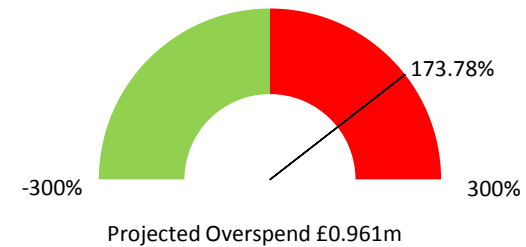
Use of Reserves

FORECAST Year End Variation of Use of Earmarked reserves



The budget for contributions to earmarked reserves is £3.38m. This is predominantly a contribution of uncertain business rate income. There are additional net movements for pensions and capital.

FORECAST Year End Variation of Use of General balance (reserve)



The budget use of the General Balance is £0.55m, however the projected overspend results in a forecast total use of £1.51m in 2019/20

SUMMARY

The Council budget for 2019/20 is forecast to be overspent by £0.961m (the additional use of the General Fund Balance). This is a decrease of £143k since the last forecast. Current indications suggest that some (£528k) is one-off savings and income which will not re-occur in 2020/21. This indicates that there is a potential ongoing budget deficit of £1.5m so action will need to be taken to review any ongoing impact.

A positive scenario is that Business Rate Retention income is achieved and can be released to support expenditure/reduce reliance on the General balance.

The total projection of £0.961m use of the General Fund Balance represents 16% of the total unearmarked reserves available to the Council. This is not sustainable over the medium term, hence the actions identified in the report, which should reduce the drawdown on the general reserves going forward.

CABINET
19th November 2019

AGENDA ITEM No.6.4

Subject:	CAPITAL PROGRAMME MONITORING AND UPDATE
Report by:	Cabinet Member for Fairer Chelmsford

Enquiries contact: Phil Reeves Tel: (01245) 606562
Email phil.reeves@chelmsford.gov.uk

Purpose

- a) To report the capital monitoring position.
- b) To update the approved Capital Schemes for variations in cost which have been identified to date.
- c) To update the approved Asset Replacement Programme for 2019/20 and 2020/21 for variations in cost and timing which have been identified to date.
- d) To approve additional budgets for new schemes identified to date.

Options

To either accept or reject the recommendations.

Recommendation(s)

That the Cabinet approves the following:

- (a) the proposed increase in scheme costs, £306k for Capital Schemes, shown in **Appendix 1** and detailed in paragraph 6.3 of this report;
- (b) the proposed Asset Replacement Programme for 2019/20, the increase in scheme costs £79k, the proposed new schemes £18k and the rephasing of spend from 2019/20, £262k as shown in **Appendix 3** and detailed in paragraph 7.3 of this report.

Corporate Implications	
Legal:	None
Financial:	To be incorporated in the closure of accounts
Human Resources:	None
Risk Management:	Interest earnings understated and budget reductions made when not necessary. Damage to reputation
Equalities and Diversity:	None
Health and Safety:	None
IT:	None
Other:	None

Consultees:	All directors and cost centre managers
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Policies and Strategies
The report takes into account the following policies and strategies of the Council:
Capital and Investment Strategy 2019/20

1 Background

The Council has a long-established process of preparing formal monitoring reports comparing its forecast expenditure and income with the approved estimate and reporting these to Management Team. These reports are also supplied to Cabinet Members.

2 Introduction

There are two types of expenditure; capital and revenue.

Capital Expenditure relates to the acquisition or enhancement of assets which have a useful life, in excess of 12 months, are charged to the Council's balance sheet and shown as fixed assets (a fixed asset being an item that can be in use for more than one year). To be an enhancement the expenditure on the asset must either lengthen substantially the useful life of the asset, increase substantially the open market value or increase substantially the extent to which the Council can use the asset.

Revenue costs are ongoing. They are incurred to run an asset or to provide a service.

3 Capital Programme

The capital programme is split between larger schemes (works, improvements and refurbishments) and an asset replacement programme.

Services submit bids annually for schemes to be added to the capital programme. The schemes should add value to the organisation, provide revenue savings or additional income, move forward the Corporate Plan objectives or have statutory health and safety implications.

The asset replacement programme is required to maintain the existing level of service delivery by ensuring there is provision to replace items of equipment and vehicles on a regular basis. Approval of individual items is on an annual basis.

4 Capital Reporting

A 'Capital Programme Update' report is taken to Cabinet/Council in January/February and a 'Capital Programme Update and Outturn' report is taken to Cabinet/Council in June/July each year. Additional reports may be taken to Cabinet as required throughout the year. Reports are also taken to Audit and Overview and Scrutiny Committees during the year.

It is important to closely monitor capital expenditure as this allows judgements to be made on the Council's cash investments and internal/external borrowing costs. If a large scheme is likely to be delayed this will provide an opportunity to invest the money until it is required, therefore increasing interest earnings or delay the requirement to borrow when resources are low.

5 Methods of Approval

New schemes submitted by services are recommended by Cabinet in January and approved by Council in February each year.

During the year, approval can be sought for further schemes or extensions to existing ones, via supplementary approval or the use of urgency letters depending upon the level of expenditure required. An urgency letter authorises the Leader of the Council and Chief Executive to incur additional expenditure in extraordinary circumstances.

When schemes are approved, they are added to the capital programme and monitored throughout the year.

The budgets shown in this report were approved at the July Council and also include any additional schemes or increased scheme costs approved since that date by delegation.

6 Capital Schemes (Appendix 1)

6.1 Monitoring Against Latest Approved Budget - Council July 2019

Appendix 1, Table 1 gives the overall capital spend information as at the end of September 2019 and provides the latest forecast expenditure for the ongoing scheme costs, £79.635m. It identifies the variances in total individual scheme costs as a net increase of £306k. Approval is required for those ongoing schemes where there is an increase in budget forecast.

6.2 **Appendix 1, Table 1** details the new schemes approved since the last report made to Council in July 2019. It also shows where existing schemes have had increases to their approved budgets.

Table 2 of Appendix 1 shows there has been £494k approved for 10 new schemes. Of the £494k approved for new schemes, £491k has been funded from either Community Infrastructure Levy (CIL), grants or third party contributions.

It also shows a net additional £859k approved for variations in costs to existing schemes. This variation, is due to the following additional costs being approved for existing schemes:-

£834k additional grant payment to ECC for Beaulieu Sports Centre
£10k for the Museum Oaklands Park External Works and Signage
£15k for the construction of the bridge in Bellmead.

All of the additional £859k has been funded from S106 contributions.

6.3 Following these approved variations, **Appendix 1 Table 1** shows that there is an additional net unfavourable variation, an increase of £306k or 0.4%, currently forecast against the approved capital scheme costs.

The table overpage provides a summary of the net £306k variation.

Approved Budget	£79.329m
Proposed Increases in Scheme Costs Require Approval – see Appendix 1 scheme numbers 1, 6, 25, 28	£0.234m
Transfer from Revenue to Capital Requires Approval - this is a change in accounting presentation and was previously shown in revenue – scheme number 47	£0.042m
Proposed New Scheme Requires Approval – See Appendix 1 Scheme number 11 - Refurbishment Bancrofts Road Offices. It is forecast that following refurbishment the rental from the office space will be £15k per annum	£0.030m
Total Proposed Budget	£79.635m

- 6.4 **Appendix 2** provides narratives for those variances in excess of £25k, against the Latest Approved Budget.

Progress Report for Those Areas of Risk Previously Identified and Reported

The schemes shown below were previously identified as areas where either costs may change or completion dates would not be achieved. Latest updates are shown in **bold**. Previously reported information on risks are shown in *italics* underneath with the oldest shown first.

6.4.1 **Flood Alleviation Scheme –**

Update – The flood alleviation scheme at Margaretting is an Environment Agency led scheme to which the City Council originally agreed, in 2010, to make a substantial contribution toward the construction cost from the Growth Fund grant received from Government. This was on the grounds that the scheme, which was part of a wider package of works, would reduce the flood risk to some 548 residential and 235 commercial properties in the urban area of Chelmsford.

As can be seen in the commentary below the scheme has been subject to prolonged delays. The latest delay is due to the EA not yet producing a revised business case for the scheme that reflects the changes since it was originally agreed, which is needed for the EA’s internal approval processes. Given the apparent inability of the EA, for a variety of reasons, to deliver this scheme over the last 9 years and with no certainty that they will do so in the near future, the justification for retaining a financial contribution to the scheme in the capital programme is now, perhaps, questionable. It is suggested that the EA be advised that unless definite progress has been made to implement this or a similar scheme by June 2020 that a formal project review be undertaken to consider the City Council’s continued commitment to making a financial contribution to this scheme.

Previously Reported History

“This scheme has been delayed whilst the Environment Agency secures the necessary land access to allow the main construction works to take place. Once this is satisfactorily resolved, the construction works associated with the Flood Alleviation Scheme are scheduled for implementation in 2015”.

“This scheme has been further delayed due to legal issues and is very unlikely to be completed until 2016/17.”

“Although the results of the court case between the EA and a third party was upheld in favour of the EA there is still no confirmed dates for the delivery of this scheme.”

“Advised by project manager that the works will not be carried out until 2017/18.”

“No change as still awaiting the outcome of the appeal court hearing. The spend has been rephased to 2018/19.”

“Project manager has advised that the EA have estimated a start date for the scheme as September 2019. The budget for the scheme has been split across the financial years 2019/20 and 2020/21. As the start date is only an estimate there is the potential for this scheme to be further delayed”.

“The EA are refreshing the business case, this is due by February 2019. Assuming this confirms the scheme is still viable, then the construction could start in 2019/20 and complete in 2020/21.”

“The Environment Agency (EA) is reviewing the flood modelling and business case for the scheme and will conclude this work by the end of the calendar year. As the business case has been delayed there is further risk that the scheme would not complete in 2020/21.”

6.4.2 Riverside Ice and Leisure Centre Scheme and Demolition For Future Development Site

Riverside re-opened to the public on Monday 10th June 2019 as predicted in the previous update. The final phase of works is now underway. This involves the demolition of the former pools complex, squash courts, plant room and associated structures; site drainage works, reinstatement works to the existing ice rink and sports hall building that was attached to the now demolished buildings and the construction of a 'service yard'. As part of these works, the site will also be 'made ready' for potential redevelopment.

As has been the pattern with this complex project this phase of works has not been without challenges; in particular, agreeing and implementing a drainage solution with the flood authority and dealing with the level of asbestos contamination throughout the demolition site, which has proved to be extensive. The contractor is currently projecting a final completion date of 9th March 2020, which would be a delay from the previously advised completion date of 27th January 2020.

As regards to project costs, settlement of the final account for the main building contract is in the early stages of negotiations and it is not possible at this point to give a definitive final scheme cost, but any variance should be less than 1% compared to the currently approved budget. Based on the information available the scheme is currently forecast to be overbudget by £200k and this additional budget request is included within the figures in this report. There is a risk that this figure may change as the negotiations have not been concluded

One of the planning conditions imposed on the Riverside re-development requires a 'comprehensive re-cladding of the existing ice rink and sports hall structure' that has been retained. Implementing this recladding scheme is not possible until the demolition of the former pool halls and associated buildings are complete. For this reason this work has not been included in the main building contract and, most likely, will be installed by a specialist contractor post completion – the planning condition suggests within 12 months. As yet the final design of this cladding has not been agreed and funding for this work will be requested once the scope of the scheme and costs have been agreed.

Previously Reported History

"The scheme costs and timings are currently being reassessed and there is potential for some of this budget to be delayed until 2016/17 and uncertainty around the costs of the enabling phases of the scheme. A further report will be taken to Cabinet/Council."

"A report was taken to Cabinet on the 16th June 2016 which provided an update on current progress and agreed further resources and appropriate delegations to enable the project to progress in accordance with the agreed programme."

“A report was taken to Cabinet on the 18th October 2016 which provided an update on the current progress and agreed further resources and delegations to enable the appointment of the main contractor.”

“A report was taken to Cabinet April 2017 which approved up to £1m to be used for early orders and early works to enable the scheme to complete on time. A further report is being prepared for Council in July 2017.”

“A further £500k was approved via urgency in June 2017 for further early orders and early works to enable the scheme to complete on time. This had to be agreed before the report was taken to Council in July. The July Council report approved an overall scheme cost of £35.216m and provided for delegation to the Director of Community Services, Director of Financial Services in conjunction with their relevant Cabinet Members to progress the scheme and award the main contract. A further update report was taken to Council in December 2017 providing an update on progress and approved budget for the scheme”.

“An additional £250k was approved by Council in February 2018 for the café fit out. This was approved to hopefully attract more businesses to submit tenders for the operation of the café, as the lack of capital investment was considered to be a barrier, resulting in an improved financial return for the Council.”

“Currently, for the contracted works, there has been an agreed extension of time granted of 3 weeks. Due to the scale and nature of the Riverside site there is the risk that there may be further delays and increases in cost”.

“Currently there has been an agreed extension of time granted for the contracted works of 3 weeks 4 days. However, the contractor has applied for a further extension of time, part of which is likely to be allowable under the terms of the contract. It is also anticipated that additional costs will be claimed by the contractor in respect of groundworks, asbestos removal, steelwork and cladding, a significant proportion of which may be valid. Negotiations over these claims are ongoing so a likely final scheme cost cannot, as yet, be given. However, additional budget provision in the order of £4m or 11%, will probably need to be allowed for. Once these additional costs are more clearly quantified, they will be subject to Cabinet and full Council approval alongside the budget setting process, in January and February 2019.”

“At Council in February 2019 an additional £4.5m was approved to be added to the budget for the Riverside Project. Since this date, negotiations have taken place with the main contractor to agree a guaranteed completion date and this was embodied in a deed of variation to the contract setting out the parameters for the completion of works. It is anticipated that the works will now be completed within the approved budget. The Centre is due to re-open to the public on Monday 10th June 2019.”

6.4.3 Public Realm Mill Yard

Update -The final account position has still not been agreed but should not go over the £4.325m figure in the budget. CCC are pressing the City Council’s Employers Agent to get this closed out as soon as possible, and it is anticipated that it will be finalised in about a month.

Previously Reported History

“This scheme is being funded by a LEP grant. Currently there are no signed agreements by the parties involved which will enable this scheme to progress and there are date restrictions for the use of the grant. There is a risk that if this scheme does not progress that the cost of the design works would fall to CCC to be funded by S106 rather than the LEP.”

“The funding agreement is still being negotiated with ECC as South East Local Enterprise Agency (SELEP) Accountable body. A clause in the agreement will provide certainty to CCC that there will be no repayment of LEP grant should the scheme terminate. The final designs, budget and works programme are still all to be confirmed”.

“The funding agreement has been completed and signed and £3m LEP funding has been secured. There are conditions attached to this grant one of which is a completion date of the works covered by the grant of the 31st March 2018. Additional funding of the scheme has been secured, S106 £800k and CIL £400k. Once approved this will increase the budget for Mill Yard to £4.3m. A works agreement needs to be in place before the construction commences and the tenders are currently being evaluated for the construction costs of the scheme”.

“The works agreement is now in place, the tenders have been evaluated and an order has been raised for the main contract works. The approved budget available for the scheme is £4.3m. There is a risk that this scheme may not complete by the 31st March 2018.”

“The scheme is now scheduled to complete August 2018. The extended period of work has led to an increased cost but this is still within the approved budget”.

“The project is nearing completion and should be completed in December 2018. The delays have been as a result of the complexity of the project alongside and within the context of a busy rail station environment. The project will be delivered within the approved budget.”

“Practical completion of the scheme was the 4th April 2019. The cost of the scheme is reported as £25k over budget due to a higher than estimated forecast of costs submitted by the contractor. Following practical completion, the contractors have 3 calendar months to submit their final account to the City Council. The City Council’s Employers Agent will review the final account submitted by the contractor and provide advice to the Council as to the legitimacy of any claims over and above the contract sum. It is hoped that the final account will be settled at a lower figure.”

6.4.4 **Museum HLF Improvements**

Update – The Museum redisplays opened to the public on the 20th July, and some 30,000 people visited over the summer holidays. Current figures suggest a threefold increase over previous figures, although an initial surge of visitor interest is to be expected. The business plan prediction was for an increase for 60,000 visitors per year to 85,000; at present, a figure of 100,000 seems likely. Feedback has been extremely positive.

The two main contracts for the building works and the museum fit out have both been completed, although both are still subject to retentions, and some limited snagging remains on the building works.

The museum focus has shifted to the Lottery Activity Plan which is in operation until January 2021, delivering activities and events designed to bring in and embed new audiences. Quarterly reports to the National Lottery Heritage Fund continue to be made; the final grant claim will not be made until the end of the project.

Previously Reported History

“This scheme was approved by Council in February 2017 and was dependent upon a grant being received from the Heritage Lottery Fund. The outcome of the grant application will not be known until the end of June 2017. Should the application for the grant be unsuccessful a further review will be required to ascertain which works will still need to be carried out in order to keep the museum operational”.

“The HLF bid was successful and a further report was taken to Cabinet in September to authorise the delegation of the appointment of the contractors to the Director of Community Services after consultation with the Museum Board”.

“This scheme is progressing and the contract for the works was awarded in April 2018. The café operator procurement process is underway and is due to be awarded at the end of October 2018”.

“The contract for the museum displays is still to be tendered. This delay is due to changes which have been made to the designs, late improvements to the digital offer (at the request of the HLF) and a review to ensure the most effective procurement process is used. It is hoped that this will be tendered by the middle of June 2018”.

“The scheme is still forecast to be within budget (with a contingency still remaining). However, until display tenders are received, there remains a risk with the cost. Progress is actively monitored by the Museum Project Board”.

The café is on schedule to be ready for a soft public launch at the end of February 2019. However, the museum displays will not be completed on time and the opening is now scheduled for May 2019”.

“Since the last update the café procurement process has been completed and officers are in the process of awarding the contract to the preferred supplier. The café is on schedule to be ready for a soft launch opening by the end of February 2019. The main contract building works will be completed by the end of November 2018.”

“The contract for the museum displays has also been tendered and the procurement process complete with the contract being award to The Hub. Value engineering was required to meet the new budget estimate for the works. This was met, although did not allow for a contingency, which would be deemed sensible to include for these works. An additional £55k contingency has been included. Officers are currently working at a detailed level with the contractor to determine their programme of works, along with understanding the detailed requirement of the work of the curatorial team who will be repopulating the new galleries with objects from the museum collection. It is anticipated that there will be a combination of soft launch opening, invite only openings, and a grand opening in June/July 2019. The scheme is currently forecast as £100k or 5% over budget. This forecast includes a £55k contingency which may not be required. It should be noted that additional requirements not costed in the original specification, are included within the forecast for the displays.”

“The project is moving into its final phase, ready for an opening to the public on 20th July 2019. Most of the snagging by the major sub-contractors has been completed, and the Council curators are now installing objects in the new display cases. The final account with the main building contractor is still being negotiated. A number of variations to the display contract have been approved by the Director and Portfolio Holder with funding coming from the approved contingency. Although the museum reopens this summer the whole project includes a 3 year activity plan and employment of an Activity & Outreach Officer so that the whole project does not complete until January 2021.”

6.4.5 Community Flood Improvements

Update – The tender is currently being prepared with the expectation that the contract will be awarded this financial year.

Previously Reported History

“There is uncertainty in relation to when these works will be completed as progression of the works is outside the control of CCC. The works are to a community soak away located at Telford Place and Chinery Close”

“The Project Officer has confirmed that most of the legal issues have now been resolved and the works should complete in 2018/19”.

“It is anticipated that the tender will be issued this financial year, but completion of the works may not be until 2019/20.”

“This scheme has been further delayed as residents still need to sign the easement for the works. Once this happens the tender process will start, and it is anticipated that the works will be completed during Autumn/Winter 2019. If this project is further delayed there is a risk that the funding may have to be returned to Essex County Council.”

6.4.6 CIL Grant Sutherland Lodge Refurbishment

Update - CCC are expecting the business case for this from NHS England before Christmas. Members may want to review the proposal due to the large sum, but assuming it still has support, the funding could be transferred by the end of 2019/20.

Previously Reported History

“A meeting is being requested with NHS England. Currently the Council has assumed the grant is still being awarded for the project”.

“NHS England has confirmed that investment in this surgery remains a priority for them. They are developing the project design further, before requesting the draw-down of this funding from the City Council.”

“NHS England is in the process of preparing the full business, project programme and works contract/costs in relation to the surgery improvements and this is estimated to be concluded later in 2019. Once received and reviewed, and provided that it is acceptable to the City Council, a funding agreement will be put in place.”

6.4.7 Additional areas of Risk Identified

No additional areas of risk have been identified.

7 Asset Replacement Programme (Appendix 3)

- 7.1 The Asset Replacement Programme, although forecast over a number of years, is only approved on an annual basis at February Council. Due to the long delivery lead in times for some of the more specialist vehicles and equipment, a decision may be taken to approve certain budgets earlier in the process to allow for orders to be raised.

- 7.2 **Appendix 3, Table 1** details asset replacements included since the last report made to Council in July 2019, £143k. This includes £49k for various CIL funded CCTV schemes, £15k for accessible play equipment in Andrews Park, funded by Essex County Council (ECC) Shortbreaks, and £79k for additional CCTV procurement on behalf of Maldon District Council.

7.3 Monitoring Against Latest Approved Budgets

Appendix 3 shows that the proposed budget for 2019/20 asset replacements is £4.178m compared to the approved budget of £4.400m. This is a net reduction of £222k, or 5%. The table below provides a summary.

Approved Budget 2019/20	£4.400m
Proposed Change in scheme phasing from 2019/20 to 2020/21 Requires Approval – For detail see Appendix 3 2019/20 column 'Change in Scheme Phasing'	-£0.262m
Increases in Asset Replacement Cost – Require Approval see Appendix 3 lines 6, 7, 16, 27, 30, 31, 34, 35. See Appendix 4 for further detail.	£0.079m
Reduction in Asset Replacement Cost - See Appendix 3 line 38.	-£0.007m
Reduction in Asset Replacement budget – See Appendix 3 line 2 budget transferred to revenue. Also see Appendix 4 line 2 for further details	-£0.050m
New Replacement Item – see Appendix 3 Scheme number 13 - Print and Post Room Equipment. The existing assets have reached the end of life. Parts have become limited and suppliers cannot guarantee the repair of any faults, business critical item, high risk to service if not replaced.	£0.018m
Total Forecast Outturn 2019/20	£4.178m

7.4 **Appendix 3, Table 1 and 2** show that the forecast budget for 2020/21 asset replacements is £0.702m compared to the approved budget of £0.436m. This is a net increase of £0.266m and is mainly due to the asset replacements being delayed from 2019/20 until 2020/21 as shown in the table below. There will be additional replacements approved for 2020/21 at Council in February 2020.

Current Approved Budget 2020/21	£0.436m
Change in scheme phasing from 2019/20 – Requires Approval – see table above	£0.262m
Forecast Variation in Price - Requires approval	£0.004m
Total Current Proposed Budget 2020/21 (Full programme for 2020/21 will be approved at February Council)	£0.702m

7.5 **Appendix 4** provides narratives for those variances in excess of £25k for 2019/20 and 2020/21 against the Latest Approved Budget.

7.6 Approval is required for those replacements where there is an increase in budget.

7.7 Areas of Risk

The following asset replacements were previously identified as areas where either costs may change or completion dates would not be achieved. Updates are shown in **bold**. Previously reported information on risks are shown in *Italics* underneath with the oldest shown first.

2019/20 Asset Replacement Programme

7.7.1 **CCTV Replacement Equipment**

Update – The contract is with Legal Services and the tender process is expected to commence in November. If there are no further issues the scheme will complete this financial year.

Previously Reported History

“Due to the procurement exercise being undertaken there is a possibility that this may need to be rephased into 2016/17”.

“This risk still exists. There is also uncertainty in relation to the budget required and although this has been increased on the monitoring there is a possibility that this increase may not be required.”

“The budget has been increased to £301k and rephased to 2016/17”

“The Service Manager has reported that phase one of the works to the control centre have been completed and his intention is to complete the scheme by the 31st March 2017. Invitations to tender for the works are scheduled for January.”

“£97,000 of this budget has been rephased to 2017/18.”

“The cost has reduced by £36k and is now being reported as not completing until 2018/19. £26k of the underspend has been earmarked to fund an increased cost for replacement cameras forecast in 2018/19.”

“The service is still preparing the specification in order to go out to tender for the works. The tender will also include the CCTV replacements within the car parks. It is unlikely that any tender will be awarded before September 2018”.

“The Specification is still not completed. There will be a joint procurement with Maldon District Council and it is looking unlikely that these schemes will be completed this financial year.”

“The budget has been rephased to 2019/20 with the works scheduled to complete by the end of December 2019. The specification is currently with legal and it is anticipated the tender process will commence in July 2019.”

7.7.2 **Mandatory Disabled Facility Grants (DFG) and Healthy Home Loans (HHL)**

Update –Underspending of DFG budgets is a countywide issue, CCC are currently deploying extra resources including funding an Occupational Therapist and a Grants Case Officer in order to process as many applications as possible and maximise expenditure. The funding for these extra resources is from the DFG grant. The risk remains that the spend on DFG could be slightly lower than the forecast £600k budget, if this is the case there will be a further amount of under-utilised grant.

Previously Reported History

“A new initiative was agreed in February 2016 whereby an initial pot of £750k was set aside for Housing Standards initiatives which included these two schemes. This ‘pot’ is a one off sum and funding will be recycled back into it over future years from repayments and paybacks from Housing Standard initiatives. The initial pot will also be topped up each year by any grant funding received for DFG’s.”

“In 2016/17 and 2017/18 the amount of grant awarded to fund the DFG applications was in excess of the spend and CCC are currently holding £356k grant from prior years. For information ECC will need to give approval to use prior year grant allocations. For 2018/19 a grant of £900k has been awarded. This allocation is higher than the award made in previous years. Based on the service being unable to use the full grant in the previous two years there is a risk that an underspend against the grant may occur again. Discussions are underway with ECC as to how any underspend of the grant can be used for projects that assist people remaining independent in their own home rather than returning the unspent grant. CCC is currently working through a joint memorandum of understanding with ECC through which the DFG funding is allocated with the other Essex local authorities to broaden the application of the better care fund, to support, in particular, means by which people can have adaptations made to their homes more quickly to shorten their stay in hospital; provide improvements to their homes to reduce the risk of them being admitted to hospital and help with end of life care needs at home. This would not previously have been funded through the DFG”.

“The estimated end of year spend remains at £650k. The amount of grant awarded in 2018/19 to fund the DFG applications, £900k, will be in excess of the forecast spend. However, the memorandum of understanding between Essex Local Authorities and Essex County Council is proving successful and has allowed the Council to increase the variety of essential support to residents. CCC are reviewing new initiatives with local authorities across Essex which could be funded from the DFG if the grant conditions are met. If no new initiatives are introduced which can be funded from the DFG grant, then there is the risk that this budget may underspend.”

“The final outturn for 2018/19 was £546k and the unspent grant was £364k. The total unspent grant held since 2016/17 is £720k. Chelmsford has been awarded a grant of £971k for 2019/20 with a current forecast spend of £600k. The service is currently adopting a new discretionary policy which will add to the current Healthy Home Loans and it is their intention that funding from the DFG grant will be used towards these costs. Another restriction on the use of this grant is that any spend must meet the capital definition. The risk remains that the spend on DFG could be lower than the forecast £600k budget, if this is the case there will be a further amount of under-utilised grant.”

7.7.3 Vehicle Prices

Update – Service managers continue to review prices and variations are reported.

Previously Reported History

“Prices are continually reviewed and often the reviews result in an increase in acquisition price for the vehicles and plant required.”

7.7.4 Digital Services Replacement Programme

Update – There is still uncertainty in relation to whether costs will be capital or revenue and therefore the capital budget may be lower than currently forecast. The uncertainty is in relation to procurement decisions which will be made based on choosing the best option for the Council. For example, replacement printers are in the current capital forecast and this budget is based on an outright purchase of the printers. There are alternative options for service delivery such as a charge per click basis and this would result in a revenue cost rather than capital as the Council would not own the equipment.

Previously Reported History

“A Digital Transformation Programme was approved by Council in May 2017. The current proposed ICT replacement spend for 2018/19 will need to be constantly reviewed in line with this strategy.”

“There is still uncertainty around how the organisation will look moving forward, in relation to accommodation and home working and until this has been agreed it is difficult to predict the direction and level of spend required for future ICT replacements”.

“An additional £150k has been approved for mobile devices (laptops and tablets) as replacements for some staff as opposed to the usual desktop replacement. There may be a risk that some of the budgets in 2018/19 could be deferred to 2019/20 or may not be required, as a revenue option such as leasing might be preferred for the delivery of the service”

7.8 **Additional Areas of Risk Identified**

Electric Vehicles

The Council has made a commitment to ensure its vehicle fleet is all low emission. This can be achieved by 2024 within the current replacement programme. However, where ultra-low emission (generally electric) vehicles are introduced there will be a purchase price or lease cost premium. Whether this additional up-front cost can be recovered through lower running and maintenance costs will depend on the type of vehicle and nature of its use. A case by case evaluation will be needed for each vehicle that could be replaced with an ultra-low emission variant.

To minimise the risk of underspending, orders for Asset replacements have to be raised by the 6th December. This enables deliveries to be made by the 31st March 2020 and therefore be accounted for in the current financial year. Any unspent budgets following the December cut off date will be automatically rephased to the financial year 2020/21. These budgets will show as realignments in the January Cabinet report and reported as further underspends in year.

8 **Conclusion**

- 8.1 The Capital Schemes are forecast to spend £306k or 0.39% more than the latest approved budget. There are risks associated with this forecast detailed in section 6.4 of this report.
- 8.2 The 2019/20 Asset Replacement Schemes are forecast to be £222k or 5% less than the approved budget. The £262k variation, due to the realignment of budgets into 2020/21, is a favourable position for the Council as the spend has been delayed and therefore the commitment of capital resources.
- 8.3 The 2020/21 Asset Replacement Schemes are currently forecast as £702k. This is an increase of £266k against the approved budget. The majority of this increase is due to the realignment of budgets into 2020/21. The scheduled annual review for asset replacements in 2020/21 will be taken to Cabinet/Council in January/February 2020.
- 8.4 Cabinet is asked to approve the increased Capital Schemes costs, 306k, the increases to the Asset Replacements Budgets for 2019/20 £97k and 2020/21 £4k as detailed in this report. It is also asked to approve the realignment of existing budgets £262k from 2019/20 to 2020/21.

List of Appendices

Appendix 1 Capital Schemes - For each capital scheme, a comparison of the latest approved estimate with the Directors of Service forecast for the scheme.

Appendix 2 Capital Schemes Major Projected Variations Narratives.

Appendix 3 Asset Replacement Schemes for 2019/20, a comparison of the latest approved estimate with the Directors of Service forecast.
Also, Asset Replacement schemes for 2020/21, a comparison of the latest approved estimate against the Directors of Service Forecast.

Appendix 4 Asset Replacement Schemes Major Variations Narratives for 2019/20 and 2020/21

Background Papers

Nil.

		CAPITAL SCHEMES	VARIATION IN TOTAL CAPITAL SCHEME COSTS						
		TABLE I							
			Latest Approved Budget - Approved Council July 2019 and Additional New Schemes Approved Since that Date			Latest Forecast Budget - Additional Requires Approval			
Committed Spend to 25th October 2019			Original Approved Scheme Budget	Additional/ Reduced (-) Approved Budget	Latest Approved Budget	More/(Less) Than Approved Budgets	Proposed Budget	Scheme Scheduled to Complete on Time against Original Programme	Additional Budget Approval Narrative
£000s		SCHEME DESCRIPTION	£000s	£000s	£000s	£000s	£000s		
		Director of Connected Chelmsford							
2,074	1	Museum Heritage Lottery Fund (HLF) Works	1,990	96	2,086	2	2,088	Completed	Approved at Council February 2017. Scheme cost reviewed in line with HLF award and split of expenditure between capital and revenue has changed, therefore amount available as capital has reduced. Report taken to September 2017 Cabinet. Additional PM salaries approved July 2018 £29k. Latest forecast cost reported to Museum Project Board October 2018 includes £55k contingency. An additional £10k has been approved by delegation and funded by S106 for works required by the HLF.
	2	Museum Oaklands Park External Works and Signage	71	10	81		81	Yes	Supplementary estimate approved for new scheme 29/4/19. Additional estimate approved £10k September 2019 to be funded by S106.
		Director of Financial Services							
3,538	3	Acq. Land Wharf Road and Future Development	5,000	-664	4,336		4,336	In Negotiations	Approved Council July 2016.
1,068	4	Enabling Lockside Growth Area	450	4,050	4,500		4,500	In Negotiations	Report taken to Cabinet in March 2018 for £4.5m recommended to go on for Council approval. Urgency approval has been granted for £450k. Scheme approved by Council July 2018.
	5	Homelessness Initiatives - unallocated		567	567		567	Under Review	Unspent budget following the completion of the Modular Unit schemes
805	6	Investment for Future Development - Riverside Demolition	940		940	30	970	Under Review	Approved at Cabinet June 2018.
11	7	Acquisition of Land adjacent to Waveney Drive	11		11		11	Yes	Supplementary estimate approved March 2019
20	8	Galleywood Hall Development Industrial Units	1,200		1,200		1,200	Under Review	Approved at Council February 2019
	9	Bridge Repairs	300		300		300	Yes	Approved at Council February 2019
	10	Land Acquisition Cemetery/Crematorium	1,800		1,800		1,800	Under Review	Approved at Council February 2019
	11	Refurbishment Bancrofts Road Office				30	30	Unapproved	This scheme requires approval and is forecast to generate additional income of £15k per annum from rent.
		Director of Public Places							
39	12	Mayor's Parlour Refurbishment	49	-9	40		40	Completed	Approved supplementary estimate February 2018.
326	13	Coval Lane Window Replacement	250	100	350		350	Yes	£250k approved Council February 2019. Additional £100k approved at Cabinet July 2019.
158	14	Community Safety Partnership Hub	171		171		171	Completed	Approved supplementary estimate May 2018.
11	15	Community Flood Improvements	184		184		184	Under Review	Capital grant received to enable the works to be completed. The budget will be included for approval with the Capital report being taken to June Cabinet 2017. Scheme approved at June Cabinet and included in approved programme.

		TABLE I									
			Latest Approved Budget - Approved Council July 2019 and Additional New Schemes Approved Since that Date			Latest Forecast Budget - Additional Requires Approval					
Committed Spend to 25th October 2019			Original Approved Scheme Budget	Additional/ Reduced (-) Approved Budget	Latest Approved Budget	More/(Less) Than Approved Budgets	Proposed Budget		Scheme Scheduled to Complete on Time against Original Programme	Additional Budget Approval Narrative	
£000s		SCHEME DESCRIPTION	£000s	£000s	£000s	£000s	£000s				
18	16	Legionella Safety Works Showers and Changing Rooms Various	94		94	200	94		Yes	£94k approved Council February 2019	
	17	Hylands Park North Kiosk Toilet Refurbishment	60		60		60		Yes	£60k approved Council February 2019	
101	18	Hylands Estate Structural Work to Pleasure Garden Pond	147		147		147		Yes	£147k approved Council February 2019	
10	19	Hylands' Hanbury Memorial Garden	45		45		45	NEW	Yes	Approved via supplementary estimate 2/9/19 funded by a contribution from The Friends of Hylands House (FOHH)	
257	20	S106 Parks and Open Spaces	271	-8	263		263		Yes	Approved delegation S106 report taken to Council in July. Schemes fully funded by S106. £23k scheme removed as funding being used for 22 above. Additional budget approved for Bellmead Bridge, supplementary estimate approved for £15k September 2019 to be funded from S106 contribution.	
10	21	CIL Landscape Enhancement Scheme Chignal Road	11		11		11		Yes	CIL funding approved October 2018 Chignal Road Landscaping scheme approved February 2019 Council.	
	22	CIL Parks and Open Space	6		6		6	NEW	Yes	£6k CIL funding approved July 2019 for Coronation Park Basketball Court.	
	23	CIL Savernake Road Scout Hut Replacement Windows	4		4		4	NEW	Yes	Approved via delegation as per CIL report March 2019 £4k for windows, CCC owned building.	
492	24	Chelmsford Indoor Market Refurbishment	500	200	700		700		No	Approved supplementary estimate February 2018. Scheme design is still to be finalised. Additional supplementary estimate approved for £200k December 2018 in order to implement the preferred design with suspended ceiling.	
39,643	25	Riverside Ice and Leisure Centre Scheme	950	39,016	39,966		40,166		Completed	£700,000 approved Council July 2015. £60,000 budget vired to fund conversion of outdoor pool to car park. £180K approved April Cabinet for Project Manager and a further £945K approved June Cabinet for the design to RIBA stage 7. £400K approved at October 2016 Cabinet for early enabling works (main contractor). Additional £1m approved Cabinet April 2017 for early works. Additional early works required a further £500k, approved in June. £250k approved for Cafe fit out at Council February 2018. Full scheme cost excluding cafe approved at July 2018 Council as £35.216m. Additional £4.5m approved at February 2019 Council.	
39	26	Riverside Changing Places Grant - Sensory Equipment	55		55		55		Completed	ECC have awarded a £40k grant for installation of sensory equipment in the new pool facility. A £15k grant was received in 2017/18 and will be used to purchase dryside changing equipment.	
17	27	Riverside Changing Places Grant - Pool Pod	17		17		17	NEW	Completed	£17k Pool pod approved via supplementary estimate 12/7/19 with £14k funding from ECC Changing Places Grant	
35	28	Dovedales - Grant for Works	21	14	35		35		Completed	£21,000 approved via Supplementary estimate October 2017 for replacement sports hall floor 50% contribution. £24k approved at Council 2018 for grant towards replacing radiant heating. Cost of works reduced budget adjusted.	
34	29	Dovedales - Grant for Works 2019/20	32		32		34		Completed	Approved at Council February 2019 contribution towards new studio	
23	30	SWFLC Wet Changing Rooms Upgrade Phase 2	104		104	104		Yes	£104k approved at Council February 2019		
	31	CSAC Refurbishment of Changing Room	42		42	42		Yes	£42k approved at Council February 2019		
19	32	Hylands House Refurbishment First Floor Accommodation	174		174	174		Yes	£174k approved at Council February 2019 3 year programme for refurbishment		
		Director of Sustainable Communities									
1,667	33	Flood Alleviation Scheme	6,100	400	6,500	6,500		Under Review	Increased cost of scheme from EA now capped at £6.5 million approved Cabinet July 2013		

TABLE I									
		Latest Approved Budget - Approved Council July 2019 and Additional New Schemes Approved Since that Date			Latest Forecast Budget - Additional Requires Approval				
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£000s	SCHEME DESCRIPTION	£000s	£000s	£000s	£000s	£000s			
1,697	34 City Centre Public Realm Work - Half Moon Square	250	1,447	1,697	42	1,697	Completed	Additional budget £120,000 approved by Cabinet September 2014 to cover the cost of preliminary works. £1.2m approved at February Council for the works to Half Moon Square. Further £275,000 approved by Cabinet October 2015. The cost of these works are to be funded by S106. Project Manager still to provide details of final cost of scheme. There are still outstanding works to be completed. An additional budget was approved at July Council for £67k to be funded from S106. The scheme is complete.	
154	35 Public Realm Wayfinding Signs	50	104	154		154	Completed	£102,000 supplementary estimate approved April 2016. This additional cost will be funded by £52,000 ECC and £50,000 S106.	
18	36 Public Realm Wayfinding Signs Phase 2	310	-155	155		155	Unspecified	Approved at Council February 2018. Two year programme to go ahead only if funding is secured from ECC and CIL. CIL funding of £78k approved January 2019, funding not secured from ECC therefore scheme reduced.	
4,325	37 Public Realm Mill Yard Works	34	4,291	4,325		4,325	Completed	A budget of £101,000 was approved for the design of this scheme via Director of Sustainable Communities delegated authority. An additional £138,000 was approved via supplementary estimate December 2015. At February 2016 Council a further £2,661,000 was approved for this scheme to progress. This scheme will progress on the basis of no cost to CCC with the funding coming from LEP. An additional £900K was approved at Council February 2017. This increase is to be entirely funded from LEP and S106. There is also an additional £400k funding from CIL which has been approved by Council in July 2017 and £100K S106. This additional £500k funding spend has brought the budget for the scheme to £4.3m. This scheme was programmed to complete by the end of March 2018. The majority of the works are now complete but the site has not been handed back to Abellio Greater Anglia. The scheme is complete but negotiations are currently being undertaken with the contractor to agree the final cost of the works.	
	38 Public Realm Tindal Square Design	160		160		160	No	Approved at Council February 2018. The design works will not be completed until 2019/20.	
19	39 Public Realm City Centre Greening/Tree Planting	115		115		115	Yes	Approved at Council February 2018. Three year programme.	
54	40 HIF Bid Link Road design		250	250		250	Unspecified	Virement from 3 above sum allocated for HIF bid design works	
1,650	41 S106 Beaulieu Park Station	100	1,550	1,650		1,650	Unspecified	Scheme approved for £100,000 via Director of Sustainable Communities delegated authority. £1,550,000 approved at Council February 2016. The expenditure on this scheme will be funded by S106.	
708	42 S106 Beaulieu Park Station 2nd Phase	2,917		2,917		2,917	Unspecified	£2.917m approved at February Council 2018. The expenditure on this scheme will be funded by S106.	
67	43 S106 Public Art Mill Yard	70		70		70	Yes	£70k approved via delegation March 2018. Expenditure to be funded by S106.	
590	44 S106 Beaulieu Sports Facility	477	834	1,311		1,311	Unspecified	£477k approved by Cabinet in January 2019 with delegation to spend further S106 contributions when received. Additional contributions received and therefore added to approved budget.	
4	45 S106 Public Art Bond Street	44		44		44	Yes	Approved by delegation February 2019.	
3	46 S106 Stonebridge Illuminations	37		37		37	Yes	Approved by delegation April 2019.	
69	47 CIL REFCUS Schemes 18/19	69	41	110		152	Completed	Various schemes approved July 2018. Revenue Expenditure Funded by Capital Under Statute (REFCUS)	
33	48 CIL REFCUS Schemes 19/20	72	30	102		102	£30k NEW Yes	Scheme approved April 2019 £72k. Revenue Expenditure Funded by Capital Under Statute (REFCUS). NEW £30k various CIL schemes approved July 2019.	
	49 CIL Sutherland Lodge Refurbishment	525		525		525	Under Review	Approved Council July 2017.	
48	50 CIL North Avenue Youth Centre Grant	41	15	56		56	£15k NEW Yes	Approved CIL funding April 2018. NEW Additional £15k CIL funding approved July 2019.	

TABLE 1									
		Latest Approved Budget - Approved Council July 2019 and Additional New Schemes Approved Since that Date			Latest Forecast Budget - Additional Requires Approval				
Committed Spend to 25th October 2019		Original Approved Scheme Budget	Additional/ Reduced (-) Approved Budget	Latest Approved Budget	More/(Less) Than Approved Budgets	Proposed Budget		Scheme Scheduled to Complete on Time against Original Programme	Additional Budget Approval Narrative
£000s	SCHEME DESCRIPTION	£000s	£000s	£000s	£000s	£000s			
	51 CIL St Andrew's Scout Hut Building	80		80		80		Yes	CIL funding approved Cabinet October 2018 scheme to be included in capital programme approved by February Council 2019.
	52 CIL Langton Ave Community Centre Grant Phase 2	52		52		52	NEW	Yes	CIL funding approved July 2019
10	53 CIL Moulsham Lodge Community Centre Café (MLCT)	10		10		10	NEW	Yes	CIL funding approved July 2019
	54 CIL Sanctus First Floor Refurbishment Grant	15		15		15	NEW	Yes	CIL funding approved July 2019
	55 CIL Homelessness Day Centre CHESS New London Rd	300		300		300	NEW	Yes	CIL funding approved July 2019
7	56 High Chelmer Multi Storey Car park (HCMSCP) Movement Joints	105		105		105		No	Approved at Council February 2017. Scheme will not complete until September 2018 as there have been other priorities. These works are now being carried out with the drainage works and should be completed by 31/3/20.
6	57 HCMSCP Drainage Improvements	31		31		31		No	Approved at Council February 2018.
49	58 Enabling Role - Housing	3,841	-3,604	237		237		Under review	Budget reduced as vired to fund temporary accommodation - see scheme no. 5. The remaining balance is for a previously agreed payment to CHP. It is not anticipated that this budget will be spent until 2020/21.
59,978	Grand Total	30,754	48,575	79,329	306	79,635			
				Net Variation	306				
TABLE 2									
Summary of Changes Since Previous Council Reports February 2019									
						£000's			
Latest Approved Council July 2019						90,873			
New Schemes Approved						494			
Supplementary Estimates Approved for Existing Schemes						859			
Completed schemes removed						-12,897			
Total Approved Budget						79,329			
Latest Forecast Variations shown above (Increased Budgets Require Approval)						306			
Latest Forecast Budget October 2019						79,635			

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CAPITAL ASSET ROLLING/REPLACEMENT PROGRAMME																	
TABLE I																	
		2019/20									2020/21						
		2019/20 ASSET REPLACEMENT PROGRAMME - CAPITAL EXPENDITURE VARIATIONS FROM LATEST APPROVED ESTIMATE									2020/21 ASSET REPLACEMENT PROGRAMME - CAPITAL EXPENDITURE PROJECTED VARIATIONS FROM LATEST APPROVED PROGRAMME AND REQUESTS FOR NEW BUDGETS						
		VARIATION FROM 2019/20 BUDGET ONLY									2020/21 BUDGET						
		Analysis of Variations									Variations						
Committed Spend to 25/10/2019	CAPITAL ASSET REPLACEMENT PROGRAMME	Original Approved Estimates for 2019/20	Additional/ Reduced (-) Approved Budget	Reason for Change - see Key Below	Latest Approved Estimates for 2019/20	Change in Scheme Phasing	New Proposal	More/Less (-) Than Approved Budgets	Variance for 2019/20 Additional Budget	Forecast Outturn 2019/20	Original Approved Estimate 2020/21	Additional/ Reduced (-) Approved Budget	Reason for Change - see key below	Latest Approved Estimate for 2020/21	Re phasing from 2019/20 - Requires Approval	More/Less(-) Than Approved Budgets - More Requires Approval	Total Proposed Budget Requirement for 2020/21
£000's	SCHEME DESCRIPTION	£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s		£000s		£000s	£000s	£000s	£000s
	Director of Connected Chelmsford																
112	1 Digital Services Replacement Programme	390			390				0	390				0			0
	Financial Module of Enterprise Resource Planning (ERP)	272			272			-50	-50	222				0			0
	3 Civica System Upgrade	36			36				0	36				0			0
5	4 Leisure Management System	10			10				0	10				0			0
82	5 Theatres' Fire Alarm Replacement	87			87				0	87				0			0
	Director of Financial Services																
	No Schemes				0				0	0				0			0
	Director of Public Places																
16	6 CCTV Replacement Equipment	65			65			1	1	66				0			0
20	7 CCTV Replacement Cameras	58			58			4	4	62				0			0
	8 CCTV Various Schemes Sites CIL	15	49	SEG	64				0	64				0			0
	9 Crematorium Equipment	6			6				0	6				0			0
182	10 Civic Centre Alarm	193			193				0	193				0			0
	11 Civic Centre Boiler Flues	32			32	-32			-32	0				0	32		32
14	12 Civic Centre Building Management System	50			50				0	50				0			0
	13 Print and Post Room Replacement Equip.				0		18		18	18							
	14 Dovedales Replacement Equipment	5			5				0	5				0			0
30	15 Riverside Replacement Equipment	30			30				0	30				0			0
32	16 Riverside Ice Rink Barrier	16			16			23	23	39				0			0
7	17 CSAC Replacement Equipment	24			24				0	24				0			0
	18 CSAC Flood lights	29			29	-29			-29	0				0	29		29
2	19 SWFLC Replacement Programme	5			5				0	5				0			0
11	20 CSAC Plant Replacement	11			11				0	11				0			0
10	21 SWFLC Plant Replacement	16			16	-4			-4	12				0	4		4
43	22 Riverside Plant Replacement	44			44				0	44				0			0
45	23 Hylands Pavilion Audio Visual Equipment	57			57				0	57				0			0
217	24 Play Area Replacements	247			247				0	247				0			0
9	25 Accessible Play Equipment		15	SEG	15				0	15				0			0
	26 Sports Equipment, floodlights, Irrigation	10			10				0	10				0			0
232	27 Parks Replacement Vehicles and Equipment	420			420	-197		35	-162	258				0	197	4	201
	28 PHPS Vehicles - Litter Control Van	24			24				0	24				0			0
41	29 Freighter House Plant	68			68				0	68				0			0
15	30 Freighter House Canopy Recycling Bays	13			13			2	2	15				0			0
	31 Scootas for the Disabled				0			5	5	5				0			0
	32 Retail Market Intruder Alarm	13			13				0	13				0			0
15	33 Retail Market LED Lighting	16			16				0	16				0			0

APPENDIX 3

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Overview and Scrutiny Committee – 13 January 2020

Performance Review: Parks and Green Spaces

Do parks and green spaces matter?	2
Clear policies, strategically planned and managed?	3
What's provided?	6
How does this compare to what should be provided?	6
Extensively used?	8
Appreciated?	10
Well managed and maintained?	11
Value for money?	13
How does performance compare?	15

Do parks and green spaces matter?

High quality, well maintained, safe and easily accessible parks and green spaces are now widely recognised as a key asset to any community; important to the people who live, and work in the area, to those who visit, and to the businesses and organisations that invest in the area. They really do matter. The value of green space, for many different reasons, with many different benefits, for a diverse range of people, by helping to mitigate climate change cannot be over-estimated

1. The role performed by and the value of parks and green spaces to individuals and society in general is now widely recognised and clearly evidenced by extensive research conducted of over many years.
2. At one time simply appreciated for their visual appearance and attractiveness, as a nice place to spend time, the benefits of parks and green spaces are now considered to be far reaching. In surveys conducted 91% of the respondents believe that parks and green spaces significantly improve the quality of life for people locally.
3. In 2017 the Communities and Local Government Committee¹ investigating public parks highlighted the follow key contributions of parks and green spaces:
 - a. Physical and mental health and wellbeing, including the benefits arising from physical exercise and activity and reduced exposure to air pollution
 - b. Sustainable travel, for example safe green corridors that encourage people to walk or cycle
 - c. Community cohesion and identity, for example spaces where people from different ages and from different backgrounds come together for activities and events, breaking down barrier and reducing social isolation
 - d. Biodiversity and access to nature, acting as an antidote to urban living as it becomes to more 'concentrated and intense'
 - e. Local economy and growth, particularly the role of green space being fundamental to achieving sustainable growth
 - f. Climate change and the environment, absorbing excess rainwater, water and flood protection, natural 'air conditioning' [cooling and shading], carbon storage, air quality, water quality, noise absorption

¹ Public Parks Seventh Report of Session 2016–17 House of Commons Communities and Local Government Committee [2017]

4. A recent study² commissioned by Fields in Trust measured the economic and the social and physical well-being value to individuals of parks and green spaces, changing perceptions by establishing a baseline for the value that parks and green spaces contribute to health and wellbeing rather than being judged simply by what they cost to maintain. The study estimated that:
 - a. The ‘total economic value’ to an individual – including benefits gained from just using their local park or green space and non-use benefits such as the preservation of parks for future generations – is £30.24 per year (£2.52 per month)
 - b. The ‘wellbeing value’ associated with the frequent use of local parks and green spaces is £34.2 billion per year to the UK adult population
 - c. Parks and green spaces are estimated to save the NHS around £111 million per year based solely on a reduction in GP visits [i.e. excluding any additional savings from prescribing or referrals]
5. This study also highlights that the value of parks and green spaces is higher for individuals from lower socio-economic groups and from black and minority ethnic backgrounds. The findings show that any loss of parks and green spaces will disproportionately impact disadvantaged and underrepresented communities, precisely those who value them the most.

Clear policies, strategically planned and managed?

Most policies are up to date and relevant. Comprehensive long-term site management plans are in place for all larger parks and local nature reserves. However, the overall strategy for provision and management of parks and green spaces is out of date and needs to be comprehensively re-written.

6. The role and value of parks and green spaces in Chelmsford has, for many years, been reflected in the key policies of the Council, the Local Plan and most recently highlighted in measures that will be required to tackle the climate and ecological emergency declared by the Council in July 2019.
7. The vision and direction for the future development and use of parks and green spaces in the City Council area is set out in the ‘Parks and Green Spaces Strategy’ [originally adopted in 2004], with the objectives of improving the quality of and access to green spaces, balancing their use, increasing community involvement, whilst maximising the broader environmental benefits. A mid-term review of the strategy in 2009 sought public feedback

² ‘Revaluing Parks and Green Spaces’ Fields in Trust [2018]

on the delivery of the strategy to that date and this was used to refresh the priorities in the strategy, but this is now also out-of-date. The parks and green spaces strategy is due to be completely re-worked in 2020.

8. Specific strategies and development plans are also in place for:
 - a. The provision of Equipped Play Areas [originally adopted July 2012 and updated in 2019] – sets out the policy, standards and targets for the provision of equipped play areas and a phased development plan for rationalising and improving provision in order to meet those standards
 - b. Allotment Strategy [adopted October 2012] – sets out the strategy and standards for the provision, management and maintenance of allotments in Chelmsford, together with proposals to improve their management and maintenance. Allotment standards are also included in the adopted in Local Plan
 - c. Sports and Playing Field Development Plan [January 2018] – provides an assessment of open space, sport and recreation provision against the standards set out in the Local Plan and sets out the strategic policies with supporting action plans to protect and enhance existing facilities and meet future sports pitch demand. In particular, the ‘Future Growth Supplement’ identifies how future pitch requirements could be met through the new Local Plan ‘growth area’ allocations
 - d. Chelmsford Biodiversity Action Plan [adopted February 2013] – intended to protect and improve wildlife habitats throughout the City and specifically to increase the biodiversity of the Council’s directly managed parks and green spaces
9. Apart from the Biodiversity Action Plan, these strategies are all current and the associated development / improvement plans are being actively pursued. A new Biodiversity Action Plan is needed reflecting the priorities set out in the Climate and Ecological Emergency and the Green infrastructure Plan, which is about to be adopted as part of the evidence base for the new Local Plan.
10. Specific policies also are in place for the following:
 - a. Tree Management [originally adopted in 2011 and updated May 2015-] – sets out the policies and approach for the care and maintenance of trees in parks and green spaces and in relation to planning and development management; ensuring the protection of trees, providing a framework for decisions that will affect trees and to encourage new tree and woodland planting in order to maintain and enhance the level of tree cover in the City
 - b. Events in parks and green spaces [adopted in 2011] – sets out a framework and guidelines for achieving a balanced programme of events taking place in parks and green spaces [currently being refreshed for 2020]
 - c. Volunteering [adopted in July 2009] – relates mainly to volunteering opportunities in parks and green spaces, providing a framework to encourage volunteer activity and community participation, whilst ensuring that obligations in respect of the recruitment,

- training and welfare of volunteers are met; intended to help ensure a mutually beneficial and successful volunteer programme can be sustained over the longer term
- d. Use of herbicides and pesticides [last updated in June 2018] – sets out the policy and considerations for the use of herbicides and pesticides in grounds maintenance operations [principally in parks and green spaces]
 - e. Use of drones and model aircraft [adopted September 2016] – prohibits the use of, or over flying by, drones and model aircraft in park and green spaces and other Council owned land for any recreational or commercial purposes
 - f. Chinese lanterns and helium balloons [adopted 2017] – prohibits the release of Chinese lanterns and helium balloons from parks and green spaces and other Council land
 - g. Allotment regulations [last updated in 2018] – sets out the terms and conditions for the rent and use of allotments
 - h. Closed churchyards and disused burial grounds [adopted 2019] – sets out the policy for the adoption, management and maintenance of closed churchyards and disused burial grounds where the responsibilities have transferred to the City Council from the Parochial Church Council under s.215(2) of the Local Government Act 1972
11. Long-term site management plans are in place for all larger parks, green spaces and local nature reserves:

Admirals Park	Andrews Park
Beaulieu Recreation Ground	Boleyn Gardens
Brook End Gardens	Central Park including Bell Meadow and Sky-Blue Pasture
Chancellor Park	Chelmer Park
Chelmer Valley Local Nature Reserve	Chelmsford Cemetery and Garden of Remembrance
Compass Gardens and Saltcoats park [South Woodham Ferrers]	Coronation Park
Frankland Field Local Nature Reserve [South Woodham Ferrers]	Galleywood Common
Hylands Park	Jubilee Park [Galleywood]
Lionmede Recreation Ground	Marconi Ponds Local Nature Reserve
Melbourne Park	Oaklands Park
Springfield Hall Park	Tower Gardens
West Park	

12. A ten-year management plan was adopted for Hylands Estate in 2006 setting out the management and maintenance arrangements for the Park for the period immediately ‘post-restoration’. This is due to be replaced by a consolidated ‘management and development plan’ for Hylands as a whole, which will be prepared during 2020.

What's provided?

The City Council are responsible for the management and maintenance of almost 700 hectares [1,730 acres] of publicly accessible green space

13. The City Council are responsible for the management and maintenance of almost 700 hectares [1,730 acres] of publicly accessible green space, comprising:
 - 424 ha of parks, gardens and amenity areas, including Hylands Park [235ha]
 - 93 ha of sports and playing fields
 - 79 ha of natural green space [common land, local nature reserves]
 - 64 ha of woodland
 - 24 ha of allotment gardens
 - 7 ha of equipped play areas
 - 10,000+ parkland and street trees
14. The City Council also maintain 762 kilometres of public rights of way and 70 ha of highway verges and adjacent land on behalf of Essex County Council.

How does this compare to what should be provided?

The level of provision of parks and green space is mainly determined by the policies and standards for public open space as set out in the Chelmsford Local Plan. When assessed against the standards set out in the Local Plan there is currently a shortfall in provision of sport pitches, accessible natural green space and allotment gardens, which will be compounded by planned housing growth

15. The level of provision of parks and green space is mainly determined by the policies and standards for public open space as set out in the Chelmsford Local Plan. The National Planning Policy Framework requires local planning authorities to set out policies to help enable communities to access high quality open spaces and to provide opportunities for sport and recreation that are adequate to meet current needs and the likely future demand.

16. A summary of the open space standards embodied in the new Local Plan are set out in the table below:

Typology	Quantity standards	Access standard
Allotments (and community gardens)	0.30 ha/1000 population	720 metres or 15-minute walk time
Amenity Green Space	0.40 ha/1000 population for assessing existing provision Included in natural green space for new provision	480 metres or 10-minute walk time
Parks, sport and recreation grounds (public and private combined)	1.65 ha/1000 population	600 metres or 12-13-minute walk time
Play space (children)	0.05 ha/1000 population	480 metres or 10-minute walk time
Play space (youth)	0.05 ha/1000 population	600 metres or 12-13-minute walk time
Natural green space	1.00 ha/1000 population to include natural and amenity green space for new provision	ANGSt and Woodland Trust for analysing existing provision

17. Overall requirements have been determined by an ‘Open Spaces Assessment’, the most recent assessment covering the period 2016-2036 and published as part of the Local Plan evidence base³.
18. Overall the standard in respect of parks, sports grounds, gardens, green corridors, amenity and informal play space is 3.15 hectares per 1,000 head of population. This equates to a total expected open space provision of 551 hectares across Chelmsford compared to the current provision of 667 hectares, including Hylands Park.
19. This suggests that open space provision exceeds the standard, but this comparison is distorted somewhat by the inclusion of Hylands Park, which alone accounts for 235 hectares [33%] of the total open space provision. It could be argued that Hylands Park should not be included in this comparison as it doesn’t really fit within the typology of open space that the ‘3.15 ha standard’ is intended to define. If Hylands Park is excluded, there is a deficit in open space provision overall of some 71 hectares.

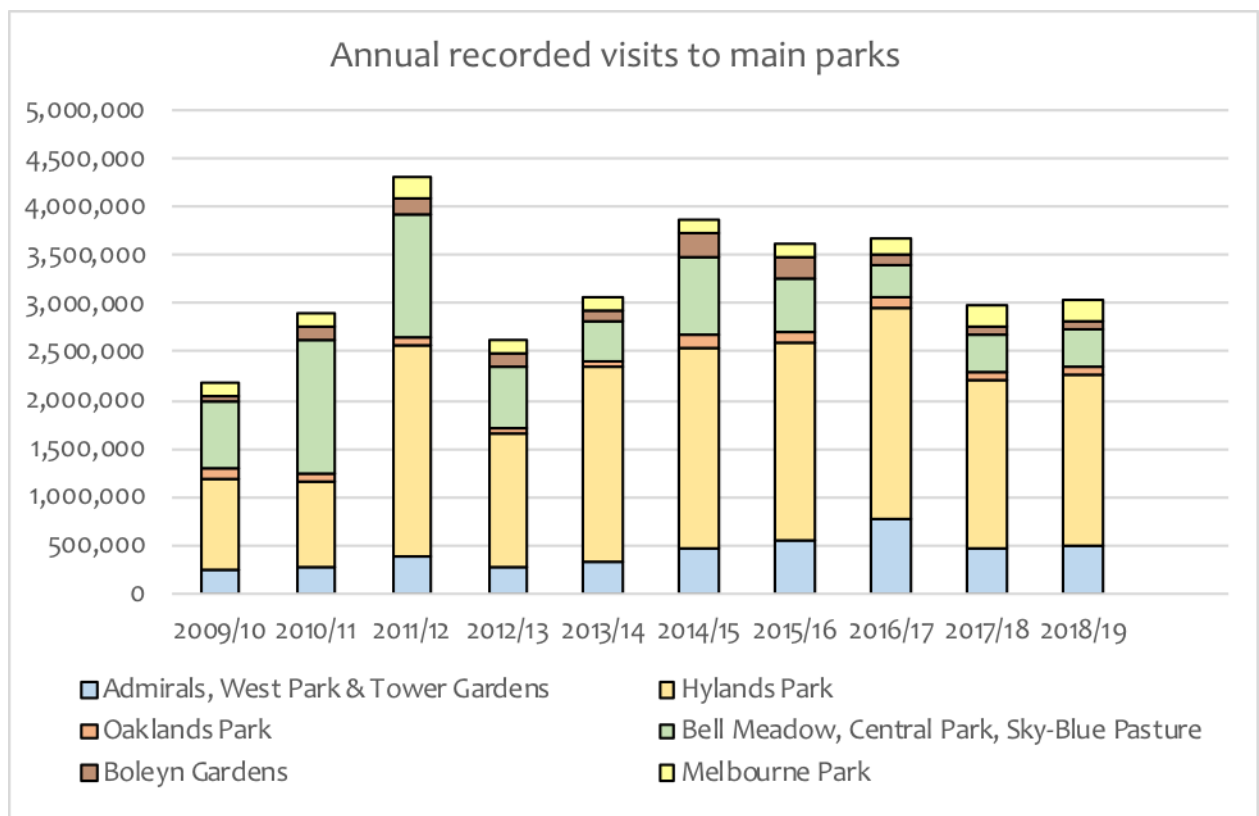
³ Chelmsford Open Space Study & Chelmsford Open Space Study Green Space Area Profiles 2016 - 2036

20. Open space provision is uneven across urban areas, with many older parts of Chelmsford subject to a deficit when assessed locally against the Local Plan standards.
21. The standard in respect of natural and semi natural green space is 1.00 hectares per 1,000 head of population. This equates to a total expected provision of 172 hectares compared to the current provision of 130 hectares [including publicly accessible natural space not in the Council's ownership], indicating a deficit in provision of 42 hectares [equivalent to -24%].
22. The standard in respect of sports and playing pitches is 1.250 hectares per 1,000 head of population. This equates to a total expected provision of 214 hectares across Chelmsford compared to the current provision of 157 hectares [including all publicly accessible pitches]. This suggests a deficit in provision of 57 hectares [-27%] compared to the Chelmsford Local Plan standard, although this is partly offset by some 'private' sports facilities that are deemed to have sufficient public access to be included in the assessment. The planned housing growth will increase the demand for the provision of additional sports pitches.
23. The standard in respect of allotments is 0.300 hectares per 1,000 head of population. This equates to a total expected provision of 51 hectares compared to the current provision of 44 hectares [including sites provided by local town and parish councils] indicating a deficit in provision of 7 hectares [-14%]. This deficit is most apparent in north and east Chelmsford and in South Woodham Ferrers.
24. The standards for provision of local equipped play space were examined and set as part of the equipped play area review conducted in 2012. These standards, for space and travel distance, are adopted in the Local Plan; the space standard totalling 0.1 hectares per 1000 population.
25. However, equipped play areas are provided using a hierarchy of neighbourhood and local play spaces, the geographical distribution dictated by catchment area and to avoid users having to cross physical barriers such as main roads, railway lines etc. Following a rationalisation of equipped play areas, the provision of play areas generally meets the criteria set. There is an ongoing improvement plan for equipped play areas.

Extensively used?

Parks and green spaces in Chelmsford are extensively used. Surveys have consistently shown that over 90% of residents use parks and green spaces in Chelmsford in some way and at some time. More than three million visits to the main parks are recorded each year

26. Parks and green spaces are used for a wide variety of purposes in addition to general recreation, they provide walking and cycling routes, are used for play, for people to experience and appreciate the natural environment or simply relax in an attractive space.
27. A wide variety of events – both community-based and commercial – also take place in parks and green spaces, ranging from large-scale music festivals to fundraising events and local fairs, beer festivals and health walks to outdoor theatre.
28. National ‘tracker surveys’ indicate that 87% of the population have used their local park or open space in the last year. Parks and open spaces are the most frequently used service of all the public services tracked [apart from recycling and waste collection]
29. Local surveys over the years surveys consistently show that 90% of people have used or visited parks and green spaces in the last year. The majority are regular users.
30. Visit to the main parks are estimated using people counters. More than 3m uses of these parks are recorded each year; but as the number of sites monitored are limited, the actual figure will be much higher. The table following illustrates the trends in use of the 6 main parks fitted with people counters:



31. There are around 7,000 sports pitch hires each year equating to over 400,000 individual uses, the majority of users playing on the artificial pitches and courts followed by people playing football, rugby and then cricket on grass pitches.

Activity	No. pitches / courts	No. pitch hire	Total users
Football	48	1,781	71,240
Rugby	9	525	26,250
Cricket	6	523	15,690
Artificial surfaces	6	4,325	278,750
Bowls	3	212	25,088
Other [rounders, athletics etc.]			1,050
Total	72	7,366	418,068

32. Active community engagement in caring for and maintaining green spaces is achieved through a comprehensive garden, estate and conservation volunteers programme, through friends' groups and via community projects. In 2018/19, 13,402 volunteer hours were worked; using the national volunteer hourly value calculator this represents a value of £106,305 supporting parks and green space maintenance activities. Feedback about the programme is generally very positive, reflected in high retention rates for volunteers.

Appreciated?

Generally, there are high levels of satisfaction with the provision of parks and green spaces and this has improved over time. The most recent visitor surveys are now a little dated and new ways of achieving feedback to assess customer satisfaction levels need to be found

33. The provision and maintenance of high-quality public places is an important issue and concern for residents. The way public spaces are cared for has an impact on every household within the City. The quality of the local environment, in particular public and green spaces, strongly influence how people feel about their neighbourhood and is one of the main barometers used by people to judge how attractive an area is, its suitability as a place in which to live, work and visit or as a location for business investment.
34. Research has also shown that there is a strong correlation between the quality of the local environment and the overall satisfaction with local services, directly influencing the perception of the Council itself – if people are satisfied with local parks [and recycling and waste collection!], they tend to be satisfied with their Council.

35. High-quality well maintained and extensively used public spaces are also instrumental in decreasing the incidence of anti-social behaviour and reducing the fear of crime. It is often the parks and green spaces that give a sense of place and identity to local communities.
36. Satisfaction rating for parks and green spaces in Chelmsford have, in the past, been consistently above 80%. However, the last comprehensive survey [i.e. statistically representative of all Chelmsford residents] was in 2013 so is now a little dated. New ways of achieving feedback to assess customer satisfaction levels overall – rather than on a project, event or site basis – need to be found.

Well managed and maintained?

The Green Flag award scheme has been used proactively in Chelmsford to achieve independent quality accreditation in order to ensure that everybody has access to quality green space, irrespective of where they live and to ensure that these spaces are appropriately managed and maintained to meet the needs of the communities that they serve. Chelmsford currently has 14 parks and green spaces – the most in the east of England – accredited under the Green Flag scheme

37. Well maintained, accessible parks and green spaces are highly valued by local residents and always considered important to the ‘quality of life’ in the local area and are considered to be an important factor in making Chelmsford a good place to live.
38. Chelmsford parks and green spaces generally have a good reputation for being sensitively managed and well maintained. The workforce is highly regarded.
39. Diverse maintenance regimes and working practices are in place, ranging from the very intensive maintenance required for fine turf areas such as bowling greens to the low intervention maintenance regimes associated with local nature reserves and wild areas – and everything in between.
40. About 100 hectares of grassland is maintained as spring and summer hay meadows – the majority being at Hylands Park and Galleywood Common. Cutting the grass for hay helps enhance and encourage biodiversity and is operated on a commercial basis with the hay sold. This delivers an average income of £20,000+ per year; depending on year to year and seasonal market fluctuations.
41. Further diversification of maintenance practices has been achieved through the Essex Grazing Project which introduced a Red Poll beef herd onto the meadows at Widford Hill in Hylands Park. This short-term agricultural tenancy delivers a comparable pro-rata income to the hay crop.

42. The principle quality assurance scheme for parks and green spaces in the UK is the Green Flag Award® scheme, managed by Keep Britain Tidy under license from the Ministry of Housing, Communities and Local Government.
43. This scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. The purpose and aims of the scheme are:
- To ensure that everybody has access to quality green and other open spaces, irrespective of where they live
 - To ensure that these spaces are appropriately managed and meet the needs of the communities that they serve
 - To establish standards of good management
 - To promote and share good practice amongst the green space sector
 - To recognise and reward the hard work of managers, staff and volunteers
44. Currently Chelmsford has 14 parks and green spaces – the most in the east of England – accredited under the Green Flag scheme, three of which are also recognised as Green Heritage sites. In addition, one site has a Green Flag Community Award recognising the efforts of the community group and volunteers who manage and maintain the green space at Marconi Ponds.
45. Chelmsford City Council participates in the Keep Britain Tidy Group national ‘service-wide’ quality accreditation scheme for the management of parks and green spaces. This is gradually being rolled-out across the country. The most recent ‘service-wide’ inspection and accreditation was in 2018; the findings of which were very positive and encouraging.
46. One of the key issues for parks and green space managers is the inconsistency of and in some cases lack of any enforceable provision that can be used to regulate the way certain activities take place in an area. This is a problem where those activities amount to anti-social behaviour and disrupt the legitimate use and enjoyment of those spaces.
47. The Anti-social Behaviour, Crime and Policing Act 2014 introduced a range of powers and measures to help tackle anti-social behaviour locally, including Public Spaces Protection Orders, which are geared toward ensuring that public spaces can be enjoyed free from anti-social behaviour. Consideration is currently being given to declaring a comprehensive Public Space Protection Order [PSPO] for parks and green spaces – along similar lines to the City Centre PSPO and the borough-wide PSPO that prevents and allow enforcement action to be taken against fly-posting and unauthorised advertisements, which have proved so successful in managing this type of anti-social behaviour.
48. A Public Spaces Protection Order can be used to ‘*prohibit specified things being done in a particular area*’ or ‘*require specified things to be done by persons carrying out specified activities in that area*’, potential allowing the Council to more effectively control

inappropriate activities such as golf and model aircraft flying where they are not permitted or the control of dogs where this is causing a persistent nuisance.

Value for money?

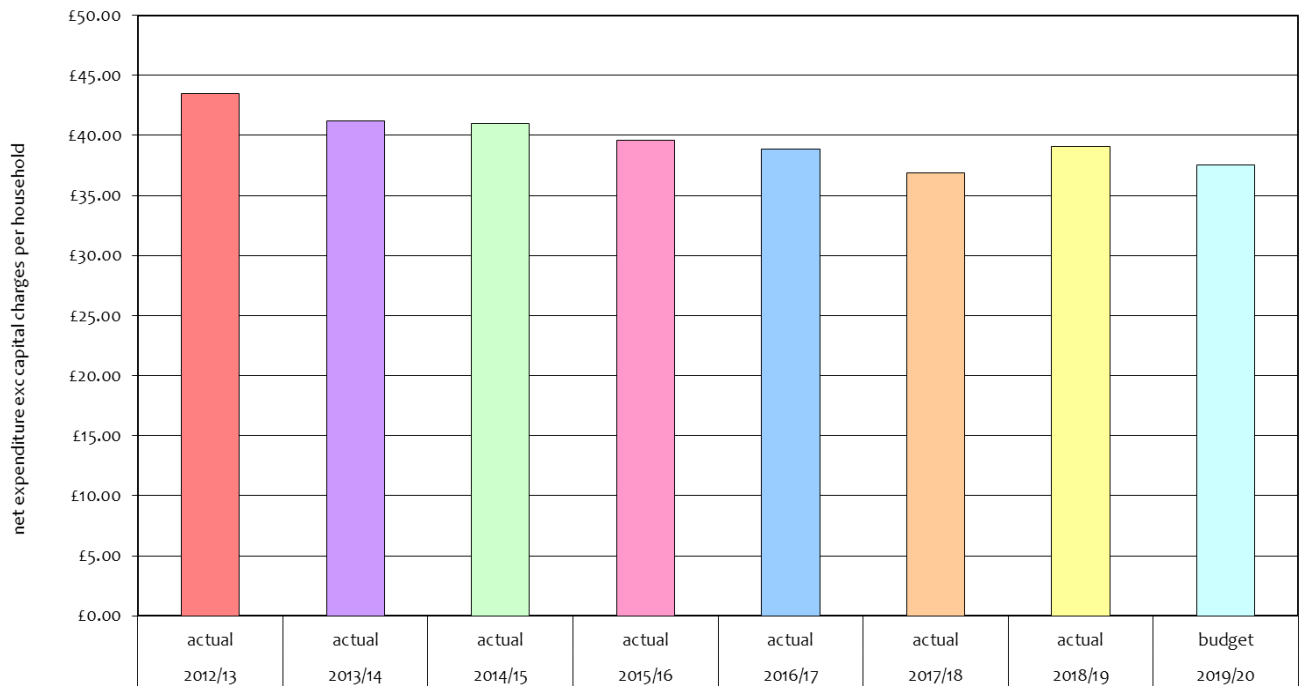
The net cost for the management and maintenance of parks and green spaces is 1.3% lower than five years ago – equivalent to 10% lower in real terms when compared to the consumer price index – and for a larger area maintained. It is considered that less than £40 per household per year for the provision and maintenance of high quality, extensively used parks and green spaces, sport and playing pitched, natural green spaces, equipped play areas and allotment gardens in Chelmsford represents good value for money

49. The trends in net cost for the management and maintenance of parks and green spaces since 2012 is shown in the chart below. Gross expenditure in 2018/19 was £4.086m, offset by income totalling £1.152m; giving a net cost of £2.934m. The net cost in 2019/20 is expected to be 1.3% lower than five years ago – equivalent to a reduction of 10% in real terms when compared to the consumer price index.



50. This translates to a net cost per household of under £40 per year.

Parks and green spaces in Chelmsford - cost per household



51. Some examples of how costs have been contained and in some cases driven down are as follows:

- Improved efficiency – 13 posts removed from establishment reducing costs by £360,000 per year – service operates with lean management and supervisory structure, with administrative tasks minimised and any duplication in roles eliminated. The workforce is highly operating on annualised hours contracts to reflect seasonal demands
- Adjusted management and maintenance regimes to adopt a more naturalist approach [not always cheapest though] – unnecessary / legacy work ceased – income from haymaking and grazing offsets costs
- Economies of scale with shared overheads – paid work for third parties
- Commercial events and hire of facilities in parks and green spaces; for example, Mauros refreshments kiosk at Hylands Park – Central Park Café – Pitch and Putt at West Park – roundabout sponsorship [averages about £60,000 per year]

52. Despite difficult financial circumstances, Chelmsford has continued to invest in parks and green spaces and has secured external investment for targeted development and improvements in parks and green spaces; often to help with income generation and

improve recovery ratios. For example, £100,000 was secured through Essex County Council from the Changing Places programme for new disabled facilities at Hylands Park, £180,000 secured through the Aiming High programme for new Castle Play Area and associated facilities at Hylands and a £330,000 contribution was secured from the Football Foundation for a new 3G pitch at Melbourne Park, £55,000 contribution from the Friends of Hylands for various improvement in the Park, including restoration of the Hanbury Memorial Garden, £17,000 from the Changing Places scheme for accessible play equipment in Andrews Park

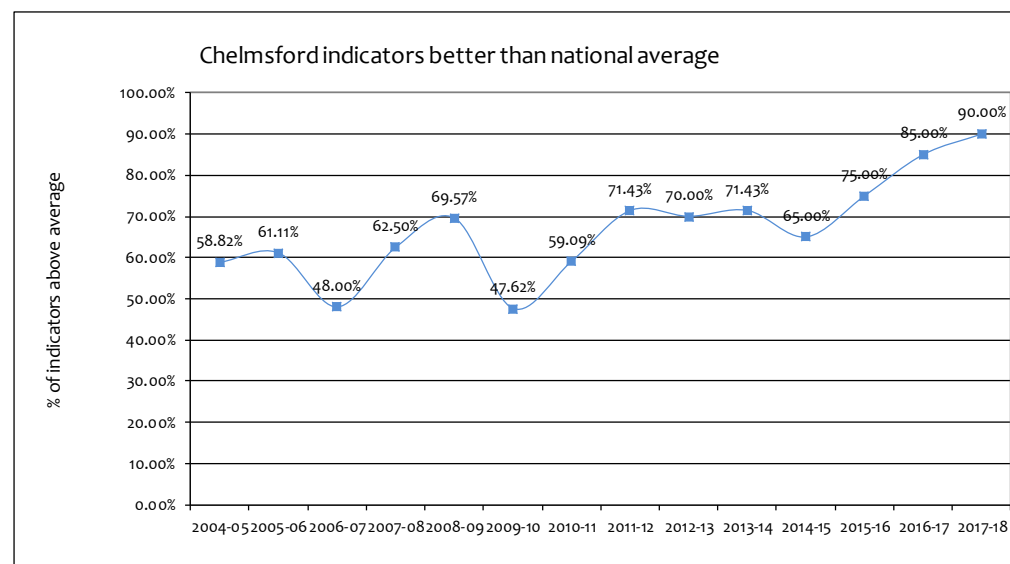
How does performance compare?

The key benchmarking tool used is the Association of Public Service Excellence [APSE] performance network for parks and green spaces. This helps measure and compare levels of provision, service effectiveness, efficiency and cost. Chelmsford's performance is consistently better than average when compared to the national and family groups of local authorities who participate in the performance network for parks and green spaces.

53. The APSE performance networks are the largest public sector benchmarking service across England, Scotland, Wales and Northern Ireland, used by over 200 local authorities. The performance networks compare performance of front-line services in terms of cost, quality, productivity and outcomes, as well allowing best practice to be shared.
54. APSE performance benchmarking helps inform service planning, determining priorities, setting targets, budgeting, monitoring and reporting, whilst allowing the impact of interventions / changes to be evaluated over time. The data can also help demonstrate added value of local services and highlight areas for improvement.
55. Over a number of years Chelmsford's performance has been consistently better than average when compared to the national and family groups of local authorities who participate in the performance network for parks and green spaces. The number of indicators where Chelmsford's performance is above average has steadily increased from 59% in 2004/05 to 90% in 2017/18.

APSE Performance Network - Chelmsford compared to average for service and family group

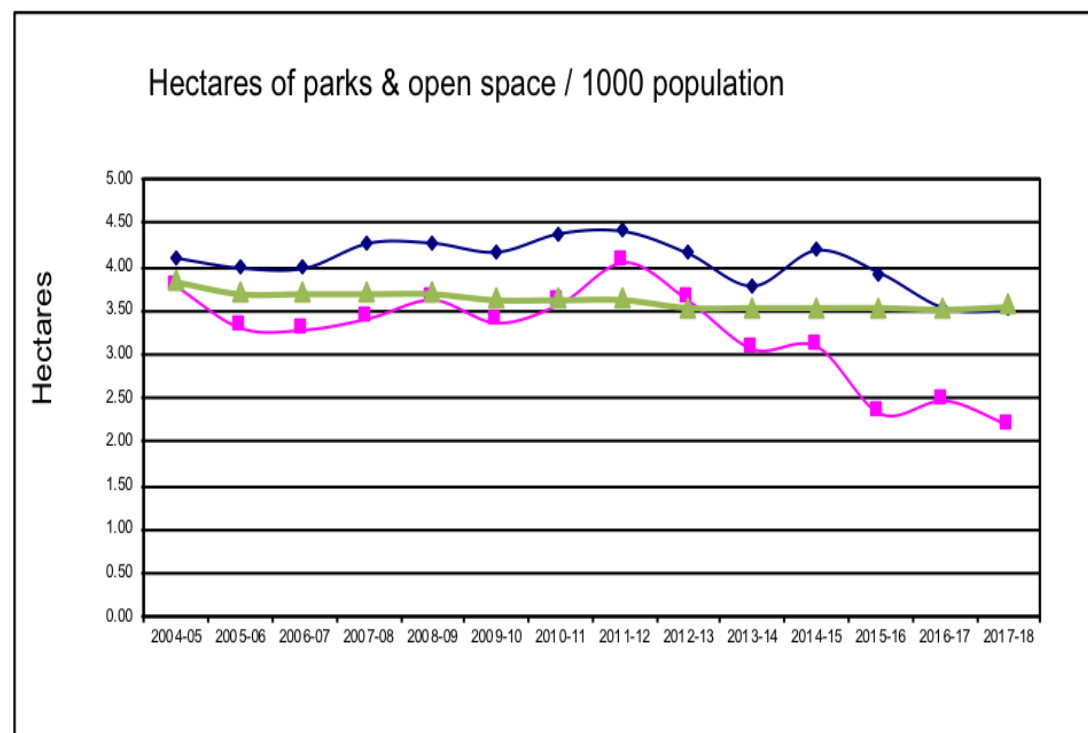
Year	Better than average	Worse than average	Total	% Above Average
2004-05	10	7	17	58.82%
2005-06	11	7	18	61.11%
2006-07	12	13	25	48.00%
2007-08	15	9	24	62.50%
2008-09	16	7	23	69.57%
2009-10	10	11	21	47.62%
2010-11	13	9	22	59.09%
2011-12	15	6	21	71.43%
2012-13	14	6	20	70.00%
2013-14	15	6	21	71.43%
2014-15	13	7	20	65.00%
2015-16	15	5	20	75.00%
2016-17	17	3	20	85.00%
2017-18	18	2	20	90.00%



Key

National Service Average	Family Group Average	Chelmsford City Council
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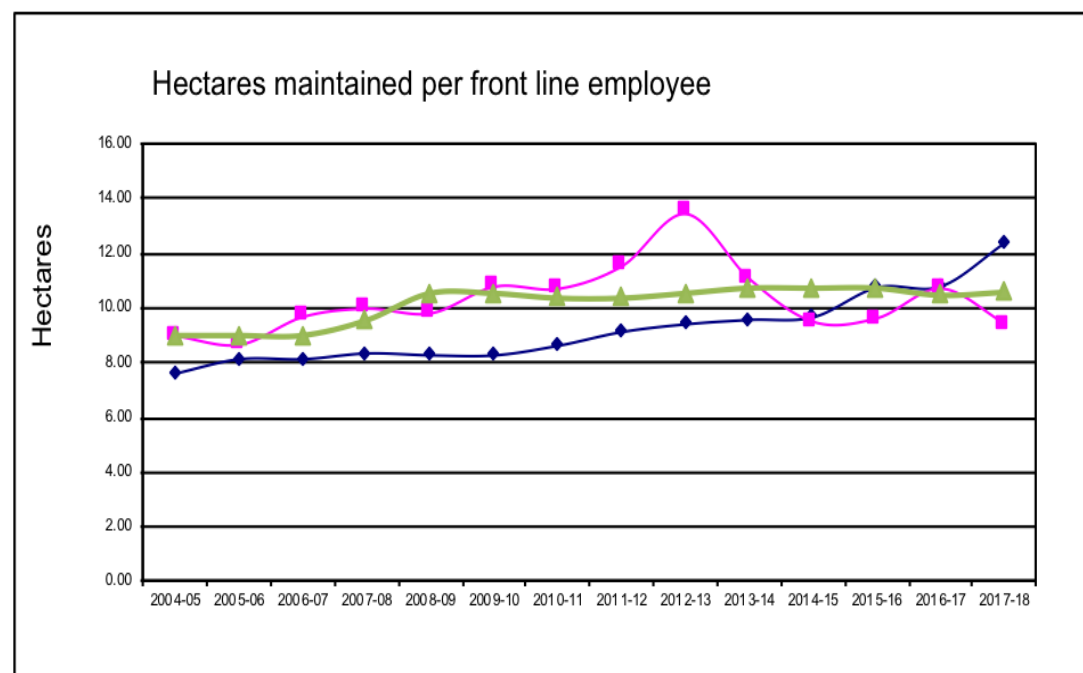
PI 30	Ave for service (national)	Ave for group	Authority score	Status of service
2004-05	4.10	3.78	3.84	Worse than average
2005-06	3.99	3.31	3.70	Worse than average
2006-07	3.99	3.29	3.70	Worse than average
2007-08	4.27	3.42	3.70	Worse than average
2008-09	4.27	3.63	3.70	Worse than average
2009-10	4.17	3.37	3.63	Worse than average
2010-11	4.38	3.59	3.63	Worse than average
2011-12	4.40	4.06	3.63	Worse than average
2012-13	4.15	3.62	3.54	Worse than average
2013-14	3.79	3.07	3.54	Worse than average
2014-15	4.19	3.10	3.54	Worse than average
2015-16	3.93	2.33	3.54	Worse than average
2016-17	3.54	2.48	3.52	Average
2017-18	3.51	2.20	3.55	Better than average



Key

National Service Average	Family Group Average	Chelmsford City Council
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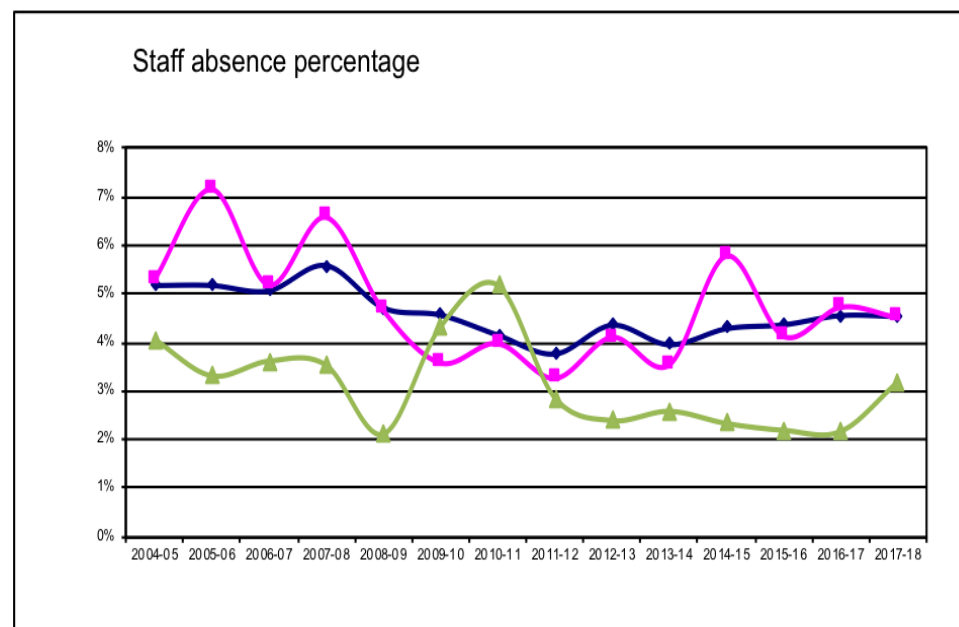
PI 12	Ave for service (national)	Ave for group	Authority score	Status of service
2004-05	7.64	8.93	8.96	Better than average
2005-06	8.16	8.61	8.96	Better than average
2006-07	8.16	9.65	8.96	Better than average
2007-08	8.37	9.95	9.53	Better than average
2008-09	8.30	9.78	10.55	Better than average
2009-10	8.30	10.77	10.55	Better than average
2010-11	8.65	10.69	10.37	Better than average
2011-12	9.15	11.54	10.37	Better than average
2012-13	9.43	13.48	10.55	Better than average
2013-14	9.59	11.05	10.75	Better than average
2014-15	9.69	9.46	10.75	Better than average
2015-16	10.77	9.60	10.75	Better than average
2016-17	10.81	10.70	10.48	Average
2017-18	12.39	9.40	10.59	Average



Key

National Service Average	Family Group Average	Chelmsford City Council
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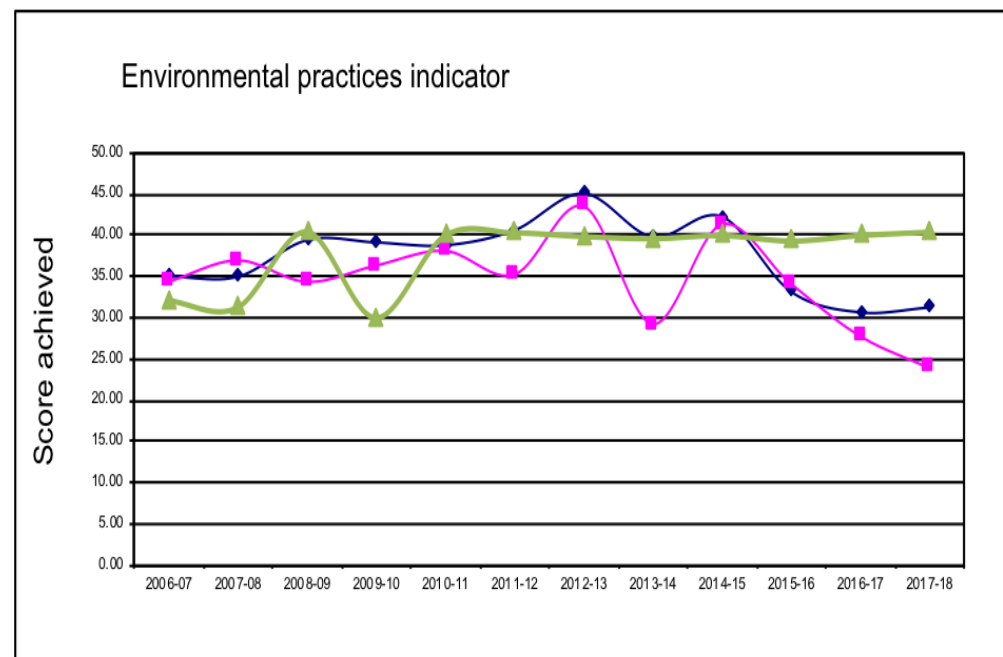
PI 13a	Ave for service (national)	Ave for group	Authority score	Status cf service
2004-05	5.17%	5.29%	4.05%	Better than average
2005-06	5.17%	7.17%	3.30%	Better than average
2006-07	5.06%	5.19%	3.60%	Better than average
2007-08	5.58%	6.59%	3.52%	Better than average
2008-09	4.71%	4.67%	2.10%	Better than average
2009-10	4.56%	3.58%	4.30%	Better than average
2010-11	4.15%	3.98%	5.16%	Worse than average
2011-12	3.76%	3.26%	2.85%	Better than average
2012-13	4.35%	4.11%	2.38%	Better than average
2013-14	3.95%	3.54%	2.57%	Better than average
2014-15	4.28%	5.79%	2.32%	Better than average
2015-16	4.36%	4.13%	2.18%	Better than average
2016-17	4.55%	4.73%	2.16%	Better than average
2017-18	4.53%	4.51%	3.18%	Better than average



Key

National Service Average	Family Group Average	Chelmsford City Council
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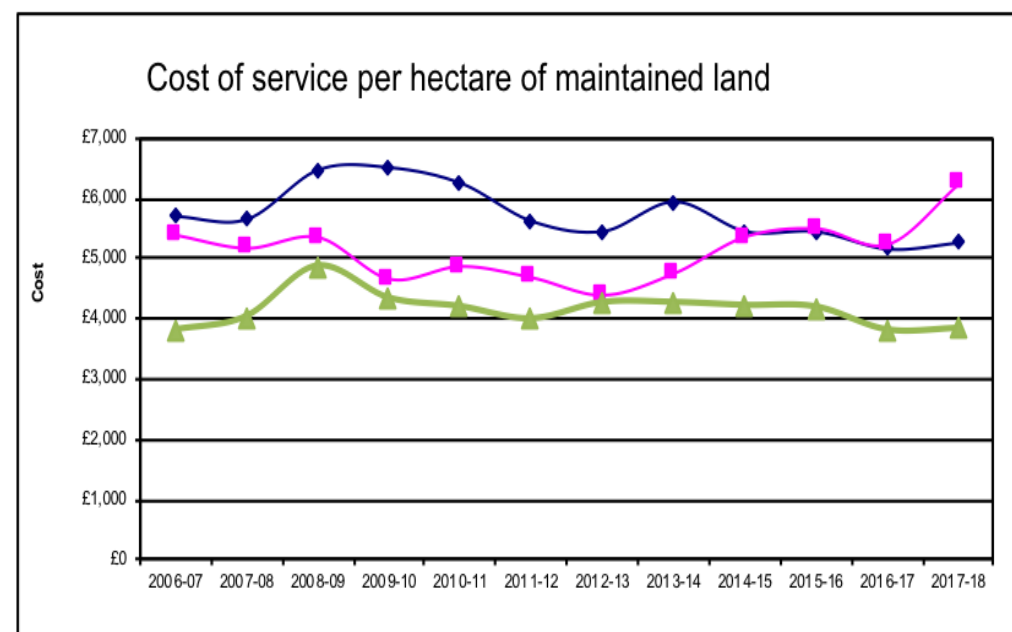
PI 34	Ave for service (national)	Ave for group	Authority score	Status of service
2004-05	N/A	N/A	N/A	Not recorded
2005-06	35.01	32.14	N/A	Not recorded
2006-07	35.01	34.27	32.11	Worse than average
2007-08	35.01	36.82	31.24	Worse than average
2008-09	39.42	34.24	40.43	Better than average
2009-10	39.13	36.22	30.00	Worse than average
2010-11	38.79	37.97	39.96	Better than average
2011-12	40.60	35.12	40.30	Average
2012-13	45.05	43.39	39.86	Worse than average
2013-14	39.79	29.13	39.61	Average
2014-15	42.26	41.17	39.97	Worse than average
2015-16	33.21	34.02	39.32	Better than average
2016-17	30.69	27.69	39.99	Better than average
2017-18	31.26	23.81	40.40	Better than average



Key

National Service Average	Family Group Average	Chelmsford City Council
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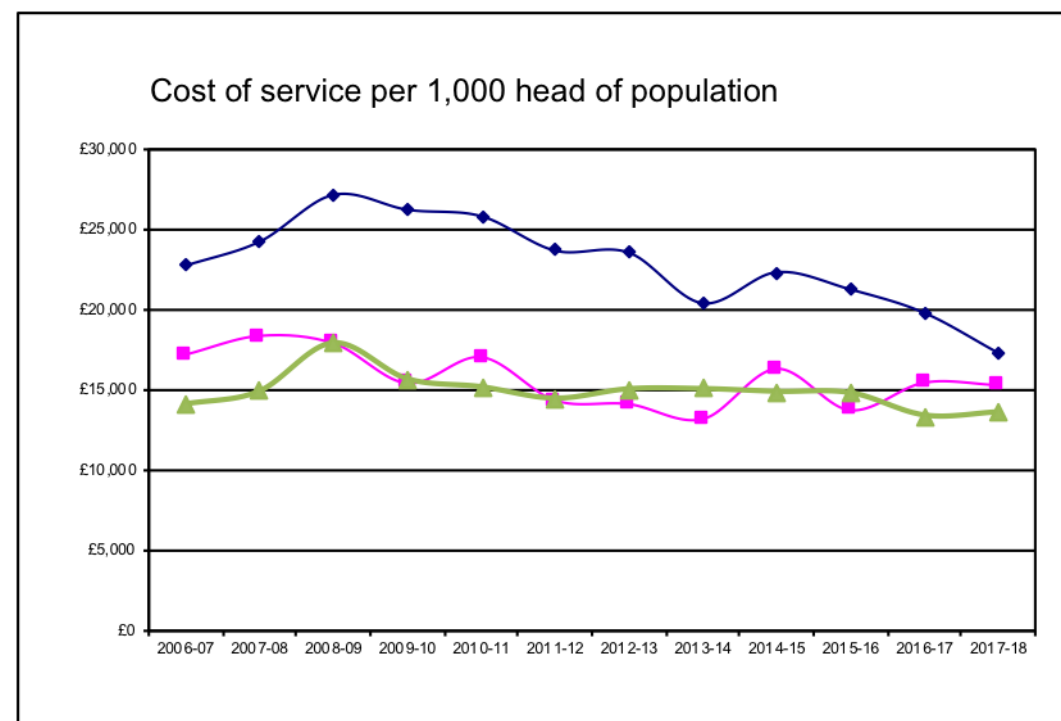
PI 02	Ave for service (national)	Ave for group	Authority score	Status of service
2004-05	£5,308	£4,929	£3,616	Better than average
2005-06	£5,504	£4,654	£3,724	Better than average
2006-07	£5,708	£5,393	£3,820	Better than average
2007-08	£5,664	£5,176	£4,040	Better than average
2008-09	£6,483	£5,355	£4,869	Better than average
2009-10	£6,521	£4,661	£4,345	Better than average
2010-11	£6,260	£4,872	£4,204	Better than average
2011-12	£5,627	£4,683	£4,004	Better than average
2012-13	£5,462	£4,392	£4,270	Better than average
2013-14	£5,952	£4,757	£4,272	Better than average
2014-15	£5,458	£5,369	£4,223	Better than average
2015-16	£5,455	£5,502	£4,197	Better than average
2016-17	£5,165	£5,241	£3,822	Better than average
2017-18	£5,269	£6,254	£3,845	Better than average



Key

National Service Average	Family Group Average	Chelmsford City Council
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PI 17	Ave for service (national)	Ave for group	Authority score	Status of service
2004-05	£21,835	£17,611	£13,871	Better than average
2005-06	£22,010	£15,884	£13,790	Better than average
2006-07	£22,865	£17,282	£14,144	Better than average
2007-08	£24,359	£18,435	£14,959	Better than average
2008-09	£27,259	£17,963	£18,032	Better than average
2009-10	£26,330	£15,493	£15,758	Better than average
2010-11	£25,925	£17,109	£15,244	Better than average
2011-12	£23,791	£14,435	£14,519	Better than average
2012-13	£23,659	£14,202	£15,116	Better than average
2013-14	£20,517	£13,279	£15,124	Better than average
2014-15	£22,441	£16,390	£14,950	Better than average
2015-16	£21,378	£13,826	£14,859	Better than average
2016-17	£19,923	£15,528	£13,438	Better than average
2017-18	£17,441	£15,380	£13,652	Better than average



OVERVIEW AND SCRUTINY COMMITTEE
13 JANUARY 2020

AGENDA ITEM 10

Subject	TERMS OF REFERENCE FOR TASK AND FINISH GROUP
Report by	DIRECTOR OF CORPORATE SERVICES

Enquiries contact: Daniel Bird, Tel. (01245) 606523
Email: Daniel.bird@chelmsford.gov.uk

Purpose

The purpose of this report is to agree the draft terms of reference and appoint members for a new Task and Finish Group to undertake a project evaluation of the Riverside Leisure Centre re-development scheme

Recommendation(s)

1. That the Committee agrees the terms of reference for the task and finish group for the project evaluation of the Riverside Leisure Centre re-development scheme.
2. The Committee is asked to agree the membership of the Group.

Corporate Implications

Legal:	None
Financial:	None
Potential impact on climate change and the environment:	None
Contribution toward achieving a net zero carbon position by 2030:	None
Personnel:	None
Risk Management:	None
Equalities and Diversity:	None
Health and Safety:	None
IT:	None

Other:	None
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Consultees	None
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Policies and Strategies

The report takes into account the following policies and strategies of the Council:

Not applicable.

1. Appointment of Members to Task and Finish Groups

- 1.1 The arrangements for setting up Task and Finish Groups are set out in Part 3.2.2(e) of the Council's Constitution:

Overview and Scrutiny Task and Finish Groups			
Membership <ol style="list-style-type: none"> At least two and no more than nine councillors; If not already appointed by the Committee on the setting up of the Task and Finish Group, each Group shall elect a chairman or vice chairman from among its councillor membership Each Group may include (i) councillors who are not members of Cabinet or the Overview and Scrutiny Committee and (ii) non-voting persons from outside the Council who have a particular knowledge of or interest in the subject matter for which the Group is responsible. Those persons shall be appointed only for the duration of the review and will not have the right to vote. 			
Quorum TWO	Substitutes NO	Politically Balanced YES, as far as practicable	Frequency of meetings The panel shall decide the dates and times of its meetings.
Functions/Purpose			Delegations
<ol style="list-style-type: none"> Task and Finish Groups are responsible for undertaking in-depth reviews to investigate specific aspects of policy, services or issues of concern to the community. The work undertaken by Task and Finish Groups aims to influence and improve policy and service delivery. The Terms of Reference are to be agreed by the Overview and Scrutiny Committee. 			
Procedure Rules	Panels and their meetings will not be regarded as meetings of the Council for the purposes of Section 100 of the Local Government Act 1972. The provisions		

	of that Act and the Rules in Parts 4.1 and 4.2, other than the procedures described in this Rule, will not therefore apply to them. Part 4.5 - Overview and Scrutiny Procedure Rules
Codes	<u>Practice Note: Task and Finish Group Protocol for Chelmsford City Council</u> Part 5.1 – Code of Conduct for Councillors

1.2 It was agreed after a suggestion by members that a Task and Finish group be set up to evaluate the Riverside Leisure Centre re-development scheme.

1.3 The proposed terms of reference for this group are set out in Appendix 1 attached. The Committee is requested to indicate whether it is happy with those terms of reference and to appoint councillors and, if it wishes, other persons to serve on both Groups.

2. Conclusion

2.1 Whilst each Task and Finish Group will establish its own methodology and timetable for its review, most aim to report their findings to the Committee within six months. The Committee will be informed if either review is likely to extend beyond that timescale.

List of Appendices

1. Draft Terms of Reference for the project evaluation of the Riverside Leisure Centre re-development scheme.

Background Papers

Nil

<p style="text-align: center;">Overview and Scrutiny Committee</p> <p style="text-align: center;">Task and finish group to undertake a project evaluation of the Riverside Leisure Centre re-development scheme</p> <p style="text-align: center;">DRAFT</p> <p style="text-align: center;">TERMS OF REFERENCE</p>	
Purpose:	<p>Generally, the purpose of a post-project evaluation is to undertake a systematic and objective assessment of a completed project to:</p> <ul style="list-style-type: none"> ▪ Determine the level of achievement of the project objectives ▪ Compare planned costs and benefits with actual costs and benefits ▪ Review the efficiency and effectiveness of the approach and working arrangements practices adopted ▪ Consider the overall value for money achieved <p>Successful project evaluation will identify the approaches and techniques that worked well, so that they can be used on similar projects in the future and conversely approaches and techniques that didn't work so well so that they can be avoided in the future</p> <p>Whilst it is standard practice for a post-project evaluation to be completed one year after completion of construction it has been agreed that the project evaluation for Riverside should be undertaken 6 months after the centre re-opened in June 2019 i.e. January / February 2020</p> <p>It should be noted that technically the Riverside project is still effectively under construction in contract terms as the demolition of the former pools complex and construction works to re-instate parts of the existing ice rink and sports hall complex following demolition works are still under way and not expected to be completed until March 2020.</p>
Scope:	<p>It is proposed that the project evaluation will examine:</p> <ol style="list-style-type: none"> 1. Project inception and project objectives – including early stage feasibility and consultation 2. Project chronology – highlighting key decision points and milestones

	<ol style="list-style-type: none"> 3. Consents and approvals – including any planning conditions, licensing requirements or permits outstanding 4. Project management – including the role and appointment of design and professional services, project manager, cost manager [quantity surveyor] and specialist consultants 5. Construction contract – including procurement options, appointment of main contractor, form of contract used 6. Other non-construction workstreams – including procurement of equipment, fixtures and fittings, catering operator etc. 7. Programme and timings – highlighting the reason and cause of any delays 8. Financial aspects – including cost control, comparison between budget and actual costs, explanation of variances, approach to risk management etc. 9. Outcomes and achievements – including operational matters, user and customer opinions, staff feedback, environmental impact etc. <p>The proposed approach is that officers will prepare and present a detailed project evaluation report, taking into account the views of other project sponsors / funders, for consideration and scrutiny by the task and finish group</p> <p>For each aspect of the project, the evaluation will identify the lessons learnt and any recommendations for consideration when planning or undertaking large scale construction projects in the future</p>
Members:	Councillor tbc Councillor tbc Councillor tbc Councillor tbc Councillor tbc
Director lead:	Director of Public Places [Keith Nicholson]
Co-ordinating officer:	Leisure and Heritage Services Manager [Jon Lyons]
Contributing officers:	General Manager Leisure Centres [Sarah Smith] Leisure projects Officer [Mark Owers] Senior Accountant [Sue Jones]

OVERVIEW AND SCRUTINY COMMITTEE

13 January 2020

AGENDA ITEM 11

Subject:	REPORT ON DECISIONS TAKEN UNDER DELEGATION TO THE CHIEF EXECUTIVE
Report by:	DIRECTOR OF CORPORATE SERVICES

Enquiries contact: Daniel Bird, Tel. (01245) 606523,
Email: daniel.bird@chelmsford.gov.uk

Purpose

To report on the decisions taken under delegation to the Chief Executive for the period 1 June 2019 to 31 October 2019.

Recommendation

That the report be noted.

Corporate Implications

Legal:	None
Financial:	None
Potential impact on climate change and the environment:	None
Contribution toward achieving a net zero carbon position by 2030:	None
Personnel:	None
Risk Management:	None
Equalities and Diversity:	None
Health and Safety:	None
IT:	None
Other:	None

Consultees:	Director of Corporate Services
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Policies and Strategies

None relevant

1. Background

- 1.1 The Constitution of the Council includes, at Part 3 (Responsibility for Functions), details of matters on which the officers of the Council are authorised to take decisions. These are known as delegations to officers and among them is the following, which is delegated to the Chief Executive:

"Deal with any matter on grounds of urgency, following consultation with the Leader of the Council, or the Chairman and Vice Chairman of the appropriate committee in respect of non-executive matters."

- 1.2 The decisions taken by the Chief Executive under this delegation are recorded and notified to the public and members of the Council by publication on the Council's website. On 8 February 2010 the Overview and Scrutiny Committee agreed that a list of those decisions should also be brought to the Committee for information in June and November each year.

2. Latest Decisions

- 2.1 One decision was taken under delegation to the Chief Executive during the period 1 June 2019 to 31 October 2019. A summary of the decision is attached at Appendix 1 to this report.
- 2.2 Members are asked to note the content of the report.

List of Appendices

Appendix 1 – Decision taken under delegation to the Chief Executive for the period 1 June 2019 to 31 October 2019.

Background Papers

Nil

DECISION TAKEN UNDER DELEGATION TO THE CHIEF EXECUTIVE

Subject:

Membership of Member Bodies

Date of Decision:

11 October 2019

Decision Number:

1/2019

Background:

Following the resignation of Catherine Finnecy as a member of the Council, vacancies existed on the member bodies on which she served.

Decision and Reasons for Urgency:

As there were scheduled meetings of two of the member bodies before the next Council meeting on 11 December, and to give effect to the requirement in the Local Government and Housing Act 1989 that the Majority Group on the Council have the majority of seats on committees, the Chief Executive exercised his delegated authority under urgency arrangements (Paragraph 3.4.2.7 of the Constitution) and approved the following appointments with immediate effect:

Audit and Risk Committee – Councillor Natacha Dudley

Chelmsford Policy Board – Councillor Nora Walsh

Overview and Scrutiny Committee – Councillor Jeremy Lager

Supporting Information:

The Leader of the Council was consulted before taking the decision and had no objection to it.

OVERVIEW AND SCRUTINY COMMITTEE

13 January 2020

AGENDA ITEM 12

Subject:	WORK PROGRAMME
Report by:	DIRECTOR OF CORPORATE SERVICES

Enquiries contact: Daniel Bird, Tel: (01245) 606523
Email: Daniel.bird@chelmsford.gov.uk

Purpose

The purpose of this report is to invite Members' comments on the Committee's work programme which has been updated since the Committee last met on 30 September 2019.

Recommendation

Members are invited to comment on the Committee's work programme, attached as Appendix 1 to this report, and make any necessary amendments to it.

Corporate Implications

Legal:	None
Financial:	None
Potential impact on climate change and the environment:	None
Contribution toward achieving a net zero carbon position by 2030:	None
Personnel:	None
Risk Management:	None
Equalities and Diversity:	None
Health and Safety:	None
IT:	None
Other:	None

Consultees:	Chair and Vice-Chair of the Overview and Scrutiny Committee
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Policies and Strategies

Not applicable

1. Introduction

The Committee's work programme has been updated following the meeting held on 30 September 2019 and is attached at Appendix 1.

2. Conclusion

Members' comments are invited on the work programme.

List of Appendices

Appendix 1 – Work Programme

Background Papers

Nil

OVERVIEW AND SCRUTINY COMMITTEE

Work Programme

<u>Subject</u>	<u>Author</u>
13 January 2020	
Performance Review Items	
Cabinet Portfolio Updates	Leader & Cabinet Member for Fairer Chelmsford
Cabinet Member for Greener Chelmsford's Annual Report on Housing Delivery	Jeremy Potter Spatial Planning Services Manager
Mid year budget review (to include training session)	Director of Finance
Parks and Green Spaces	Director of Public Places
Task and Finish Group Items	
Terms of reference for Task and Finish Group on Riverside	Director of Public Places
Standing Items	
Report on Decisions Taken Under Delegation to the Chief Executive	Dan Bird Democratic Services Officer
Programme of Work	Dan Bird Democratic Services Officer
10 February 2020	
Performance Review Items	
Cabinet Portfolio Update	Cabinet Member for Safer Chelmsford
Annual Presentation by Essex Police	Essex Police
Annual Presentation by Safer Chelmsford Partnership	Spencer Clarke Public Protection Manager
Task and Finish Group Items	
Task & Finish Group on Community Safety Communication (Final Report)	Paul Brookes Public Health & Protection Services Manager
Standing Items	

Programme of Work	Dan Bird Democratic Services Officer
27 April 2020	
Performance Review Items	
Quarterly review of the work of the Policy Board	Director of Public Places
Cabinet Portfolio Updates	Cabinet Members for Connected and Greener Chelmsford
Recycling and Waste	Director of Public Places
Reports from representatives on outside bodies	Dan Bird Democratic Services Officer
Standing Items	
Programme of Work	Dan Bird Democratic Services Officer
8 June 2020	
Performance Review Items	
Quarterly review of the work of the Policy Board	Director of Public Places
Cabinet Portfolio Update	Leader of the Council
End of year budget review	Director of Finance
Leisure Management Performance (Riverside Examination)	Director of Public Places
Annual Report on Corporate Health & Safety	Paul Brookes Public Health & Protection Services Manager
Standing Items	
Report on Decisions Taken Under Delegation to the Chief Executive	Dan Bird Democratic Services Officer
Annual report of Committee	Dan Bird Democratic Services Officer
Programme of Work	Dan Bird Democratic Services Officer

21 September 2020	
Performance Review Items	
Cabinet Portfolio Update	Cabinet Member for Connected Chelmsford
Quarterly review of the work of the Policy Board	Director of Public Places
Climate Change Declaration Review	Director of Public Places
Annual review of the Corporate Plan	Director for Connected Chelmsford
Standing Items	
Programme of Work	Dan Bird Democratic Services Officer
23 November 2020	
Performance Review Items	
Cabinet Portfolio Update	Cabinet Member for Fairer Chelmsford
Quarterly review of the work of the Policy Board	Director of Public Places
Mid-year budget review	Director of Finance
Cabinet Member for Fairer Chelmsford's Annual Report on Housing Delivery	Jeremy Potter Spatial Planning Services Manager
Standing Items	
Report on Decisions Taken Under Delegation to the Chief Executive	Dan Bird Democratic Services Officer
Programme of Work	Dan Bird Democratic Services Officer
1 February 2021	
Performance Review Items	
Cabinet Portfolio Update	Cabinet Member for Safer Chelmsford
Annual Presentation by Essex Police	Essex Police
Annual Presentation by Safer Chelmsford Partnership	Spencer Clarke Public Protection Manager

Standing Items	
Programme of Work	Dan Bird Democratic Services Officer
26 April 2021	
Performance Review Items	
Cabinet Portfolio Update	Cabinet Member for Greener Chelmsford
Quarterly review of the work of the Policy Board	Director of Public Places
Reports from representatives on outside bodies	Dan Bird Democratic Services Officer
Standing Items	
Programme of Work	Dan Bird Democratic Services Officer
Future Work to be scheduled	
Performance Monitoring Topic suggestions: <ul style="list-style-type: none"> - <i>Digital Developments</i> - <i>Business Transformation</i> - <i>Museum</i> 	