

**CABINET**  
**Thursday 3 December 2020 at 7.30 pm**  
**Zoom - Online**

This meeting is a virtual meeting which is being hosted on Zoom. Councillors and registered public participants will be sent access details nearer the date of the meeting.

Members of the public who wish to watch the meeting can do so via a livestream which will appear on the Council's YouTube page  
<https://www.youtube.com/user/HarlowCouncil>

**Members**

Councillor Mark Ingall, Leader of the Council  
Councillor Eugenie Harvey, Deputy Leader and Portfolio Holder for Resilience and Recovery  
Councillor Mike Danvers, Portfolio Holder for Resources  
Councillor Tony Durcan, Portfolio Holder for Growth and Prosperity  
Councillor Frances Mason, Portfolio Holder for Governance, Equality and Diversity  
Councillor Danny Purton, Portfolio Holder for Environment  
Councillor Chris Vince, Portfolio Holder for Community and Wellbeing  
Councillor Mark Wilkinson, Portfolio Holder for Housing

**AGENDA**

1. Apologies for absence
2. Declarations of Interest  
  
Councillors' declarations of interest (if any) in relation to any items on the agenda.
3. Minutes (Pages 4 - 10)  
  
To approve the minutes of the meeting held on 15 October 2020.
4. Matters Arising  
  
Any matters arising from the minutes of the previous meeting.
5. Written Questions from the Public  
  
To receive any questions from members of the public in accordance with Rule 10 of the Council Procedure Rules.

6. Written Questions from Councillors

To receive any questions from Councillors in accordance with Rule 11 of the Council Procedure Rules.

7. Petitions

To consider any petitions that have been referred to the Cabinet under the Council's Petition Scheme.

8. Forward Plan (Pages 11 - 20)

To note the Forward Plan, which lists all upcoming Cabinet decisions and provides notice of key decisions and those expected to be taken in private session.

9. Recent Relevant Decisions Taken by The Leader, Deputy or Portfolio Holder(s)

To note recent Portfolio Holder decisions taken under delegated powers, as attached:

- a) Portfolio Holder for Community and Wellbeing - 26 October 2020  
(Page 21)

10. Treasury Management Strategy Statement 2020/21: Mid-Year Review  
(Pages 22 - 30)

11. Joint Finance and Performance Report, Quarter 2 2020/21  
(Pages 31 - 60)

12. Housing Revenue Account, Quarter 2 Finance Report 2020/21  
(Pages 61 - 67)

13. Capital Programmes, Quarter 2 Finance Report 2020/21 (Pages 68 - 79)

14. Paddling Pool Health and Safety Works Business Case Award  
(Pages 80 - 82)

15. Selection of a Contractor for Building New Council Homes at Bushey Croft (Pages 83 - 86)

16. Development of Options for a Harlow Metro system (Pages 87 - 94)

17. 1-15 Altham Grove - External Refurbishment of Flat (Pages 95 - 97)

18. Corner Blocks Fullers Mead Estate - External Refurbishment of the Corner Flat Blocks (Pages 98 - 100)

19. Fire Safety Works - Willowfield Tower, Nicholls Tower and Moor Tower  
(Pages 101 - 103)

20. Communications from Committees/Working Groups/Parties and Panels

- a) Referral from Covid-19 Recovery Working Group - Funding Allocations: Recovery Budget (Pages 104 - 109)
- b) Referral from Cabinet Policy Development Working Group - Local Council Tax Support Scheme Proposals (to follow)
- c) Referral from Cabinet Policy Development Working Group - Treasury Management Review (to follow)

21. Minutes of Panels/Working Groups

To note the following draft minutes of Cabinet appointed bodies. Minutes remain draft until approved by the relevant body.

- a) Minutes of meeting Tuesday, 8 September 2020 of Harlow Local Highways Panel (Pages 110 - 111)
- b) Minutes of meeting Tuesday, 29 September 2020 of Shareholder Sub Committee (Pages 112 - 116)
- c) Minutes of meeting Wednesday, 14 October 2020 of Safety Committee (Pages 117 - 119)

22. Matters of Urgent Business

Such other business which, in the opinion of the Chair, should be received as a matter of urgency by reason of special circumstances to be specified in the minutes.

**MINUTES OF THE CABINET  
HELD ON**

15 October 2020

7.30 - 8.50 pm

**PRESENT**

**Committee Members**

Councillor Mark Ingall, Leader of the Council

Councillor Eugenie Harvey, Deputy Leader and Portfolio Holder for Resilience and Recovery

Councillor Mike Danvers, Portfolio Holder for Resources

Councillor Tony Durcan, Portfolio Holder for Growth and Prosperity

Councillor Danny Purton, Portfolio Holder for Environment

Councillor Chris Vince, Portfolio Holder for Community and Wellbeing

**Other Councillors**

Councillor David Carter

Councillor Simon Carter

Councillor Tony Edwards

Councillor Michael Hardware

Councillor Andrew Johnson

Councillor Russell Perrin

**Officers**

Brian Keane, Chief Executive

Andrew Bramidge, Head of

Environment and Planning

Emma Crouch, Corporate Support  
Officer

Simon Freeman, Head of Finance and  
Property and Deputy to the Chief  
Executive

Jane Greer, Head of Community  
Wellbeing

Simon Hill, Head of Governance

Adam Rees, Governance Support  
Officer

38. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Frances Mason and Mark Wilkinson.

39. **DECLARATIONS OF INTEREST**

Councillor Michael Hardware declared a non-pecuniary interest in items 10 and 12 as an Essex County Council appointee to the Harlow and Gilston Garden Town Board.

40. **MINUTES**

**RESOLVED** that the minutes of the meeting held on 10 September 2020 are agreed as a correct record and signed by the Leader.

41. **MATTERS ARISING**

None.

42. **WRITTEN QUESTIONS FROM THE PUBLIC**

The questions, together with the answers, are appended to the minutes.

43. **WRITTEN QUESTIONS FROM COUNCILLORS**

None.

44. **PETITIONS**

None.

45. **FORWARD PLAN**

**RESOLVED** that the Forward Plan is noted.

46. **RECENT RELEVANT DECISIONS TAKEN BY THE LEADER, DEPUTY OR PORTFOLIO HOLDER(S)**

Councillor Ingall said that following discussions with the County Council and other leaders in Essex, a request had been made to the Secretary of State for Health and Social Care to raise Essex into the 'High' tier for Covid-19 restrictions, and that this request had been approved.

47. **RESOLUTION IN PRINCIPLE TO USE COMPULSORY PURCHASE POWERS TO ADVANCE THE DEVELOPMENT OF THE HARLOW AND GILSTON GARDEN TOWN**

Cabinet received a report which sought a recommendation to Full Council to agree a resolution in principle to use Compulsory Purchase Orders (CPOs) in order to support development in conformity with the Local Plan.

Proposed by Councillor Danny Purton (seconded by Councillor Mike Danvers) it was:

**RESOLVED** that:

- A** Cabinet recommended to Full Council that, in principle, the Council agrees to use powers available to it under section 226(1)(a) of the Town and Country Planning Act 1990 to compulsorily purchase land within the District to support development where in conformity with the Harlow Local Development Plan (subject to its adoption) in order to achieve the planning benefits set out within the Plan. Noting that this in

no way predetermines or circumvents the formal planning process.

**B** Cabinet recommended to Full Council that, in principle, where Harlow District Council is landowner, or through the process of acquisition (including under CPO) would become landowner, the Council agrees to retain ownership but grant licence for infrastructure works on that land provided that:

- i) The infrastructure is intended for a public purpose, benefit or public adoption;
- ii) there are no legal restrictions preventing this from happening;
- iii) it does not materially undermine another purpose for which the Council requires the land or there are compelling reasons to dispose of a freehold interest; and
- iv) Where appropriate, the Council receives appropriate costs/compensation, indemnities and other arrangements considered necessary.

**C** Subject to East Herts District Council resolving to follow the same course of action, Cabinet recommended to Council that, in principle, it also agrees to use the powers set out in recommendation A should that be necessary to compulsorily purchase land in the Burnt Mill and River Way areas of the District, to enable the construction of transport infrastructure to support development in the Harlow and Gilston Garden Town including the delivery of The Gilston Area allocation and The River Stort Crossings in the East Herts District Plan and the achievement of the wider strategic planning benefits referred to in the report including supporting the future Harlow Local Development Plan.

**D** Cabinet and Council note that officers will prepare for any possible Compulsory Purchase Order(s) (CPO) including any associated Indemnities on behalf of the Council in accordance with the agreements under Recommendations A and C; and, where considered necessary to make a CPO, the Head of Governance, in consultation with other Heads of Service of the Council as may be necessary, will bring each matter back to Cabinet seeking authority to do so.

**E** Cabinet delegate authority to the Head of Finance and Property and Deputy to the Chief Executive, in consultation with other Heads of Service as may be necessary, to negotiate and agree and legally complete lease or licence or other arrangements for

the delivery of infrastructure works on its land on a case by case basis on behalf of the Council in accordance with the agreement under Recommendation B.

48. **'PLANNING FOR THE FUTURE': HARLOW COUNCIL RESPONSE TO THE GOVERNMENT CONSULTATION**

Cabinet considered a report which set out the proposed response to the Government's consultation on reforms to the planning system.

Proposed by Councillor Danny Purton (seconded by Councillor Tony Durcan) it was:

**RESOLVED** that Cabinet:

- A** Agreed the responses to the consultation on the Planning for the Future White Paper as set out in Appendix A to the report.
- B** Granted delegated authority to the Head of Environment and Planning, in consultation with the Portfolio Holder for Environment, to make any amendments that may be required, following the Cabinet discussion, to the formal response and that this be forwarded to MHCLG.

49. **HARLOW AND GILSTON GARDEN TOWN SUSTAINABILITY CHECKLIST**

Cabinet received a report which recommended that the Harlow and Gilston Garden Town sustainability checklist was approved for the purposes of consultation.

Proposed by Councillor Danny Purton (seconded by Councillor Mark Ingall) it was:

**RESOLVED** that:

- A** The draft Harlow and Gilston Garden (HGGT) Town Sustainability Guidance and Checklist (attached as Appendix A to the report) be agreed for a six-week period of public consultation between October and December 2020.
- B** It was noted that, following consultation and any subsequent revisions to the document, it is intended that the final HGGT Sustainability Guidance and Checklist will be endorsed as a material planning consideration for the preparation of masterplans, pre-application advice, assessing planning applications and any other development management purposes.

50. **COMMUNICATIONS FROM COMMITTEES/WORKING GROUPS/PARTIES AND PANELS**

- a) Referral from Licensing Committee - Review of Hackney Carriage Tariffs

Cabinet received a referral from the Licensing Committee on a review of Hackney Carriage Tariffs.

Proposed by Councillor Danny Purton (seconded by Councillor Mark Ingall) it was:

**RESOLVED** that:

- A** The Hackney Carriage tariff schedule, attached as Appendix A to the original report, be adopted.

51. **MINUTES OF PANELS/WORKING GROUPS**

**RESOLVED** that the minutes of the following meetings are noted.

- a) Minutes of meeting held on Wednesday, 23 September 2020 of Covid-19 Recovery Working Group

52. **MATTERS OF URGENT BUSINESS**

None.

LEADER OF THE COUNCIL

# Cabinet – 15 October 2020

## Questions from the Public

### 1 Nicholas Taylor to Councillor Mark Ingall, Leader of the Council

In the 1950's and 1960, many companies relocated to Harlow and part of the incentive to relocate here was that the Harlow Development Corporation would provide rented homes to the company's workforce. In the next five years or so many hundreds if not thousands of people will be expected to re-locate to live in the Harlow area when Public Health England occupy their new premises at The Pinnacles.

Has the Council been approached by Public Health England or indeed given any thought as to how those workers who are secure council tenants will be expected to uproot their families to come to live in Harlow?

#### **Reply from Councillor Mark Ingall (Leader of the Council):**

The Council has worked with Public Health England of a number of years regarding the relocation to Harlow.

One of the advantages of the exciting move of Public Health England to Harlow is that many of the jobs will become available for existing Harlow residents, however we are encouraging and expect some employees to make the move to Harlow. Our ambitious Local Plan allows for the building of accommodation that ranges from flats to executive houses and everything in between, which will provide sufficient stock for any employees of Public Health England that do choose to make the move.

The housing requirements of affected staff has been raised with Public Health England, however at the current time they are unable to give an indication of what those requirements might be.

This matter will remain an item for discussion as the requirements of PHE and their staff becomes clear.

### 2 Nicholas Taylor to Councillor Mark Ingall, Leader of the Council

It is now some two and a half years since residents were invited to see plans for the future of Elm Hatch. Since then, residents have apparently not heard anything.

I note the recent announcement that the council is going to spend some £12 million on purchasing homes on the open market, will this affect the plans for the future of Elm Hatch, indeed when can residents expect work to commence on site?

**Reply from Councillor Mark Ingall (Leader of the Council):**

The Council is committed to remain in active discussions with those who have an interest in the redevelopment of Elm Hatch. This includes local residents, Place Services of Essex County Council and, due to the development being adjacent to one of Harlow's historic gems, English Heritage.

During these unusual times the discussions and processes that would normally take place have been disrupted and are taking longer than we would have hoped , however we are looking at a number of different designs in order to ensure the requirements of both Places Services and English Heritage are met.

We will contact residents as soon as we have more information to share with them. At this stage it is not possible to say when residents can expect work to commence on site.

The Council purchasing homes on the open market will not affect any proposals for Elm Hatch.

# Harlow Council Forward Plan

Published on 4 November 2020

This plan contains all decisions that the Council's Cabinet expects to take over the coming year. Where relevant, each decision has been identified as a Key Decision or as involving consideration in private session.

The definition of a Key Decision is given in Article 12 of the Council's Constitution but is also set out here for clarity.

A 'Key Decision' means a Cabinet/Portfolio Holder decision which is likely:

- a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. For this purpose, expenditure or savings are deemed to be significant if they exceed £50,000
- b) to be significant in terms of its effects on communities living in an area comprising two or more wards in Harlow.

Each decision listed in this Forward Plan has been assigned an exemption status as follows:

**Open** – members of the press and public are expected to be allowed to attend during consideration of this matter.

**Confidential** – members of the press and public are expected to be excluded during consideration of this matter. The reasons for this exclusion will be stated in column 5, and relate to a lawful power to exclude the press and public when specific classes of information are being discussed, as contained in the [Local Government Act 1972](#).

A Decision Notice for each Key Decision is published within five days of it being made. Decision Notices and documents to be considered by decision makers are open for inspection on the Council's website [www.harlow.gov.uk](http://www.harlow.gov.uk) and at the Civic Centre, The Water Gardens, Harlow, CM20 1WG. Representations on an upcoming key decision can be made by writing to the Chief Executive, using the address above.

The current members of the Cabinet are as listed on the Council's website at the following page <http://moderngov.harlow.gov.uk/mgCommitteeDetails.aspx?ID=121>

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 372	Treasury Management Strategy Statement 2020/21: Mid-Year Review	Cabinet	3 Dec 2020	Key decision: <b>Yes</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 373	Joint Finance and Performance Report, Quarter 2 2020/21	Cabinet	3 Dec 2020	Key decision: <b>No</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 374	Housing Revenue Account, Quarter 2 Finance Report 2020/21	Cabinet	3 Dec 2020	Key decision: <b>No</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers), Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 375	Capital Programmes, Quarter 2 Finance Report 2020/21	Cabinet	3 Dec 2020	Key decision: <b>No</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson), Portfolio Holder for Resources (Councillor Mike Danvers)  Andrew Murray, Simon Freeman
I011 968	Paddling Pool Health and Safety Works Business Case Award	Cabinet	3 Dec 2020  Bush Fair; Netteswell; Old Harlow; Sumners and Kingsmoor	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I012 012	Selection of a Contractor for Building New Council Homes at Bushey Croft	Cabinet	3 Dec 2020  Toddbrook	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Growth and Prosperity (Councillor Tony Durcan)  Jane Greer

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I012 107	Development of Options for a Harlow Metro system	Cabinet	3 Dec 2020  All Wards	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton)  Andrew Bramidge
I012 109	1-15 Altham Grove - External Refurbishment of Flat	Cabinet	3 Dec 2020  Netteswell	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray
I012 108	Corner Blocks Fullers Mead Estate - External Refurbishment of the Corner Flat Blocks	Cabinet	3 Dec 2020  Harlow Common	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray
I012 110	Fire Safety Works - Willowfield Tower, Nicholls Tower and Moor Tower	Cabinet	3 Dec 2020  Bush Fair; Toddbrook	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 376	Debt Write Offs	Cabinet	3 Dec 2020	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 377	Local Council Tax Support Scheme Proposals	Cabinet	3 Dec 2020	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I012 092	Referral from Covid-19 Recovery Working Group - Funding Allocations: Recovery Budget	Cabinet	3 Dec 2020	Key decision: <b>No</b>  Likely exemption status: <b>Open</b>	Officer's report	Councillor Eugenie Harvey  Brian Keane, Andrew Murray, Simon Freeman, Simon Hill, Andrew Bramidge, Jane Greer

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 378	Corporate Plan	Cabinet	21 Jan 2021	Key decision: <b>Yes</b> Likely exemption status: <b>Open</b>	Officer's report	Leader of the Council (Councillor Mark Ingall)  Brian Keane
I011 379	Medium Term Financial Strategy 2021/22 - 2023/24	Cabinet	21 Jan 2021	Key decision: <b>Yes</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 380	General Fund Budget 2021/22	Cabinet	21 Jan 2021	Key decision: <b>Yes</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 382	Housing Revenue Account Budget 2021/22	Cabinet	21 Jan 2021	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson), Portfolio Holder for Resources (Councillor Mike Danvers)  Andrew Murray, Simon Freeman
I011 383	Capital and Treasury Report 2021	Cabinet	21 Jan 2021	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 384	Capital Programmes 2020/21 - 2022/23	Cabinet	21 Jan 2021	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers), Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I012 121	Fire Safety works - Edmunds Tower, Hugh's Tower and The Lawns	Cabinet	21 Jan 2021  Little Parndon and Hare Street; Mark Hall; Netteswell	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray
I011 721	Award of Framework Agreement for Legal Services in Support of Special Projects	Cabinet	25 Feb 2021  All Wards	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Governance, Equality and Diversity (Councillor Frances Mason)  Simon Hill
I011 777	Implementation of an Article 4 Direction relating to Houses of Multiple Occupation	Cabinet	25 Mar 2021  All Wards	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Councillor Mark Wilkinson, Councillor Danny Purton  Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 385	Joint Finance and Performance Report, Quarter 3 2020/21	Cabinet	25 Mar 2021	Key decision: <b>No</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I011 386	Housing Revenue Account, Quarter 3 Finance Report 2020/21	Cabinet	25 Mar 2021	Key decision: <b>No</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Housing (Councillor Mark Wilkinson), Portfolio Holder for Resources (Councillor Mike Danvers)  Andrew Murray, Simon Freeman
I011 387	Capital Programmes, Quarter 3 Finance Report 2020/21	Cabinet	25 Mar 2021	Key decision: <b>No</b> Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers), Portfolio Holder for Housing (Councillor Mark Wilkinson)  Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I011 388	Debt Write Offs	Cabinet	25 Mar 2021	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers)  Simon Freeman
I009 925	Regeneration Strategy	Cabinet	To be confirmed Subject to OWG approval	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Growth and Prosperity (Councillor Tony Durcan)  Jane Greer
I009 572	Stewardship Arrangements	Cabinet	To be confirmed	Key decision: <b>Yes</b>  Likely exemption status: <b>Open</b>	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton)  Andrew Bramidge

# Portfolio Holders Decision Notice

**26 October 2020**

(Published 26 October 2020)

This document lists the decision taken by the Portfolio Holder for Community and Wellbeing on 26 October 2020.

A decision may be implemented with immediate effect, unless it is eligible for call-in as identified below, whereupon a decision will not be implemented until five working days have elapsed.

Decision Taker	Decision	Reasons for Decision	Any Options Rejected	Declared Conflict of Interest?	Eligible for Call-In?
<b>Councillor Chris Vince</b>  Portfolio Holder for Community and Wellbeing	<u>Harlow Foodbank</u>  <b>RESOLVED</b> that the virement of up to £10,000 from the Council Fireworks budget to support Harlow Foodbank to provide free meals for Harlow Families be approved.	To enable Harlow Foodbank to administer the provision of food parcels to families with children entitled to free school meals over half term.	None	None	No

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** TREASURY MANAGEMENT STRATEGY  
STATEMENT 2020/21: MID-YEAR REVIEW

**PORTFOLIO HOLDER:** COUNCILLOR MIKE DANVERS, PORTFOLIO  
HOLDER FOR RESOURCES

**LEAD OFFICER:** SIMON FREEMAN, HEAD OF FINANCE AND  
PROPERTY AND DEPUTY TO THE CHIEF  
EXECUTIVE (01279) 446228

**CONTRIBUTING OFFICER:** REBECCA KEENE, PRINCIPAL FINANCE  
MANAGER (01279) 446448

**This is not a Key Decision**

**It is on the Forward Plan as Decision Number I011372**

**The decision is not subject to Call-in Procedures for the following reason:**

The decision stands as a recommendation to Council.

**This decision will affect no ward specifically.**

**RECOMMENDED that:**

- A The Mid-Year Review of the Treasury Management Strategy, attached as Appendix A to the report, be noted and referred to Council for consideration.

**REASON FOR DECISION**

- A Compliance with the CIPFA Treasury Management Code of Practice, requires that Council is presented with a mid-year report on The Treasury Management Strategy Statement (TMSS).

**BACKGROUND**

1. Treasury management is defined as: “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
2. The Council operates within the framework of CIPFA’s ‘Prudential Code for Capital Finance in Local Authorities’ (Prudential Code), the ‘Treasury Management Code of Practice’ and, the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance.

3. The primary requirements of the Code are as follows:
  - a) Creation and maintenance of a Treasury Management Policy Statement;
  - b) Creation and maintenance of Treasury Management Practices (TMPs);
  - c) Receipt by the Council of an annual Treasury Management Strategy (TMS), including Annual Investment Strategy and Minimum Revenue Provision Policy for the year ahead, a Mid-Year Review of the Treasury Management Strategy and an Annual Report (stewardship report);
  - d) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions;
  - e) Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the current TMS specifies that responsibility for the delegated scrutiny role is delegated to the Cabinet Overview Working Group.

## **ISSUES/PROPOSALS**

4. As part of the primary requirements for reporting to Council, the mid-year review of the TMS has been prepared in compliance with CIPFA's Code of Practice, and is attached to this report as Appendix A. Economic commentary has been provided by the Council's Treasury Management Advisors, Arlingclose Ltd.
5. On an on-going basis, officers continue to work within the scope of the TMS in order to contain counterparty risk as far as practically possible. Treasury management activities operate under a high-profile reporting mechanism, and any significant issues that may arise through the year are reported in accordance with protocols set out in the TMS.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

As contained in the report.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

None specific.

**Author: Andrew Murray, Head of Housing**

## **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

## **Governance (Includes HR)**

None specific.

**Author: Simon Hill, Head of Governance**

## **Appendices**

Appendix A – Harlow Council Treasury Management Strategy Mid-Year Review 2020/21

## **Background Papers**

Treasury Management Strategy 2020/21

<https://moderngov.harlow.gov.uk/documents/s15158/Capital%20and%20Treasury%20Report%20Appendices%202020%20v6.pdf>

## **Glossary of terms/abbreviations used**

Arlingclose – The Council's appointed treasury management advisors.

CIPFA – Chartered Institute of Public Finance and Accountancy

MHCLG – Ministry of Housing Communities and Local Government

TMPs – Treasury Management Practices

TMS – Treasury Management Strategy

**HARLOW COUNCIL**  
**TREASURY MANAGEMENT STRATEGY**  
**MID-YEAR REVIEW 2020/21**

**Summary of the Report**

1. This report provides an update on economic conditions impacting on the Council and focusses on any major issues affecting borrowing and investments.
2. A full commentary is provided within this report by the Council's treasury management advisors, Arlingclose Ltd.
3. The economy is functioning within uncertain times. The Covid-19 pandemic has had a significant impact on the economy and the ongoing Brexit negotiations have led to a lack of clarity over the long term economic picture.
4. At all times the Council will take steps to protect its investment portfolio by placing security (the reduction of risk in order to protect the return of capital sums) and liquidity (being able to have immediate access to a reasonable amount of funds so that cashflow obligations may be met) above yield (i.e. the interest paid on investments).
5. In setting the Council's strategy for 2021/22, a full report will be presented to Cabinet and Council in January / February 2021. This will be in conjunction with the 2021/22 budget proposals and Capital Strategy.
6. The Treasury Management Strategy for 2020/21 has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's 'Treasury Management in the Public Services: Code of Practice' (the CIPFA Code) which requires the Council to approve treasury management half-year and annual reports.
7. The Council is supported by treasury management advisors, Arlingclose Ltd., in decision making.

**Background**

8. The Council's treasury management strategy for 2020/21 was approved at a meeting of Council on 30 January 2020. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk is

therefore central to the Council's treasury management strategy.

9. The Council operates within the framework of CIPFA's 'Prudential Code for Capital Finance in Local Authorities' (Prudential Code), the 'Treasury Management Code of Practice' and, the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance.
10. The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by Council on 30 January 2020.

**External Context: Based upon commentary provided by the Council's Treasury Management advisors, Arlingclose Ltd. (October 2020)**

11. **Economic background:** the spread of the coronavirus pandemic has dominated the economic outlook throughout the first half of the 2020/21 financial year as the government has tried to manage the balancing act of containing transmission of the virus while easing lockdown measures and getting the economy working again.
12. The Bank of England maintained the bank rate at 0.1% and the potential use of negative interest rates has not been ruled in or out by the bank policymakers. The headline rate of Consumer Price Inflation (CPI) fell to 0.2% year on year in August, further behind the Bank of England's 2 % target.
13. Government initiatives have continues to support the economy with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans and business rates reliefs being made to businesses.

**Local Context**

14. On 31 March 2020, the Council had net investments of £25.1m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	<b>31.3.20 Actual £m</b>
General Fund CFR	62.655
HRA CFR	187.370
<b>Total CFR</b>	<b>250.025</b>
Less: Other debt liabilities	(-)1.714
<b>Loans CFR</b>	<b>248.311</b>
External borrowing	(-)211.837
<b>Internal borrowing</b>	<b>36.474</b>
Less: Usable reserves	(-)67.724
Less: Working capital	6.139
<b>Net investments</b>	<b>(-)25.111</b>

15. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.
16. The treasury management position at 30 September 2020 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	<b>31.3.20 Balance £m</b>	<b>Movement £m</b>	<b>30.9.20 Balance £m</b>	<b>30.9.20 Rate %</b>
Long-term borrowing: Public Works Loan Board	211.837	-	211.837	3.309
<b>Total borrowing</b>	<b>211.837</b>	<b>-</b>	<b>211.837</b>	<b>3.309</b>
Long-term investments	(-)4.000	-	(-)4.000	2.53
Short-term investments	0	-	-	-
Cash and cash equivalents	(-)22.100	(-)2.425	(-)19.675	0.75
<b>Total investments</b>	<b>(-)26.100</b>	<b>(-)2.425</b>	<b>(-)23.675</b>	
<b>Net borrowing</b>	<b>180.137</b>	<b>(-)2.425</b>	<b>188.162</b>	

**Borrowing Strategy during the period**

17. At 30 September 2020 the Council held £211.837m of loans as part of its strategy for funding previous years' capital programmes. Outstanding loans on 30 September are summarised in Table 3 below.

Table 3: Borrowing Position

	<b>31.3.20 Balance £m</b>	<b>Net Movement £m</b>	<b>30.9.20 Balance £m</b>	<b>30.9.20 Weighted Average Rate %</b>	<b>30.9.20 Weighted Average Maturity (years)</b>
Public Works Loan Board	211.837	-	211.837	3.309	14.8
<b>Total borrowing</b>	<b>211.837</b>	<b>-</b>	<b>211.837</b>		

18. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.

### Treasury Investment Activity

19. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the Council's investment balances ranged between £22.780m and £42.420m due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	<b>31.3.20 Balance £m</b>	<b>Net Movement £m</b>	<b>30.9.20 Balance £m</b>	<b>30.9.20 Income Return %</b>
Banks & building societies (unsecured)	3.480	(-)0.480	3.000	0.05
Government	-	2.980	2.980	0.01
Local authorities	5.000	(-)5.000	-	-
Money Market Funds	13.620	0.075	13.695	0.05
Other Pooled Funds				
Cash plus funds	2.000	-	2.000	0.76
Property funds (CCLA)	2.000	-	2.000	3.70
<b>Total investments</b>	<b>26.100</b>	<b>(-)2.425</b>	<b>23.675</b>	

20. Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

21. In furtherance of these objectives, and given the increasing risk and falling returns from short-term unsecured bank investments, the Council is not routinely placing unsecured deposits with individual banks and building societies preferring instead to spread risk in Money Market Funds, a Cash Plus Fund and a Property Fund. It has found local authority investment to be a secure means of investment.
22. The Council expects to receive significantly lower income from its cash and short-term money market investments and from its externally managed funds than it did in 2019/20 and earlier years due to the impact of the Covid-19 pandemic on interest rates.

### **Non-Treasury Investments**

23. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Council holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

### **Service Investments: Loans**

32. The Council lends money to its subsidiary and a local business, to support local public services and stimulate local economic growth.
33. HTS (Property and Environment) Ltd is a wholly owned subsidiary of Harlow Council which began trading on 1 February 2017. The Council provided a start-up loan to the business of £1.209m repayable over five years, two months, approved on 21 July 2016. The balance outstanding as at 31 March 2020 was £0.468 (£0.702m at 31 March 2019)
34. Harlow Property Limited was provided with two loans to support the development of the Enterprise Zone, approved on 23 January 2014. The amounts loaned were £1m on 15 March 2016 and a further £1.5m on 3 March 2017 secured against the value of the properties at the KAO Park facility. Interest accrues on these loans with the total outstanding as at 31 March 2020 being £2.935m (£2.802m at 31 March 2019)
35. Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The Council considers that this loss should be zero because, (1) the Council is the sole shareholder of HTS; (2) HPL loans are a charge secured against property which considerably exceeds the value of the loan.

### Commercial Investments: Property

36. The Ministry of Housing, Communities and Local Government (MHCLG) defines property to be an investment if it is held primarily or partially to generate a profit.
37. The Council has historically held nine commercial and residential properties with the intention of making a profit that will be spent on local public services. These include a Golf Club, and three other properties with a total value of £1.419m. Annual income from all these assets is about £125,000.

### Loan Commitments and Financial Guarantees

38. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.
39. In 1987 and 1992 the Council agreed to undertake joint liability with a number of other local authorities to guarantee loans of £66.3 million and £17.3 million to Home Housing Association (previously called North Housing Association) in support of their private initiative for the provision of housing in Harlow and surrounding authorities. The guarantee is for a 50-year period ending 2037. The Council's proportion of the total liability is £4.5 million. The Council considers that the probability of the guarantee being called upon is low.

### Compliance

40. The Deputy to the Chief Executive and Head of Finance & Property reports that all treasury management activities undertaken during the first six months of 2020/21 financial year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** JOINT FINANCE AND PERFORMANCE REPORT,  
QUARTER 2 2020/21

**PORTFOLIO HOLDER:** COUNCILLOR MIKE DANVERS, PORTFOLIO  
HOLDER FOR RESOURCES

**LEAD OFFICER:** SIMON FREEMAN, HEAD OF FINANCE AND  
PROPERTY AND DEPUTY TO THE CHIEF  
EXECUTIVE  
(01279) 446200

**CONTRIBUTING OFFICERS:** SENIOR MANAGEMENT BOARD (01279) 446004  
POLICY AND PERFORMANCE TEAM

**This is not a Key Decision**

**It is on the Forward Plan as Decision Number I010144**

**The decision is not subject to Call-in Procedures for the following reason:**

The recommendations are within the scope of the original budget and Corporate Plan approved by Full Council in February 2020.

**This decision will affect no ward specifically.**

**RECOMMENDED that Cabinet:**

- A** Notes the projected outturn position set out in sections three and four of Appendix A to this report for the second quarter (July – Sept) of 2020/21 as follow:
- i) An adverse variation on controllable budgets of £1,455,000 representing 2.5 per cent of the gross General Fund Budget.
  - ii) A total projected overspend of £345,000 representing -0.6 per cent of the gross General Fund Budget.
  - iii) The Council performed on or above target for 41 out of 49 (84 per cent) of its monthly and quarterly performance indicators.
  - iv) The Council also successfully completed 19 (11 per cent) of its revised service milestones.

## **REASON FOR DECISION**

- A** To ensure that Cabinet reviews performance against the Council's approved General Fund Budget and Corporate Plan for 2020/21 and acknowledges the small variation to the forecast outturn position.

## **BACKGROUND**

1. This report sets out the Council's corporate priorities, financial and performance position as at the end of September 2020 following the significant impact of the Coronavirus. The report is the second in the formal reporting process for the 2020/21 financial year.

## **ISSUES/PROPOSALS**

### **Summary of Quarter 2 Financial Performance 2020/21**

2. A review of the second quarter of 2019/20 indicates that, in total, the controllable General Fund Budget is projected to overspend by £1,455,000 or 2.5 per cent when compared to the approved gross General Fund Budget. Section three of Appendix A to this report summarises the major budget variations many of which are related to the current Covid crisis.
3. Taking into consideration the budgets which are not directly under service area control the overall position at the end of September 2020 is that the General Fund is forecast to overspend by £345,000 or -0.6 per cent when compared to the approved gross General Fund Budget.
4. Careful management of budgets continues to be exercised across all services in order to guard against expenditure pressures and to offset income reductions especially in respect of those areas of the councils services directly impacted by the Covid crisis.
5. The major variations across both controllable and non-controllable budgets are set out in Appendix A to the report. The situation will be closely monitored during the financial year. It is highly likely that the position will change in the second half of the year subject to any further local or national restriction that may be put in place by the Government, the longer term impact of the crisis on behaviours of local residents and businesses and any further support that may be made available by the government through future announcements.

### **Summary of Quarter 2 Operational Performance 2020/21**

6. The Council's operational performance is set out in section four of Appendix A to the report.
7. The Council performed on or above target for 41 out of 49 (84 per cent) of its monthly and quarterly performance indicators.

8. The Council has a total of 176 revised service milestones for 2020/21, of which, 19 milestones (11 per cent) were successfully completed, 122 milestones (69 per cent) have started and are on track. Twenty one milestones (12 per cent) have not started as the due dates are in the future; 11 milestones (6 per cent) were slightly delayed, and 3 milestones (2 per cent) were cancelled or suspended due to Covid-19.
9. Thirty-two (65 per cent) of the Council's Key Performance Indicators (KPIs) performed significantly better than their targets. The performance indicators that have contributed to this achievement are set out in section 4 of Appendix A to this report.
10. Four out of the 49 (8 per cent) performance indicators did not perform as well as expected. The indicators detailed below have an Improvement Action Plan which outlines the performance situation and the steps for improvement.
  - a) BV008 - Invoices paid within 30 days
  - b) BV009 - Council Tax Collected
  - c) BV010 - National Non-Domestics Rates (NNDR) Collected
  - d) HTS3.11 - Tree Works carried out within 80 Working Days.

### **Significant Risks/Opportunities**

11. The Council continues to operate in a period of major change driven by both worldwide economic conditions and legislative changes being introduced by the Government at the end of Quarter 4 2019/2020. There has also been significant impact from Covid-19. Key changes that will or continue to be impact on the Council include:
  - a) Variations in income from fees and charges and other specific grants.
  - b) Ongoing low staff turnover rates which put at risk the achievement of the vacancy savings targets allocated to each service within the Council's budget.
  - c) The uncertainty regarding the future financial settlements including the end of the current four year funding deal beyond the current spending review period from 2021/21 onwards.
  - d) Short and medium term impacts of the Brexit process following the UK's exit of the European Union and for the remainder of the transition period through to December 2020.
  - e) Effects of Covid-19 pandemic. The Council has been working with key partners and businesses throughout lockdown and is now well into

recovery phase, working with all key stakeholders affected by the pandemic.

12. Significant opportunities continue to arise and develop to benefit the town and its residents. The Council must ensure it continues to work with all stakeholders to realise those benefits. Examples where opportunities arise include:
  - a) Harlow and Gilston Garden Town.
  - b) Enterprise Zone delivery and skills plan to support development of a skilled workforce.
  - c) Public Health England relocation to Harlow including partnership working to address employment skills development and supply chain opportunities. Public Health England and NHS Test and Trace, as well as the Joint Biosecurity Centre was brought under a single new organisation The National Institute for Health Protection from 18 August 2020. Discussions are ongoing to ensure plans are not affected by the recent government announcement.
  - d) Road and transport infrastructure including M11 Junction 7a which is now in build phase.
13. At end of Quarter 2 2020/21 there are no exceptional strategic risks (rated 20 or higher – high likelihood, high impact) recorded in the Council’s Risk Register.
14. The Senior Management Board continues to review strategic risks on a regular basis and a full review of risks has been undertaken for the first Quarter 2020. The Senior Management Board will continue to assess future impact and the necessary controls required to keep risks at acceptable levels compared to the council’s risk appetite.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

As contained within the report.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance and Property (Includes ICT)**

As contained within the report.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

Performance levels for the Housing Service Bernal fund activities have been affected as a result of Covid-19 pandemic since they are demand led. Whilst recovery continues to be established, responding to Government guidance and local priorities, this will continue to have financial implications as well as having an affect on

the setting of realistic targets. This situation will be reviewed in quarter 3 and aligned to wider corporate and housing services landlord business plan priorities.

**Author: Andrew Murray, Head of Housing**

**Community Wellbeing (Includes Equalities and Social Inclusion)**

As contained within the report.

**Author: Jane Greer, Head of Community Wellbeing**

**Governance (Includes HR)**

As contained within the report.

**Author: Simon Hill, Head of Governance**

**Appendices**

Appendix A – Joint Finance and Performance Report, Quarter 2 2020/21

**Background Papers**

None.

**Glossary of terms/abbreviations used**

IAP – Improvement Action Plan

KPIs – Key Performance Indicators

## **Appendix A**

**Harlow Council**

# **Joint Finance and Performance Report for the Period Ending**

**30/09/2020**

## The Council's aim for 2020-21:-

**"to improve Harlow for residents, businesses and visitors"**

### The Council's priorities:

1. Resilience and Recovery



2. More and Better Housing



3. Regeneration and a Thriving Economy



4. Wellbeing and Social Inclusion



5. A Clean and Green Environment



6. Successful Children and Young People



## Introduction

The Central Government requires all Councils to collect and report data relating to their function as a Local Authority in areas such as waste, planning, benefits, and housing.

The Council monitors its performance against its Corporate Priorities, Principles and Goals through its Performance Management Framework. The Framework sets out the mechanisms and the range of tool utilised by Officers and Councillors in gathering and reporting the Council's performance data.

The Council's Priorities, Principles, Goals, and achievements in 2019/20 are set out in its [Corporate Plan 2020 -2021](#), available on the Council's website.

To view the Council performance data and reports, please visit our website at <https://www.harlow.gov.uk/your-council/spending-and-performance/performance>

## Covid 19 Recovery Group

The Council has established a Cross Party Members Working Group to co-ordinate its response to the Coronavirus pandemic.

In September 2020, the Council approved the introduction of a further Corporate Priority 'Resilience and Recovery'. The Members Working Group has been given responsibility for monitoring the Priority specific action plan and performance within their terms of reference.

Meetings of the Members Working Group can be found here

<https://moderngov.harlow.gov.uk/ieListMeetings.aspx?CId=299&Year=0>

## Operational Performance

This report provides a summary of the Council's operational performance of its Key Performance Indicators (KPIs), Service Milestones, Finance and Risk for the quarterly period ending 30 September 2020 (Quarter 2 2020/21).

Officers have provided the following commentary on the performance of their Service Milestones and Key Performance Indicators (KPIs) for which they are responsible.

### Community Wellbeing, Jane Greer

#### **Financial Performance:**

There has been a reduction of income due to a number of services being closed or running a reduced service over a period of several months. This has been offset against reductions in costs due to facilities being closed and events not taking place.

#### **Service Performance:**

The ongoing pandemic has resulted in the Community Wellbeing Team having to adapt to ensure that as many services as possible are able to continue, albeit in a different and Covid safe way. For example, The School Readiness Project and Youth Council have

been able to provide “virtual” sessions and it has been possible to deliver some educational and other events, facilitated in such a way to ensure government guidance is adhered to. The Team have also supported the Community Hub, with colleagues adapting to ensure they are able to meet the challenges the Council face.

**Service Milestones:**

The majority of the service milestones are on track, with proposals in place for those that require further action.

**Service Risk:**

A review of risks has recently been completed and is reported elsewhere in this document.

**Environment and Planning, Andrew Bramidge**

The shortfall in performance identified in Q1 has started to recover. HTS have employed a specialist contractor and the backlog is starting to be cleared. It is still expected that performance will have recovered by the end of Q3.

Street cleansing and grass cutting programmes have been restored to full service during Quarter 2 as expected with performance meeting expectations. Monitoring by the Keep Britain Tidy Group has confirmed this.

Some shortfalls in refuse collection performance by Veolia has been experienced in the second quarter with staff shortages resulting in an increased use of inexperienced agency staff. This has been rectified by the end of the quarter with a core group of agency staff completing appropriate induction programmes and the recruitment of additional supervisory capacity.

The Planning team continue to exceed performance indicators with faster determination of planning applications. A relatively stable staff team during the course of this year has helped considerably as this had been a problem for a number of years.

The Forward Planning Team has continued to work with our appointed Local Plan Inspector to resolve his queries over the proposed modifications to the Local Plan. Some additional work on housing numbers has been commissioned and it is believed that we are still on track to adopt the new Local Plan before the end of the year.

**Housing, Andrew Murray**

Demand for housing has increased during the first six months due to increased responsibilities following implications of Covid 19.

An additional 39 rough sleepers were accommodated, taking vulnerable individuals off the street, and working with them to find suitable settled accommodation.

Additional Government support was provided however increased resources for housing needs are required which means continued prioritisation against limited resources and

increased demand for housing.

The Homelessness Strategy and Delivery Plans are being reviewed with partners to ensure scarce resources are targeted. With the current trend of increasing costs for homelessness and use of temporary accommodation continuing, with less providers now available, due to the economic position. The position remains fluid and it is still difficult to predict future demand and will depend on a number of factors both nationally and locally.

The service continues to focus on the prevention of homelessness, as well as types of ongoing support required. The Council were successful in receiving funding for round three of the Governments' Rough Sleeper Initiative (RSI).

In addition, the implications of Covid 19 and associated restrictions has meant there is a reduction in the anticipated income for Telecare installations which will mean there will be a need to review the Supported Housing Implementation Plan approved by Cabinet in 2018 and align it to any changes in Government Policy for Social Care and Housing Related Support.

## Governance, Simon Hill

### **Financial Performance:**

During quarter 2, those services which would normally generate income continue to be affected by the ongoing pandemic. The Playhouse has remained closed during the quarter but has been successful in its application to the Arts Council for grant support. It has been awarded £531,551 to support ongoing lost income. The Playhouse had been able to recommence space hires by local groups and reopened its bar facilities in accordance with Government guidance during the quarter Local Land charges income is also adversely affected by restrictions preventing personal searches.

### **Service Performance:**

During quarter 2 the service continues to provide effective support to the ongoing response and recovery work of the Council outside of their normal roles. This has included Governance staff supporting the Community Hub and associated pandemic response and Playhouse staff working with the public in the town centre on social distancing, a summer activities program and at pets corner to assist in its reopening, other staff across the service have worked 'behind the scenes' supporting the ongoing effort. HR staff have provided ongoing support to staff working from home and their managers whilst implementing a new HR/Payroll system. Within Legal, the challenge has been the changed working practices of the courts and ongoing legal workloads. Workloads within the Contact Centre remain high as the Council shifts transactions away from face to face enquiries to online and telephone.

### **Service Milestones:**

The Service completed 4 out of its 61 milestones for 2020/21 on or before the due dates during the quarter. Fifty-two milestones are not yet due.

**Service Risk:**

A review of the Corporate Risk for Information Governance has put forward a revised residual risk rating, covered elsewhere in this report.

**Finance and Property, Simon Freeman**

At Quarter 2 of the financial year the service is performing well even under the significant restrictions that have been experienced as a result of the National Covid crisis. Normal activity is as far as possible operating as expected and where necessary adjustments to comply with national restrictions and guidelines have been implemented. In addition it should be recognised that the service has also had a significant additional workload to deal with in the administration of the Government's financial support packages to the local residents and businesses since April 2020.

The key area of performance that is off target is the collection statistics for Council Tax and Business Rates. This is not unexpected due to the current climate and formal recovery action has been placed on hold at the current time due to the closure of the Courts during the initial lockdown and subsequently to recognise the impacts the crisis is having on residents. This situation is replicated across many other local authorities and the moves by the government to allow deficits to be carried across three financial years as opposed to just one is a clear indication that this matter is being recognised nationally.

The financial performance of the service is significantly affected by the crisis as reflected in this report and the table of service variations. Three key issues impacting the service budget is the loss of income from the closure and subsequent reduction in usage of the towns car parks combined with the extremely difficult market conditions that have been created in terms of letting the new council owned building Nexus at the Enterprise Zone. Whilst there will be no improvement in this situation in the current financial year there has been the income compensation scheme and other government funding provided to support the Council which is also shown in the non-service variations in the variations table and totals £1.5m to date.

**HTS (Property & Environment) Ltd, John Phillips**

HTS continues to make progress in tackling the backlog built up following the full lockdown period. Quarter 2 KPI performance resulted in the average success rate of 95 per cent against a target of 96 per cent.

HTS operations were initially reduced to run emergencies only in compliance with Government guidelines. These services were then extended to cover urgent jobs as the lockdown was eased. Subsequently, with further relaxation of restriction, HTS began to increase operations to manage the backlog of non-urgent jobs. Consequently, the second quarter saw an improvement with only 1.75 per cent of the KPIs going into Red and 5 per cent into Amber. HTS has implemented Improvement Action Plans (IAP) for KPIs falling into Red to improve performance and has been on target for recovery.

Some notable highlights in performance include:

1. Standard request for housing repairs (attend within 20 days) - **Excellent recovery to 94% performance following 65% performance during Q1 Covid-19 period.**
2. Voids works – **Excellent recovery to 100% performance following 67% performance during Q1 Covid-19 period.**
3. Average time (in hours) to remove fly tips – **Excellent performance at 1.60 hours per job to clear dumped rubbish against the target of 3.5 hours.**
4. Graffiti / Fly posting removal of racist or obscene nature - **Excellent performance maintained at 100%**
5. Prevention of dangerous trees reported - **Excellent performance maintained at 100%**

In addition, HTS delivered a number of social actions benefiting the wider community with some listed below:

- HTS supported the move of the Harlow Save Credit Union office from the Town Centre library into new premises in the Harvey Centre through September into early October within a 5-week period, all in time for them to be able to launch their Christmas campaign.
- HTS are facilitating Coronavirus testing by allowing a testing station to be sited at their Mead park offices car park with the appropriate welfare facilities for people for as a positive contribution to the health and wellbeing of its staff and to the wider community, increasing from an initial 2 days to 4 days per week.
- Playgrounds were re-opened following safety inspections by HTS to support Harlow Council and allowing children and families across Harlow to start using the 43 playgrounds again.
- Board memberships and regular attendance on two not-for-profit organisations throughout the period.

## Section One: Key Considerations

The key issues relating to the Council's finances, performance, risks, and corporate plan:

### FINANCE

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The forecast outturn position for 2020/21 is that the controllable General Fund revenue budget will overspend by £1,455,000 on its gross controllable costs. This represents an overspend of 2.5% of the Council's approved gross budget for the General Fund. Taking into consideration the budgets which are not controllable by services, there is an overall forecast overspend of £345,000 or 0.60%.

Key risks in relation to financial management are currently:

- The risks and volatility associated with the current Covid crisis and its impact on the Council's budgets.
- The future impacts of council tax and business rates collection performance on 2021/22 budget setting.
- The uncertainty regarding the future financial settlements including the end of the four year funding deal beyond the current spending review period from 2020/21 onwards.

### RISK

At end of Quarter 2 2020/2, there are no exceptional strategic risks (rated 20 or higher – high likelihood, high impact) recorded on the Council's Risk Register.

The following indicators had poor performance in Quarter 2 2020/21:

- BV008 Invoices paid within 30 days (%)
- BV009 Council Tax Collected (%)
- BV010 NNDR Collected (%)
- HTS3.11d Tree Works carried out within 80 Working Days

### PERFORMANCE

The position of the Corporate Milestones as of 30 September 2020 are broken down as follows:

- 10.8% (19 out of 176) were successfully completed
- 69.3% (122 out of 176) have started and are on track
- 11.9% (21 out of 176) have not started as the due dates are in the future
- 6.3% (11 out of 176) were slightly delayed due to Covid-19
- 1.7% (3 out of 176) were cancelled or suspended due to Covid-19

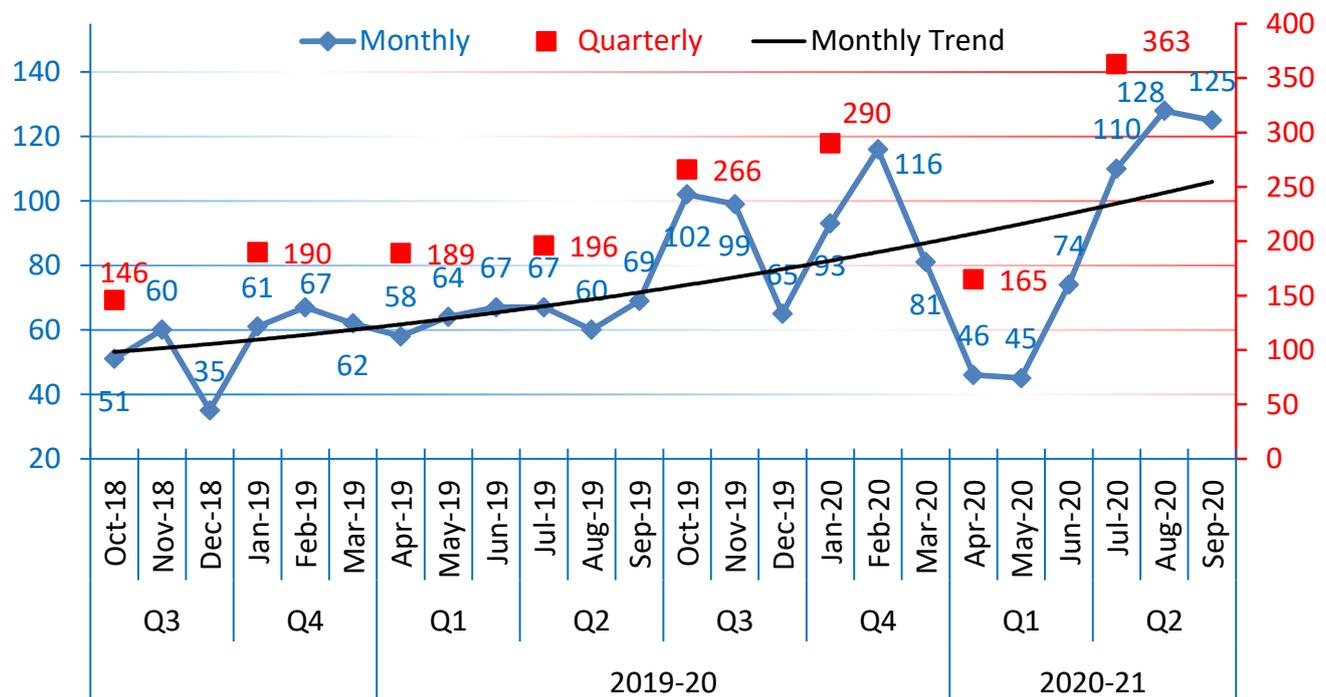
### CORPORATE PLAN

## Section Two: What our Customers are telling us (Complaints)

The Council provides and commissions a large number of services, to a population of around 87,100 residents (2019 estimate). Every year the Council undertakes over 600,000 housing transactions and deals with hundreds of thousands of enquiries at Contact Harlow. Contact Harlow also provides an administrative service for housing benefit and local council tax support.

The Council aims to respond and resolve all Stage One and Stage Two complaints within 10 working days, and Stage Three complaints within 15 working days.

The chart below shows two years of complaints (October 2018 to September 2020) by the monthly and quarterly figures, monthly is in blue and quarterly is in red.



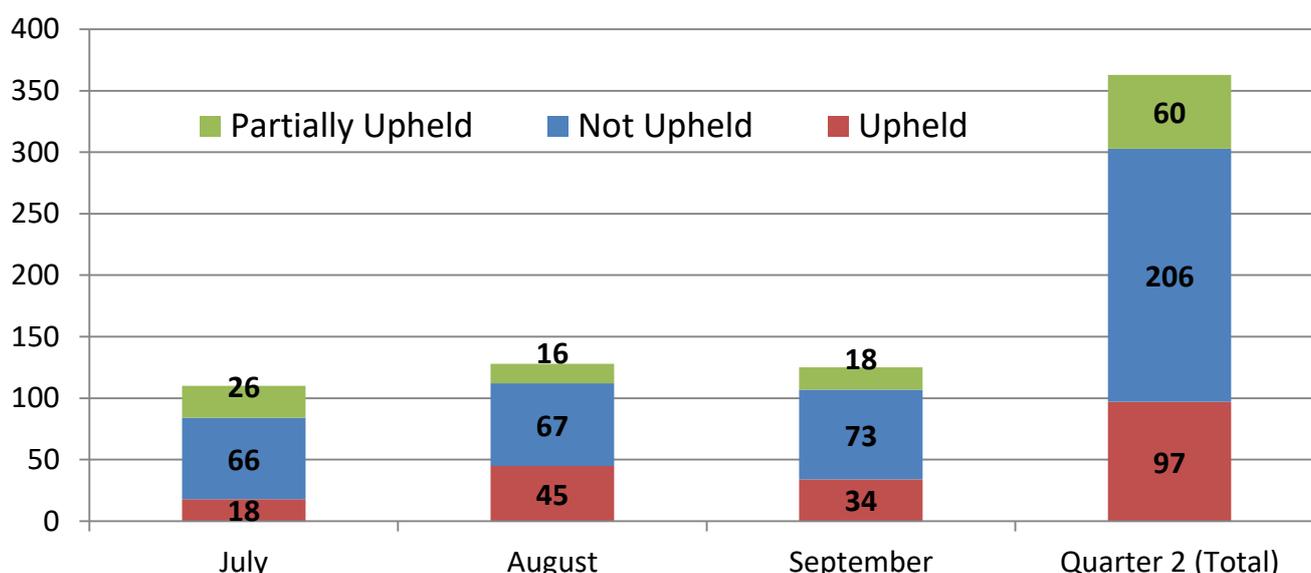
When Quarter Two of 2020/21 is compared to the same quarter in 2019/20, there is an 85.2% increase in the number of complaints received. In the last twelve months (October 2019 to September 2020) there was an average of 90 complaints per month, whereas in the previous 12 months (October 2018 to September 2019), the monthly average was 60. The increase in this period, equates to 50%.

Due to the significant increase of complaints in Quarter 2, further work was undertaken to ascertain the reason (s) for the increase. It was found that:

- HTS (Property & Environment) Ltd - There were a number of key themes identified in the analysis of HTS complaints, including customer contact, communication, and access issues. The above has been looked at by HTS, including a review of their customer access procedures as part of the wider Best Value Review Improvement Plan reported to the Council. The themes continues to be monitored as part of the response to the Covid-19 implications and organisational priority requirements.

- **Housing** - Housing complaints have continued to increase in line with the corporate increases during Quarter Two, however, the percentage of upheld complaints have reduced when compared to the corresponding quarter last year (2019/20). Whilst establishing a Covid-19 Recovery Plan, the focus remained unchanged to ensure that communication and responsiveness was consistently of a high quality between the corporate front office/and the service back office processes. There were no change in the key themes, with a large number of complainants expressing difficulties accessing accommodation due to the acute shortage of affordable housing both locally and nationally.
- **Environment and Planning** – There was a spike in the complaint levels due to the persistent of missed bins in August and September 2020. This largely reflects the increase in Agency staff during this period to provide holiday cover to enable 'Covid bubbles' and a shortage of supervisory staff. These were less experienced staff who were not use to the ICT systems in place. To mitigate the situation, Veolia recruited an additional supervisor; and a staff member that had been shielding has now returned to work. The Agency staff have been properly inducted, and Veolia now believe they have a core of trained Agency staff they can call on when required.
- **HTS Environment** - The increase in complaints relates mainly to Tree works. There were some capacity issues over the summer. This has now been rectified by the appointment of an external contractor to clear the backlog of works. Although there has been an increase in complaints, it must be noted that the majority of these complaints were not upheld. The reasons for this vary, from works not been able to be undertaken due to bird nesting or because, on inspection, there were found to be no problems with the tree in question.

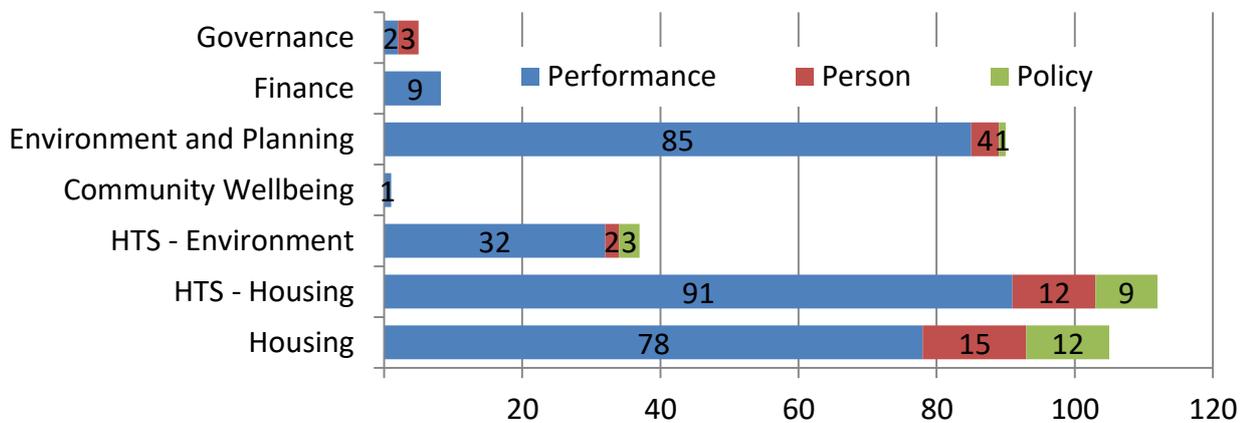
In Quarter Two of 2020/21, the Council received a total of 363 complaints. These complaints break down as 97 (27%) upheld, 206 (57%) not upheld and 60 (17%) partially upheld. The chart below shows the breakdown by classification for each month and the quarter total.



The table below shows the breakdown of complaints by the stage, for each month in Quarter Two. There were 86% of complaints resolved by Stage One, 10% of complaints were resolved by Stage Two and 4% of the complaints reached Stage Three.

Month	Stage One	Stage Two	Stage Three
July	92	15	3
August	111	8	9
September	111	12	2
<b>Quarter Two Total</b>	314	35	14

The chart below shows a breakdown of the three complaint types and the number of complaints against the relevant service area. In Quarter Two there were 298 performance; 37 person and 28 policy related complaints.



Additional information is collected on all closed complaint that were either upheld or partially upheld, to ensure lessons are learnt to improve service delivery and minimise the risk of reoccurrence.

This information is logged by the service areas responding to the complaint and includes:

- What will be done as a result of the complaint?
- Who by?
- By when?

The Customer Services Officer receives monthly reports, to ensure that action(s) are being completed. Any failures/blockages are reported to the Customer and Media Services Manager, to progress to the relevant Head of Service.

Reports on trends and resolutions are provided to the Senior Management Board, to ensure continuous improvement.

### **Section Three: The Latest Financial Performance**

The impacts of the Covid crisis continue to impact the Councils overall financial position. As previously reported additional costs and more importantly the loss of income are the key issues directly impacting the budget for the financial year.

The position has changed since the report presented to Cabinet in September as a result of further government support for both the Council generally (£435,000) and the specific funding received for the Playhouse through the Arts Council (£563,000).

In addition, work is ongoing to establish the ongoing impacts in areas such as car parking income, commercial property income and council tax/business rates payments.

Having only had the benefit of a relatively short period of time to assess the financial transactions following the lifting of the national lockdown, there will undoubtedly be the need for further revisions to the forecasts as more data and trends are analysed in Quarter 3 and Quarter 4.

As highlighted in the Quarter 1 report, council tax and business rates income remains a concern, any deficit must be met through a charge against future years general fund resources and will form a consideration in setting the 2021/22 budget in January 2021. Already the impact is being shown in the projected 2020/21 position for the Essex business rates pool. Due to concerns regarding business rates losses the Quarter 2 forecast included within this report assumes that the drop in business rates will expose the Council to having to meet a safety net payment (rather than receiving a payment from the pool) and this could also be an issue for the 2021/22 budget and future years.

The position reported at Quarter 2 should be viewed with some caution for the reasons set out above but at the time of preparing this report the forecast outturn for the Councils General Fund is for an overspend of £345,000 for the year. This is an improvement when compared with the forecast of £513,000 overspend at Quarter 1 but is likely to change further later in the financial year.

Simon Freeman, Deputy to the Chief Executive and Head of Finance and Property

[Movement in General Fund \(Q2 2020\\_21\); The Major Variances \(Q2 2020\\_21\)](#)

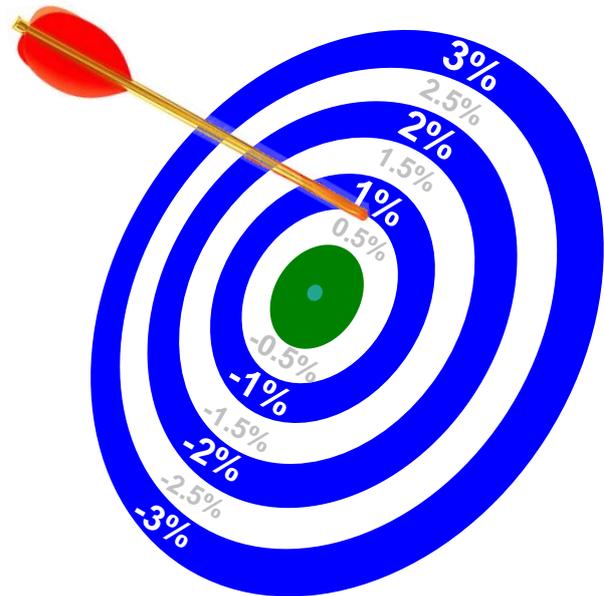
## Movements in General Fund Balance in Quarter Two 2020/21

	<i>£millions*</i>
<b>General Fund closing balance as at 30 March 2020</b>	<b>4.513</b>
<b>Variation resulting from previous Cabinet / Council decisions:</b>	
• Carry forwards from 2019/20 to 2020/21 (Sept Cabinet)	(0.163)
Creation of Covid Reserve (sept Cabinet)	(0.150)
<b>Effective General Fund closing balance as at 31 March 2019</b>	<b>4.200</b>
Application of GF to meet 3year pension deficit payment (Jan Cabinet)	(1.605)
<b>Current Variations</b>	
• Service budget variations	(1.455)
• Other variations	1.110
<b>Balance on General Fund at 31 March 2021 (Projected)</b>	<b>2.250</b>

\* Note: Figures in brackets () reduce the projected General Fund Balance.

### 2020/21 Forecast Outturn

The Council projects to overspend by a margin of **0.6%** on its gross General Fund revenue budget.



**Latest Financial Performance (Budget Variations / Exceptions):**  
**Major Variances - Quarter 2 2020-21**

Service	Adverse £000s	Favourable £000s	Net £000s	Main Contributing Factors to Variations
<b>Finance and Property Services</b>				
Accountancy	135		135	Staff vacancies offset by consultancy and advertisement costs.
Nexus	584		584	Assumed that no rental income will be received during 20/21 as a result of delays due to Covid-19 in addition to unbudgeted security costs.
Commercial Rental Income	201		201	Loss of rental income from commercial units as a result of Covid-19
Car Parks	747		747	Loss of income as a result of Covid-19.
Revenues and Benefits		(61)	(61)	Staff vacancies
Minor Service variances		(2)	(2)	
<b>Total Finance and Property Services</b>			<b>1,604</b>	
<b>Chief Executive</b>				
Chief Executive	4		4	
<b>Housing GF</b>				
Housing Options and Advice	190		192	Additional costs incurred relating to Temporary Accommodation and Grant payments as a result of Covid-19.
<b>Total Housing General Fund</b>			<b>192</b>	
<b>Governance</b>				
The Playhouse	0		0	Grant received from Arts Council will offset losses.
Legal		(189)	(189)	Staff vacancies - partly due to new structure not yet being implemented.
Human Resources / Payroll		(38)	(38)	Consultancy budget carried forward - not yet allocated
Electoral Services		(144)	(144)	Saving as a result of May 2020 election being postponed until 2021.
Other minor variances	37	(84)	(47)	
<b>Total Governance Service</b>			<b>(418)</b>	
<b>Community Wellbeing</b>				
Pets Corner	33		33	Reduction in income due to facility being closed for first 4 months of the year.
Paddling Pools		(35)	(35)	Reduced costs due to pools not being open
Events		(68)	(68)	Savings as a result of events (fireworks display and Harlow Carnival) not proceeding
Leah Manning Centre	30		30	Loss of income from April to December offset by reductions in cost
Community Safety	27		27	Injunction application costs offset by salary savings
Enterprise Zone	43		43	Additional costs relating to security and professional fees
Other Minor Variations	1		1	
<b>Total Community Wellbeing</b>			<b>31</b>	
<b>Environment and Planning</b>				
Refuse Collection	47		47	Additional expenditure on service delivery contracts
Recycling		(171)	(171)	Additional income from recycling credits
Taxi Licencing	34		34	Loss of income due to Covid-19.
Planning Services	86		86	Staff vacancies offset by agency costs
Other minor variations	46		46	
<b>Total Environment and Planning</b>			<b>42</b>	
<b>Service Specific Variations</b>			<b>1,455</b>	<b>Sub-total</b>
<b>Other</b>				
Covid 19 Support Grant		(1,084)	(1,519)	Grant received from Central Government to offset additional costs incurred as a result of the Covid-19 pandemic.
Covid-19 income recovery grant		(366)	(366)	Estimated value of grant to be received to offset income lost between April and August as a result of the Covid-19 pandemic.
Additional bad debt provision	250		250	For increased provision against future Sundry Debt write-offs
Court Costs	150		150	No recovery action being taken and therefore cost recovery will not be achieved
Essex Pooling impact	250		250	Impact of falling in to Safety Net in the Pool
Additional Covid costs	125		125	
<b>Total Other Variations</b>			<b>(1,110)</b>	<b>Sub-total</b>
<b>Total General Fund Budget Variations</b>			<b>345</b>	

## Section Four: Performance

The Council performed on or above target for 41 out of 49 (84%) of its revised Covid-19 monthly and quarterly performance indicators.

### Percentage of indicators within or better than target

Qtr. ended 30/09/19	Qtr. ended 31/12/19	Qtr. ended 31/03/20	Qtr. ended 30/06/20	Qtr. ended 30/09/20
98%	98%	94%	N/A	84%

Four performance indicators from Housing Services will be reviewed at Quarter 3; and 4 performance indicators performed below target, which resulted in Improvement Action Plans (IAPs).

**Good Performance:** Thirty two (65%) of the performance indicators performed significantly better than their targets. Listed below are the performance indicators that contributed to this achievement.

Performance Indicator	30/09/20 Actual	30/09/20 Target	30/09/20 Actual	30/09/19 Target
BV012 Average number of working days/shifts lost due to short term sickness absence – ALL	0.94	4.38	2.70	4.38
BF005 Average Days to Process New Claims	20.72	25.00	24.91	25.00
BF006 Average Days to Process Change Events	8.21	13.00	9.14	13.00
CS02b Percentage Lost Calls for Contact Harlow	7.15%	14.00%	12.22%	14.00%
CS50 Average waiting time of calls received by Contact Harlow (seconds)	37.00	40.00	39.00	40.00
BV082aii Household Waste Recycled (Tonnes)	4321.26	3600.00	3631.52	3600.00
BV082bi Household Waste Composted (%)	14.01%	13.50%	13.25%	13.50%
BV082bii Household Waste Composted (Tonnes)	2,133.32	1,750.00	1,747.28	1,750.00
NI157a Processing of major applications within 13 weeks or agreed timescale	100.00%	60.00%	100.00%	60.00%
NI157b Processing of minor applications within 8 weeks or agreed timescale	95.80%	65.00%	77.77%	65.00%
NI157c Processing of other applications within 8 weeks or agreed timescale	91.60%	80.00%	79.03%	80.00%
HTS2.10a Graffiti/Fly posting response (Non-Offensive/Non-Obscene)	100.00%	100.00%	100.00%	100.00%
HTS4.24 Gas compliance (Contractor Activity only)	100.00%	100.00%	100.00%	100.00%
HTS4.21 Routine Void Works	100.00%	100.00%	100.00%	100.00%

<b>Performance Indicator</b>	<b>30/09/20 Actual</b>	<b>30/09/20 Target</b>	<b>30/09/20 Actual</b>	<b>30/09/19 Target</b>
HTS5.3 Standard Reactive Repairs	100.00%	97.00%	96.75%	97.00%
HTS2.2 Street Cleansing (Hypodermic or other drug related paraphernalia)	100.00%	100.00%	100.00%	100.00%
HTS2.7 Routine Maintenance and Dual Use Bins	100.00%	100.00%	100.00%	100.00%
HTS2.11 Offensive Graffiti and Fly Posting	100.00%	100.00%	100.00%	100.00%
HTS3.16 Playgrounds reactive maintenance	100.00%	100.00%	100.00%	100.00%
HTS4.9 Grass shall be cut on a three-week cycle in Council nominated properties and maintained at the cut level height recommended in the Ground Maintenance specification	100.00%	100.00%	100.00%	100.00%

## Section Five: Improvement Action Plans

The Council and HTS (Property & Environment) Ltd monitors all performance indicators which have been subject to an Improvement Action Plan (IAP) during the past 12 months.

All performance indicators are reported using the following symbols in line with the corporate performance monitoring framework.

Below Target: e.g. more than 5% worse than target	On Target: e.g. within 5% of target	Above Target: e.g. more than 5% above target
		

The table below illustrates how the performance indicators subject to an IAP have performed over time.

Quarterly Performance Indicator	QTR ended 30/09/2019	QTR ended 31/12/2019	QTR ended 31/03/2020	QTR ended 30/06/2020	QTR ended 30/09/2020
CS50 Average waiting time of calls received by Contact Harlow				N/A	
BV008 Invoices paid within 30 days (%)				N/A	
BV009 Council Tax collected (%)				N/A	
BV010 NNDR collected (%)				N/A	
HTS3.11d Tree works carried out within 80 working days					

Number of Red Quarterly Indicators	2	1	3	1	4
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The performance of the Council's and HTS (Property & Environment) Ltd indicators for the quarter ending 30 June 2020 were significantly impacted by the Coronavirus and the national lockdown in March 2020. This resulted in the performance indicators being paused and the refocusing of resources to keep essential services running.

The details on the Improvement Action Plans (IAP)s for the quarter ending 30 September 2020 are set below.

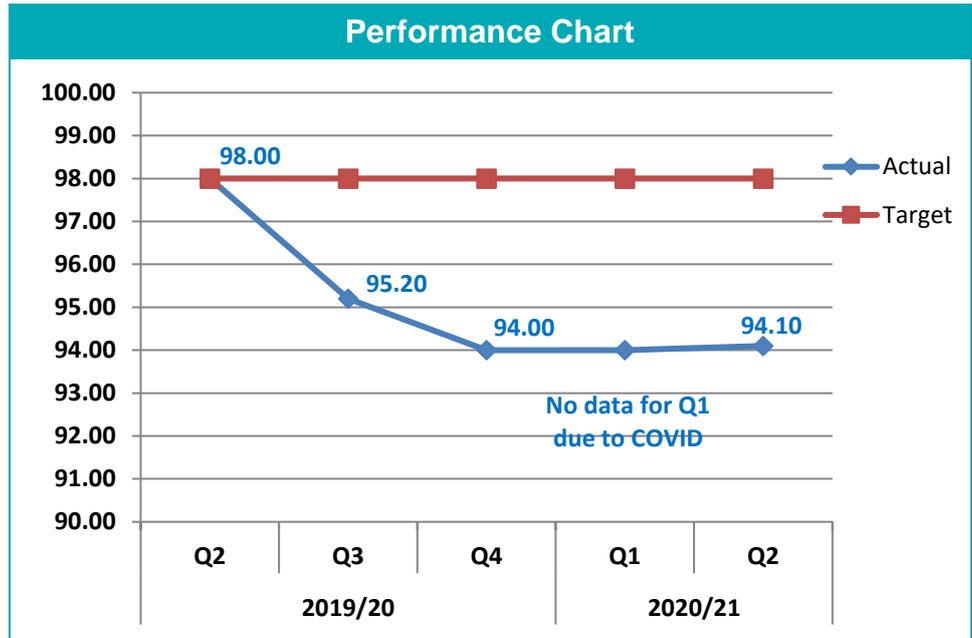
## Improvement Action Plan

**Reporting Period Ended: 30/09/2020**

KPI
BV008 Invoices paid within 30 days (%)

Performance					
Harlow	to 30/09/19	to 31/012/19	to 31/03/20	to 30/06/20	to 30/09/20
<b>Actual</b>	<b>98.00</b>	<b>95.20</b>	<b>94.00</b>	<b>N/A</b>	<b>94.10</b>
<b>Target</b>	<b>98.00</b>	<b>98.00</b>	<b>98.00</b>	<b>N/A</b>	<b>98.00</b>

Description
The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.



Direction of Travel


### What is the performance situation?

Whilst training is the key to addressing this issue it has been exacerbated by the homeworking situation imposed as a result of the national lockdown due to Covid 19; and the refocusing of resources to continue maintain a service.

### What practical steps are being taken to improve?

Despite the homeworking arrangements, training was delivered during Q1 2020/21. The Covid-19 pandemic has forced new ways of working to be explored; it is anticipated that these changes will result in the improvement of the KPI performance moving forward.

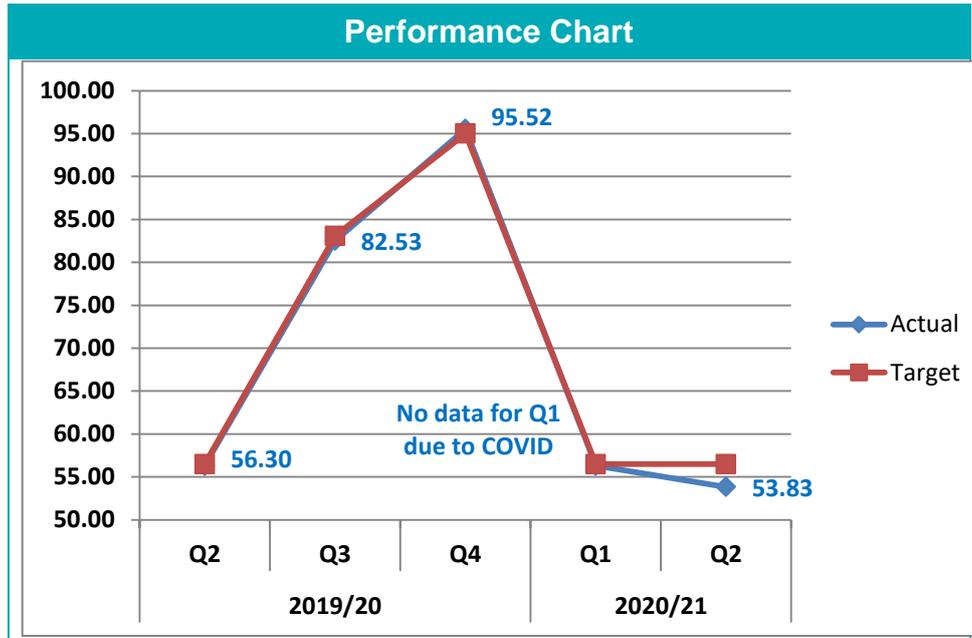
## Improvement Action Plan

Reporting Period Ended: 30/09/2020

KPI
BV009 Council Tax Collected (%)

Performance					
Harlow	to 30/09/19	to 31/012/19	to 31/03/20	to 30/06/20	to 30/09/20
Actual	56.30	82.53	95.52	N/A	53.83
Target	56.48	83.09	95.00	N/A	56.48

Description
The percentage of Council Tax collected



Direction of Travel

### What is the performance situation?

Council tax payment is affected by COVID 19

### What practical steps are being taken to improve?

The Council's Revenues & Benefits service has taken all available steps to improve payment, but to date has been unable to instigate formal recovery action.

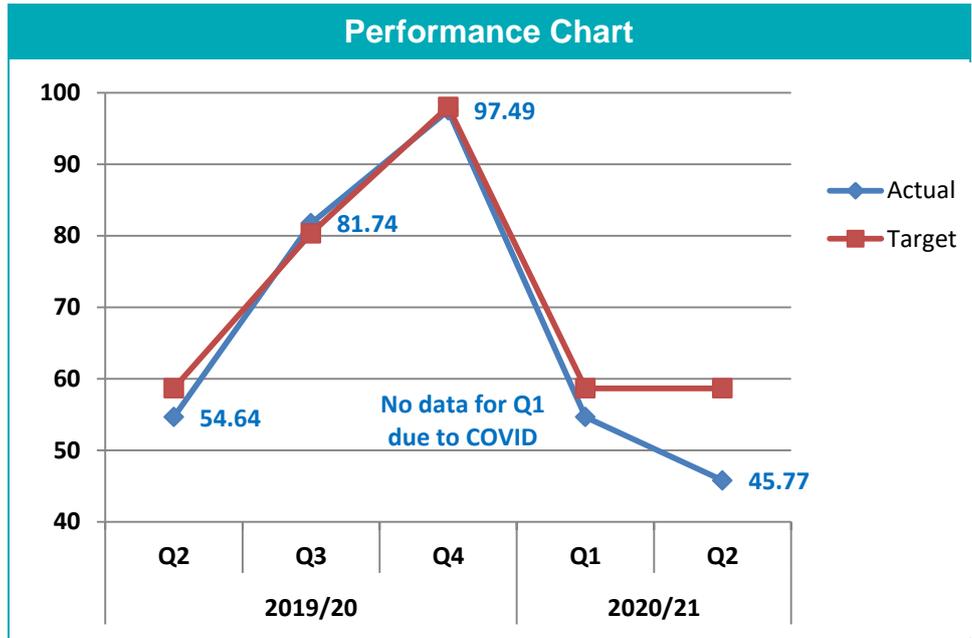
## Improvement Action Plan

Reporting Period Ended: 30/09/2020

KPI
BV010 NNDR Collected (%)

Performance					
Harlow	to 30/09/19	to 31/012/19	to 31/03/20	to 30/06/20	to 30/09/20
Actual	54.64	81.74	97.49	N/A	45.77
Target	58.66	80.32	98.00	N/A	58.66

Description
The percentage of non-domestic rates due for the financial year which were received by the authority



Direction of Travel

### What is the performance situation?

Non Domestic Rate payment is affected by COVID 19

### What practical steps are being taken to improve?

The Council's Revenues & Benefits service has taken all available steps to improve payment, but to date has been unable to instigate formal recovery action.

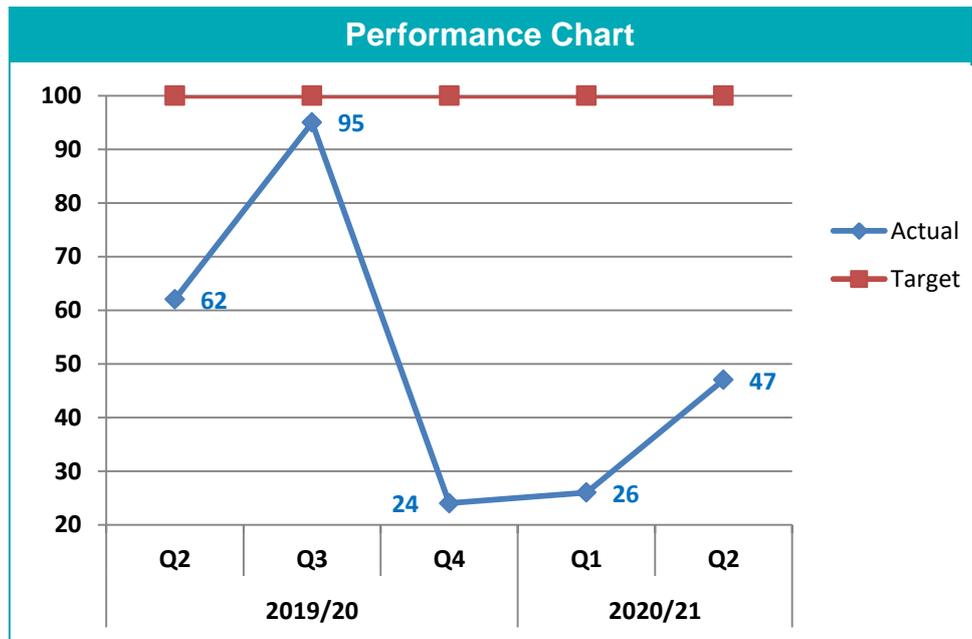
## Improvement Action Plan

**Reporting Period Ended: 30/09/2020**

KPI
HTS3.11d Tree Works carried out within 80 working days (%)

Performance					
Harlow	to 30/09/19	to 31/012/19	to 31/03/20	to 30/06/20	to 30/09/20
<b>Actual</b>	62	95	24	26	47
<b>Target</b>	100	100	100	100	100

Description
Inspection of trees (not dangerous) reported requiring attention /maintenance within 20 working days and work carried out within 4 months.



Direction of Travel

### What is the performance situation?

Performance dropped as operations were reduced to deal with attending to dangerous trees only following the National lockdown guidelines.

### What practical steps are being taken to improve?

HTS has implemented an action plan in light of the drop-in performance so a structured approach is adopted to prevent further decline and bring performance back on track. The Arborists team has increased activity as the restrictions are eased and working practices are revised to mitigate against the Covid-19. In addition, HTS have assigned inspections to sub-contractor which has sped up progress being made.

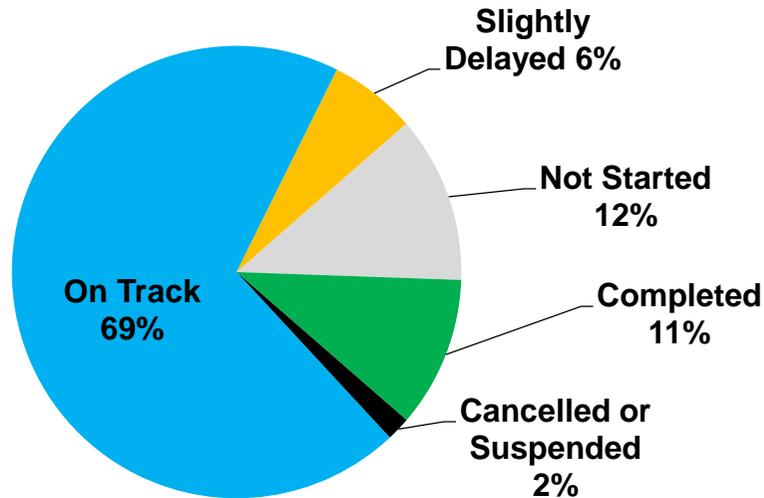
**Section Six: Key Corporate and Financial Risks**

Risk Name	Risk Owner	Inherent Likelihood	Inherent Impact	Controls Already in Place	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score	Additional actions to mitigate risk	Last Reviewed
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There are no exceptional strategic risks (rated 20 or higher – high likelihood, high impact) recorded on the Council’s Risk Register.

## Section Seven Progress in delivering the Corporate Plan

The Corporate Plan sets out the goals the Council needs to complete in order to deliver its corporate priorities and principles. Below is an update of how well the Council is doing in delivering its Corporate Plan.



The position of the Corporate Milestones as of 30 September 2020 are broken down as follows:

- 10.8% (19 out of 176) were successfully completed
- 69.3% (122 out of 176) have started and are on track
- 11.9% (21 out of 176) have not started as the due dates are in the future
- 6.3% (11 out of 176) were slightly delayed due to Covid 19
- 1.7% (3 out of 176) were cancelled or suspended due to Covid-19

Service milestones requiring further action	Due Date	Status	What is the performance situation?
CM19.1.1 Application to SELEP for Getting Building Fund Sept 2020	31/03/21	●	Submission to the Getting Building Fund for £1.6m for the fit-out costs has been complete and the first stage of evaluation has been passed. Second stage of evaluation is now underway and a final decision will be made by the SELEP accountability board on November 20th. This confirmation date means a delay to the completion of fit-out moving to August 2021.  Whilst initially we were led to believe the funding would be released sooner, due to the release being in December, the final delivery date has shifted until August 2021.
CM22.1.2 Recruit a Cultural Partnerships Officer	31/03/21	●	A Cultural Partnership and Education Officer JD has been developed. An in principle agreement has been reached with a partner to make this a 2 year fixed term full time role.

Service milestones requiring further action	Due Date	Status	What is the performance situation?
EM03.1.1 Ensure Regulation 19 (Consultation) is published	31/03/21	●	The Area Action Plan work is currently paused whilst the Service considers the impacts of recent Government planning regulation amendments.
GM02.4.1 Review current printing arrangements and establish baseline data	31/08/20	●	Work undertaken to look at demand and software is monitoring usage. As limited staff in the building, accurate analysis is not possible at this stage. Being monitored and HOS aware.
GM02.4.2 Ascertain corporate requirements	30/09/20	●	As above - Covid has reduced number of staff in building and not able to obtain accurate requirements at this stage.
GM10.1.1 Produce final version of Business Plan for Presentation.	30/09/20	●	Feasibility study needs additional work from consultants before this can be included in plan. The process has been slightly delayed due to COVID 19 Restrictions.
GM11.1.2 Undertake Feasibility study for wider redevelopment of Harlow Playhouse	30/09/20	●	As GM 10.1.1
GM11.1.3 Produce and Present Options Appraisal based on findings from above studies.	30/09/20	●	As GM 10.1.1
EM05.1.1 Continue to promote and support the Keep Britain Tidy Spring Clean Campaign 2020/2021	31/03/21	●	Restrictions necessary due to the COVID-19 pandemic may have a significant impact on or prevent the normal operation of the Spring Clean Campaign and the Council's capacity to support the event. The Client team will remain abreast of developments by monitoring Keep Britain Tidy Group's publicity. The Council aims to support the initiative to the extent that it is practicable having regard to safety and the available resources.
EM06.1.1 Review roll out to ensure contract compliance	31/03/21	●	Progress has been slightly delayed due to limited access to key staff and reprioritisation of resources during the COVID-19 emergency. The Council continues to work with Veolia to strengthen aspects of the shared information management system to enhance communication and ensure speedy resolution of any collection issues that may arise.

Service milestones requiring further action	Due Date	Status	What is the performance situation?
HM07.2.1 Revised HRA Modelling	30/12/20		Due to capacity in Finance service. It is expected and anticipated for this to be caught up with in Q3, ready for the approval of Capital and Revenue estimates within HRA Business Plan.
HM01.1.2 Produce an Annual Housing Investment Programme (HIP) for improvements to housing stock	31/03/21		Ongoing internal works still on hold. Surveys to commence in Q3.
HM01.1.5 Annual Workplans published to Tenants and Leaseholders	31/03/21		Suspended due to Covid, the situation is still too fluid. Q3 will be published with a forward forecast.
CM20.2.1 Develop the Day Care Opportunities at the Leah Manning Centre	31/03/21		Development of the service on hold for now due to COVID-19. Service currently closed until 2 December due to second Lockdown.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** HOUSING REVENUE ACCOUNT, QUARTER 2  
FINANCE REPORT 2020/21

**PORTFOLIO HOLDERS:** COUNCILLOR MIKE DANVERS, PORTFOLIO  
HOLDER FOR RESOURCES

COUNCILLOR MARK WILKINSON, PORTFOLIO  
HOLDER FOR HOUSING

**LEAD OFFICERS:** SIMON FREEMAN, HEAD OF FINANCE AND  
PROPERTY AND DEPUTY TO THE CHIEF  
EXECUTIVE (01279) 446228

ANDREW MURRAY, HEAD OF HOUSING  
(01279) 446676

**CONTRIBUTING OFFICERS:** REBECCA KEENE, PRINCIPAL FINANCE  
MANAGER (01279) 446448

DAVID WORTHINGTON, INTERIM ACCOUNTANT  
(01279) 446211

SENIOR MANAGEMENT BOARD

**This is not a Key Decision**

**It is on the Forward Plan as Decision Number I011374**

**The decision is not subject to Call-in Procedures for the following reason:**

The recommendations are within the scope of the budget approved by Full Council in January 2020

**This decision will affect no ward specifically.**

**RECOMMENDED that** Cabinet notes:

- A** The contents of the report and appendices A and B.
- B** That the forecast HRA general working balance as at 31 March 2021 will be £13.308 million and the balance on the Major Repairs Reserve will be fully utilised to finance the 2020/21 capital programme
- C** The balance of £9.8 million of retained Right to Buy (RTB) receipts held as at 30 September 2020 in order to finance the new build capital programme and house purchase scheme.

## **REASON FOR DECISION**

- A** The report compares the Quarter 2 profiled budget with actual income and expenditure. This is to identify operational variations and provide explanations for those differences.
- B** The report also provides details of the HRA capital receipts available as at 30 September 2020. This information will be used in conjunction with the new build capital monitoring report in order to identify any risks of having to repay retained RTB receipts back to the Ministry of Housing, Communities and Local Government (MHCLG) plus interest compounded quarterly

## **BACKGROUND**

### **HRA Budget 2020/21 – Quarter 2**

- 1. Set out in Appendix B is the 2020/21 HRA Quarter 2 budget monitoring overall summary. It can be seen from the summary that the HRA business plan assumptions as set out in the current budget are in line with actual income and expenditure. However, there are variations in general management as well then provision for bad debts and void properties as detailed below.

### **Expenditure - Operational**

- 2. General Management
  - a) The most significant variation in General Management is the underspending on employee costs which has previously been reported. Recruitment continues to be delayed due to the Covid-19 pandemic. There are also a number of other smaller variations which are shown in the appendix.
- 3. Rent Arrears – Impairment Allowance (Provision for Bad Debts)
  - a) The £240,000 provision for bad debts is being monitored closely following the four per cent reduction in collection performance previously reported in Quarter 1. The latest data shows that there has been a two per cent improvement in performance during the second quarter when benchmarked against previous years. A steady increase in the number Universal Credit applications which are taking time to process and causing debt levels to rise. The Government have issued new guidance/procedures on rent collection which means that the Councils own process will have to be updated.

### **Income – Operational**

- 4. Dwelling Rents and Void Properties

- a) The HRA business plan and the budget assume that in 2020/21 there will be an average of 116 properties void throughout the year. During quarters 1 and 2 the number of empty properties has increased due to the Covid-19 restrictions and at their peak totalled 141. However, by the end of September, the number of void properties had reduced to 122 having been managed under new Covid secure arrangements. The increased level in the number of void properties has a potential £60,000 impact on business plan assumptions and a detailed plan has been established to reduce the number of voids to align with the business plan target by the end of the year.

## HRA Capital Receipts

5. The accumulation of retained RTB receipts can be summarised as follows:

**Table 1 – Summary of retained RTB receipts**

Year	Quarter	Balance Brought Forward	Receipts Retained	Receipts Used	Balance Carried Forward
		£	£	£	£
2017/18	Qtr 2	0	1,005,654	-	1,005,654
2017/18	Qtr 3	1,005,654	1,226,277	-	2,231,932
2017/18	Qtr 4	2,231,932	1,553,847	-	3,785,779
2018/19	Qtr 1	3,785,779	-	-	3,785,779
2018/19	Qtr 2	3,785,779	-	-	3,785,779
2018/19	Qtr 3	3,785,779	-	-	3,785,779
2018/19	Qtr 4	3,785,779	-	45,741	3,740,038
2019/20	Qtr 1	3,740,038	1,900,339	33,866	5,606,510
2019/20	Qtr 2	5,606,510	553,213	62,432	6,097,291
2019/20	Qtr 3	6,097,291	1,181,154	42,028	7,236,417
2019/20	Qtr 4	7,236,417	1,844,361	68,393	9,012,385
2020/21	Qtr 1	9,012,385	533,187	50,187	9,495,384
2020/21	Qtr 2	9,495,384	365,286	23,847	9,836,823

6. It can be seen from Table 1 that as at 30 September 2020 the Council is holding £9.8 million in retained RTB receipts for the 1-4-1 replacement of affordable housing. Under the current regulations the Council can only finance 30 per cent of the total cost of the project from retained receipts and there is a three year time limit before the receipts have to be repaid to MHCLG.
7. At the September 2020 Cabinet meeting Members approved a £12.6 million increase in the 2020/21 Housing Capital Programme (HCP) to purchase up to 45

three bedroom dwellings in order to utilise the retained RTB receipts. This scheme has now started and it is anticipated that no receipts will have to be repaid in 2020/21. However, the programme is being closely monitored to ensure that all properties purchased meet the housing need and can demonstrate value for money.

## **ISSUES/PROPOSALS**

8. Given the current re-profiling of the new build capital programme there is a potential risk that retained RTB receipts could be liable for repayment with the addition of compound interest at 4.1 per cent in the first quarter of 2022/23. This situation will be kept under review as the new build programme is delivered and alternatives will be considered to help avoid this situation should the need arise.
9. On 18 July 2020 the Housing Minister announced the Next Steps Accommodation Programme. This is additional funding to help Councils ensure that vulnerable people still have a safe place to stay. Bids had to be submitted by 20 August 2020, and the Council successfully received a grant of £81,633 for the remainder of 2020/21.
10. In October 2020, MHCLG published a new National Statement of Expectations (NSE) for supported housing. This sets out the Government's expectation of the standard, quality and value for money in supported housing for vulnerable people. Initially MHCLG have funded five pilot schemes to improve quality, enforcement, oversight and value for money in supported housing. There is no announcement for Harlow but it is anticipated that there will be developments in the future.
11. The all England lockdown restrictions which came into force on the 5 November are likely to further impact on the 2020/21 HRA budget and business plan. At this stage it is difficult to assess the impact that these additional restrictions will have on income levels, rent arrears and balances.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

As contained in the body of the report

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

As contained in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

None specific.

**Author: Simon Hill, Head of Governance**

### **Appendices**

Appendix A - HRA – Quarter 2 Operational Variances

Appendix B - HRA – Quarter 2 Overall Summary

### **Background Papers**

None.

### **Glossary of terms/abbreviations used**

HCP – Housing Capital Programme

HRA - Housing Revenue Account

MHCLG – Ministry for Housing, Communities and Local Government

RTB – Right to Buy

## APPENDIX A HRA – Quarter 2 Operational Variances

	Variance £000's	Variance £000's	Variance £000's	
Business Support. Asset Management, Property & Technical Services		(173)	(173)	Net vacancy savings on salaries due to staff reorganisation & delay in recruitment
Housing Management - General	18		18	Increase in mandatory subscriptions
Housing Management - General	65		65	Increased HTS pension contribution
Housing Management - General	48		48	Increase in CEC / Recharges
Rents Rates and Taxes	4		4	Business Rates - delay in change of use to residential
Housing Management - Equipment	10		10	COVID expenditure
Special Management	6		6	Increase in Supporting People Recharge
Repairs and Maintenance		(44)	(44)	Reduction in HTS contract R&M costs
Maintenance and Security	19		19	Additional security costs re Prentice Place
Repairs / Insurance	3		3	A significant number of stair lifts now coming to end of life
Charges for Services and Facilities	190		190	Reduction in service charges due to the Covid19 pandemic
Dwelling Rents		(40)	(40)	Additional rental income arising from lower than anticipated RTB sales
Deficit/ (Surplus) for year	363	(257)	106	

## APPENDIX B HRA – Quarter 2 Overall Summary

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2020/21					
	Current Estimate 2020/21	Profiled Estimate to period 6	Actual to period 6	Forecast to Year End	Forecast Variance to Current Estimate
	£	£	£	£	£
<b>EXPENDITURE</b>					
General Management	13,976,623	5,708,036	6,168,620	13,942,667	(33,956)
Special Management	8,354,361	3,639,695	3,051,341	8,360,124	5,763
Repairs	11,084,015	5,589,715	5,441,461	11,062,493	(21,522)
Rent Rates Taxes & Other Charges	80,000	39,984	1,767	80,000	0
Provision for Bad & Doubtful Debts	240,000	0	0	240,000	0
Supporting People Arrangements	5,000	2,499	1,690	5,000	0
Depreciation & Impairment	10,229,000	0	0	10,229,000	0
Debt Management Expenses	16,520	0	0	16,520	0
Interest Charges	6,770,000	3,385,000	(67,553)	6,770,000	0
Direct Revenue Financing	2,198,000	0	0	2,198,000	0
	52,953,519	18,364,930	14,597,325	52,903,804	(49,715)
<b>INCOME</b>					
Dwelling Rents	(42,838,000)	(21,410,432)	(21,206,694)	(42,872,591)	(34,591)
Garage Rents	(1,049,000)	(524,290)	(474,019)	(1,049,000)	(0)
Other Rents	(65,400)	(40,193)	(53,500)	(65,400)	0
Charges for Services & Facilities	(6,600,668)	(3,881,148)	(2,549,269)	(6,410,268)	190,400
Interest Receivable	(63,000)	0	0	(63,000)	0
	(50,616,068)	(25,856,064)	(24,283,482)	(50,460,259)	155,809
<b>Balance in hand at 1st April</b>	15,751,346		15,751,346	15,751,346	0
<b>Surplus/(Deficit) for Year</b>	(2,337,451)	7,491,134	9,686,156	(2,443,545)	(106,094)
<b>Balance in hand at 31st March</b>	13,413,895	7,491,134	25,437,502	13,307,800	(106,094)

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** CAPITAL PROGRAMMES, QUARTER 2 FINANCE REPORT 2020/21

**PORTFOLIO HOLDERS:** COUNCILLOR MIKE DANVERS, PORTFOLIO HOLDER FOR RESOURCES  
COUNCILLOR MARK WILKINSON, PORTFOLIO HOLDER FOR HOUSING

**LEAD OFFICERS:** SIMON FREEMAN, HEAD OF FINANCE AND PROPERTY AND DEPUTY TO THE CHIEF EXECUTIVE (01279) 446228  
ANDREW MURRAY, HEAD OF HOUSING (01279) 446676

**CONTRIBUTING OFFICERS:** SENIOR MANAGEMENT BOARD

**This is not a Key Decision**

**It is on the Forward Plan as Decision Number I011375**

**The decision is not subject to Call-in Procedures for the following reason:**

The recommendations are within the scope of the budget approved by Full Council in January 2020

**This decision will affect no ward specifically.**

**RECOMMENDED that Cabinet:**

- A** Notes the progress in the delivery of the Council's Housing and Non Housing Capital Programmes as at Quarter 2 as follows:
- i) The Housing Capital Programme (HCP) current budget is £48.642 million following the amendments approved by Cabinet in September 2020. The projected outturn is currently £31.968 million.
  - ii) The Non-Housing Capital Programme (NHCP) current budget is £15.175 million following the amendments approved by Cabinet in September 2020. The projected outturn is currently £15,124 million.
- B** Approves the inclusion in the 2020/21 HCP an additional £1.8 million to finance newly required cladding at Joyners Field Towers (61-88) and (95–122) to meet updated fire safety advice and obtain the latest fire safety certificates. This capital expenditure is to be financed from HRA making a direct revenue contribution.

- C** Approves the removal from the HCP the £1.305 million Readings new build project because it is no longer affordable and reallocate the resources to other new build projects which are being developed and submitted for approval in the future.
- D** Approves the inclusion in the 2020/21 NHCP an additional provision of £1.5 million to finance the equity shareholding and loan to HTS Ltd previously approved under delegated authority by the Chief Executive on the 24 April 2020 and reported to Cabinet on the 10 September 2020. The purpose of this expenditure being for HTS Ltd to purchase five properties for which the Council has nomination rights.
- E** Approves the inclusion in the 2020/21 NHCP an additional provision of £1 million to finance the East Gate project. This project is funded by the Ministry for Housing, Communities and Local Government Towns Fund accelerated Funding grant.
- F** Approves the inclusion in the 2020/21 NHCP an additional provision of £122,000 to finance the upgrading of the existing IT equipment which is essential to cope with the Covid-19 pandemic.
- G** Approves the inclusion in the 2020/21 NHCP an additional provision of £1.25 million to support the Future High Streets Fund bid as set out in the report
- H** Approves the proposed re-profiling of capital budgets as set out in the report.

## **REASON FOR DECISION**

- A** To enable Cabinet to review the actual performance against the approved current budget and amend the capital programme in the light of the latest operational developments, profiling and funding changes.

## **BACKGROUND**

1. Cabinet approved the HCP and NHCP budgets in January 2020. The approved HCP budget was £27.739 million and the approved NHCP budget was £11.048 million. To this has been added the approved carry overs from 2019/20 together with the approved recommendations in the September Cabinet.
2. The report compares the current profiled capital budget with the actual expenditure as at the end September 2020. It highlights the variations in both the HCP and NHCP capital programme and provides explanations for those variations so that the projects can be re-profiled into 2021/22 and 2022/23.
3. The Council continues to plan ahead using its business planning processes to establish a short, medium and long term Asset Management Plan. In addition the Housing Revenue Account (HRA) 30 year business plans is used to drive the HCP once available resources have been identified.

## ISSUES/PROPOSALS

### 2020/21 Housing Capital Programme, Quarter 2

4. Set out in table 1 is the movement in the HCP since it was approved in January 2020

<b>Budget Stage</b>	<b>Budget £,000</b>	<b>Date Approved</b>
Original Budget 2020/21	27,739	30/01/2020
Carryovers from 2019/20	6,896	
Additional carryovers	1,407	
Virements		
External Works	280	
Internal Works	{2}	
Damp & Structural	{200}	
Lift Programme	{60}	
Compliance/Electrical	{18}	
Subsequent Approvals		
House Purchase Programme	12,600	10/09/2020
<b>Current Budget 2020/21</b>	<b>48,642</b>	

5. Set out in Appendix A is the 2020/21 HCP Quarter 2 capital monitoring statement which compares the current budget with actual expenditure to date. The most notable variations are as follows:
6. Additional supported housing units at the Sumners Farm complex are designed to be a unique bespoke scheme due to the locality and planning considerations. Work to complete the design, planning constraints, and procurement arrangements are taking longer than expected and £220,044 will be re-profiled into 2021/22.

#### External Works

7. Work on the Holyfield blocks is subject to further review to align with design and planning considerations. New designs are currently being procured and it is anticipated that work will start in 2020/21 with £226,432 being re-profiled into 2021/22.
8. External work on The Hides is due to start in 2020/21 with a current budget of £1.6 million. It is anticipated that £800,000 will have to be carry forward into 2021/22.

#### Compliance/Electrical

9. Electrical testing and inspection programmes were reviewed following latest Government guidance and HTS Ltd now carries out its programme of testing in accordance with Covid-19 restrictions. Expenditure in 2020/21 is in line with the

£1.8 million budget. However, this will still mean that £621,624 will be re-profiled into 2021/22.

10. The budget allocation for fire safety, generally, has been established following the tragic fire at Grenfell Tower in London. Outcomes from the public enquiry are on-going and landlord responsibilities are increasing. Updated risk assessments continue to be aligned to the three year programme and Government guidance. The current budget including carry overs is £3.8 million and procurement processes are under way. It is anticipated the total expenditure on the project will be £3 million with £838,752 being re-profiled into 2021/22.
11. Fire risk assessments continue across the stock and are prioritised accordingly, with all tower blocks receiving annual assessments. Works include fire stopping, compartmentation and the decommissioning of SE Ducts .Due to the intrusive nature of the works and Covid-19 working restrictions, the capital expenditure has been re-profiled. The budget is £2.911 million it is anticipated that £2 million will be spent in 2020/21 and £911,217 re-profiled into 2021.22

### **Cladding at Joyners Field Towers**

12. In January 2020 Cabinet approved the HRA Budget 2020/21 and the recommendation to increase the minimum general HRA balance up to £4 million. The purpose of the increase was a proactive step to allow the Council to be in a position to act quickly to any immediate actions which may be required following the publication of the final recommendations of the Grenfell Tower Public Inquiry.
13. Following a recent fire safety update from the Government, it has been advised that a product used within the application of the rain screed façade no longer holds the required certification, which is resulting in low EWS1 ratings, and therefore needs replacing. The programme of works due to commence in 2020/21 will include replacement of the rain screen facade and energy efficiency works. It is estimated that the cost of these works is £1.8 million. It is therefore recommended that this capital expenditure is financed from the HRA general balances by making a direct revenue contribution

### **New Build Programme**

14. The Council's programme to build new council homes within its HRA, is funded from retained pooled receipts and, when appropriate, external borrowing. There are currently seven capital schemes in the programme and a comparison of the approved budgets with actual and projected expenditure is set out in Table 2.

		<b>Approved</b>	<b>Actual</b>				
	<b>No of</b>	<b>Scheme</b>	<b>to</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Name of Scheme</b>	<b>Units</b>	<b>Cost</b>	<b>31/03/2020</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>	<b>Budget</b>
		<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
The Readings	3	1,400	81	1,318	13		
Bushey Croft	16	4,140	137	(7)	20	2,808	1,202
Lister House, Perry Road	46	14,000	265	6,446	370	7,289	
The Yorkes	13	3,015	22	2,491	36	502	
Land at Brenthall Towers	8	2,585	25	2,130	38	430	
Stackfield	2	550	4	396	40	150	
The Hill	2	500	1	499	101		
<b>Total</b>	<b>90</b>	<b>26,190</b>	<b>535</b>	<b>13,273</b>	<b>618</b>	<b>11,179</b>	<b>1,202</b>

15. Details of the progress being made on each scheme is as follow

a) The Readings

- i) This project is to demolish several garages and replace with one commercial unit and three dwellings plus parking spaces. Design and initial cost estimates have been put forward, but the project no longer meets the affordability criteria as set out in the HRA business plan. It is therefore recommended that project is removed from the HCP and the resources reallocated to other new build projects which are being developed and submitted for approval in the future.

b) Bushey Croft

- i) This is a project to build 16 social/affordable dwellings on a former garage site. Tenders have been received and once approved it is anticipated that construction will start in 2021/22 and finish in 2022/23.

c) Lister House, Perry Road

- i) This is a development to construct a residential block of 59 social and affordable flats. Site investigations have taken place but there have been delays due to fly tipping and drainage problems. Site discussions have taken place and there is a risk of having to go back to planning because of changes to the original scheme. As a consequence, £6,075,878 will have to be re-profiled into 2021/22 and 2022/23.

d) The Yorkes

- i) This is a development to construct 13 social/affordable dwellings. Site clearance and ground surveys have taken place and designs are progressing in order to seek planning permission in March 2021. Consequently, £2,454,172 will have to be re-profiled into 2021/22.

e) Land at Brenthall Towers

- i) This is a development to construct eight social/affordable dwellings. Ground surveys have taken place and designs are progressing in order to seek planning permission in March 2021. Consequently, £2,093,390 will have to be re-profiled into 2021/22.

f) Stackfield

- i) This is a project was originally to develop a former garage site with two houses let at affordable/social rent. Stage 2 designs are being prepared and following consultation it is anticipated that the site will accommodate five new houses. Plans will be submitted for planning permission in June 2021 and consequently, £356,343 will have to be re-profiled into 2021/22.

g) The Hill

- i) This is a development to demolish an existing derelict property and construct two new properties to be let at social rent. Planning permission was granted in June 2020. Once designs have been finalised procurement will take place with a view of starting on site in February or March 2021. As with other projects £397,631 will have to be re-profiled into 2021/22.

### **Housing IT Development**

16. Housing Services has a three year ICT programme aligned to the Council's Corporate Customer and Access Strategy. Repairs customer access enhancements are due to be completed in 2020/21. In addition feasibility studies have commenced regarding Asset Management and programme delivery. Further enhancements are anticipated to the Homelessness management system in 2020/21. It is therefore anticipated that not all the provision will be spent and £400.000 will be re-profiled into 2021/22.

### **Non Housing Capital Programme 2020/21 – Quarter 2**

17. Set out in table 3 is f the movement in the NHCP since it was approved in January 2020

	<b>Budget</b>	<b>Date</b>
<b>Budget Stage</b>	<b>£,000</b>	<b>Approved</b>
Original Budget 2020/21	11,048	30/01/2020
Carryovers from 2019/20	4,127	
Virements		
<b>Current Budget 2020/21</b>	<b>15,175</b>	

18. Set out in Appendix B is the 2020/21 NHCP Quarter 2 capital monitoring statement which compares the current budget with actual expenditure to date. The most notable variations are as follows:

a) Latton Bush Centre

- i) Schemes originally approved at the Latton Bush Centre total £528,000 to enable work to the boilers and to provide additional parking spaces. Asbestos removal is still on going to the South Boiler House and this will mean that the work to replace the boiler will not commence until 2021/22 and £317.030 will be re-profiled accordingly.

b) Commercial Properties

- i) Working to refurbish the Bush Fair Pavilion has not progressed as anticipated due to the lack of tenant demand. Consequently a budget of £155,767 will be re-profiled into 2021/22. Similarly the decision to replace the boiler at Mead Park depot has been postponed until 2021/22 and the budget of £231,500 has been re-profiled.

c) Community Buildings

- i) A budget of £256,692 is available for refurbishment works to Harlow Museum. The majority of this will be used for roofing works which are not expected to commence until 2021/22 and therefore it is anticipated that £248,692 will be carried over to enable this work to take place and the budget re-profiled accordingly.

d) Civic Centre

- i) A budget of £511,288 is available for additional work in respect of fire safety, external work including windows and the LED lighting. This work is ongoing but. It is anticipated that a budget of £81,000 will be re-profiled into 2021/22 due to delays caused by the pandemic.

e) Governance

- i) The current budget to replace the HR payroll system £95,895. It's anticipated that £80,595 will be spent in 2020/21 and that a budget of £15,000 will be carried forward into 2021/22 in order to fund future upgrading's. A separate business case will be submitted in 2021/22.

f) Community Wellbeing

- i) Community Wellbeing schemes include the refurbishment of 21 The Rows with an approved budget of £330,826, There are on-going discussions between the architect and HTS concerning the design specification and it is anticipated that work will not start until 2021/22. This project is linked the Future High Street Fund bid.
- ii) On 30 June, the Prime Minister announced that the Government is bringing forward £5 billion of capital investment projects, supporting jobs and the economic recovery. A £1 million bid was submitted for accelerated funding to finance the East Gate project. As the project is in line with the Towns Fund intervention framework a Section 31 grant has been received which has to be spent by 31 March 2021. It is now recommended that Cabinet approve the inclusion of the project in the 2020/21 NHCP capital programme.

g) Enterprise Zone

- i) Cabinet approved the funding of £7.2 million over two years to develop Plot H of the Harlow Science Park into a range of 'mid-tech' units combining office, research and manufacturing/assembly space, to be known as Modus. The development will be retained by the Council as an investment, with the development likely to comprise a mix of long leasehold disposals providing a capital receipt and shorter leases providing an ongoing revenue stream. The development will be funded through borrowing repaid by the Enterprise Zone business rate uplift retention as agreed with the South East Local Enterprise Partnership. It is anticipated that the Modus project will be full spent in 2020/21.
- ii) In addition to the Modus project is the Enterprise Zone infrastructure project to Plot G. A budget of £1,128,813 was carried forward from 2019/20. The actual expenditure up to Period 6 is £1,257,663 resulting in a potential overspend of £223,850.

h) General Fund – New Build

- i) Elm Hatch is a project to demolish a retail hatch and redevelop the site with retail and residential properties. In January 2020 Cabinet approved a total budget of £4.305 million over three years. Negotiations to buy the existing tenant out of the long term lease are proving difficult and are causing delays. In addition planning complications with the Grade II listed church and the study centre over the height of the development could reduce the number dwellings. If there is a significant reduction in the number of dwellings the project may be no longer viable.

i) Equity Shareholding and Loan to HTS Ltd

- i) In December 2019 Cabinet approved the HTS business plan which enabled the Council to make a £450,000 equity shareholding in the company along with a £1.050 million loan. The purpose of this investment was to enable HTS Ltd to purchase five dwellings for which the Council will have the nomination rights for homeless households and people on the housing waiting list.
- ii) In order to account for this transaction the Council has received specialist financial advice from its Treasury Management advisors (Arlingclose). The advice is that the equity shareholding and the loan to HTS Ltd should be treated as capital expenditure and included in the NHCP. It is therefore recommended that the NHCP is increased by £1.5 million.

j) Upgrading of Information Technology Equipment due to Covid-19

- i) Due to the Covid-19 pandemic and the necessity for staff to work from home there has been greater demand on IT systems. The business case has therefore been put forward to upgrade some of the software and replace some of the hardware. It is estimated that the cost of upgrade is £122,000 in 2020/21 which will be financed by a direct revenue contribution from the general fund. It is recommended that the NHCP is increased by £122,000 to finance this expenditure.

k) Future High Streets Fund Bid

- i) The Council is currently in the process of seeking significant government support to enable town centre regeneration to progress. One of the bids to the Future High Street Fund is focussed on improvements in the area of Playhouse Square and College Square – known as Playhouse Quarter. In order to facilitate the bid process and to provide a council contribution towards the overall scheme it is proposed that up to £1.25 million be added to the 2020/21 capital programme. This funding may facilitate any early land or property acquisition that may be

beneficial to the delivery of the scheme and further support the bid process.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

As contained in the report.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

None specific.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

None specific.

**Author: Simon Hill, Head of Governance**

## **Appendices**

Appendix A – Housing Capital Programme, Quarter 2, Budget Monitoring Report

Appendix B – Non-Housing Capital Programme, Quarter 2, Budget Monitoring Report

## **Background Papers**

None.

## **Glossary of terms/abbreviations used**

HCP – Housing Capital Programme

NHCP – Non-Housing Capital Programme

## Appendix A – Housing Capital Programme – Quarter 2

<b>HCP Variances</b>	<b>Current Budget £s</b>	<b>Expenditure at Period 6 £s</b>	<b>Projected Outturn/Revised Estimate £s</b>	<b>Variance: Outturn to current budget £s</b>	<b>Period 6 carry overs £s</b>
INTERNAL WORKS	4,652,048	736,438	4,432,004	-220,044	220,044
EXTERNAL WORKS	4,442,770	525,364	3,416,337	-1,026,432	1,026,432
ENVIRONMENT WORKS	56,887	13,331	56,887	0	0
DAMP AND STRUCTURAL	1,437,508	367,804	1,437,508	0	0
OTHER WORKS	442,714	110,720	442,714	-0	0
RELATED ASSETS/GARAGES	237,530	16,453	237,530	-0	0
LIFT PROGRAMME	0	0	0	-0	0
ENERGY EFFICIENCY	283,881	227,921	283,881	0	0
COMPLIANCE/ELECTRICAL	9,247,865	1,396,388	6,876,271	-2,371,594	2,371,593
AIDS AND ADAPTATIONS	1,244,631	260,216	1,244,631	-0	0
ENERGY EFFICIENCY	100,000	9,605	100,000	0	0
Bromley Cottages	0	-39,251	0	0	0
ACQUISTIONS	12,600,000	0	12,600,000	0	0
NEW BUILD	13,273,393	209,001	618,001	-12,655,392	12,655,392
HOUSING IT	622,682	3,223	222,682	-400,000	400,000
<b>TOTAL HCP</b>	<b>48,641,909</b>	<b>3,837,213</b>	<b>31,968,447</b>	<b>-16,673,462</b>	<b>16,673,461</b>

## Appendix B – Non-Housing Capital Programme – Quarter 2

<b>NHCP Variances</b>	<b>Current Budget £s</b>	<b>Expenditure at Period 6 £s</b>	<b>Projected Outturn/Revised Estimate £s</b>	<b>Variance: Outturn to current budget £s</b>	<b>Period 6 carry overs £s</b>
Sub total Environmental Place Services	890,975	136,719	890,975	0	0
Sub Total Latton Bush Centre	527,709	8,803	207,809	(319,900)	317,030
Sub Total Commercial Properties	702,985	(21,833)	94,785	(608,200)	605,517
Sub Total Highways & Car Parks	78,431	11,848	53,431	(25,000)	0
Sub Total Drainage Works	161,000	1,391	161,000	0	0
Sub Total Community Buildings	657,983	5,913	408,060	(249,923)	248,692
Sub Total Other Public Schemes	148,867	9,805	148,867	0	0
Sub Total Civic Centre	511,288	208	430,288	(81,000)	81,000
Sub Total Energy Performance Schemes	0	0	0	0	0
Sub Total Garages	204,850	0	204,850	(0)	0
Sub Total Contingency	33,000	0	33,000	0	0
<b>TOTAL FINANCE ASSET MANAGEMENT</b>	<b>3,917,088</b>	<b>152,854</b>	<b>2,633,065</b>	<b>(1,284,022)</b>	<b>1,252,239</b>
Sub Total Governance	100,865	2,676	85,865	(15,000)	15,000
Sub Total Finance	236,000	47,044	358,000	122,000	0
Sub Total Community Wellbeing	1,326,663	408,850	2,169,622	842,959	180,826
<b>Sub Total OTHER SERVICES</b>	<b>1,663,528</b>	<b>458,570</b>	<b>2,613,487</b>	<b>949,959</b>	<b>195,826</b>
Subtotal Prentice Place	271,612	137,861	271,612	(0)	0
Sub Total Enterprise Zone	7,827,751	3,432,748	8,051,601	223,850	0
<b>Sub Total Other Schemes</b>	<b>8,099,363</b>	<b>3,570,609</b>	<b>8,323,213</b>	<b>223,850</b>	<b>0</b>
New Build	1,495,456	25,980	49,480	(1,445,975)	1,445,975
<b>Sub Total New Build</b>	<b>1,495,456</b>	<b>25,980</b>	<b>49,480</b>	<b>(1,445,975)</b>	<b>1,445,975</b>
<b>HTS (H&amp;R) Home Loans Ltd</b>	0	0	1,500,000	1,500,000	0
Sub Total HTS Equity Share and Loan	0	0	1,500,000	1,500,000	0
<b>TOTAL NON HOUSING CAPITAL PROGRAM</b>	<b>15,175,434</b>	<b>4,208,013</b>	<b>15,119,246</b>	<b>(56,188)</b>	<b>2,894,040</b>
Sub Total POD GAF	0	4,630	4,630	4,630	0
<b>TOTAL ALL NON HOUSING CAPITAL</b>	<b>15,175,434</b>	<b>4,212,643</b>	<b>15,123,876</b>	<b>(51,558)</b>	<b>2,894,040</b>

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** PADDLING POOL HEALTH AND SAFETY WORKS BUSINESS CASE AWARD

**PORTFOLIO HOLDER:** COUNCILLOR MIKE DANVERS, PORTFOLIO HOLDER FOR RESOURCES

**LEAD OFFICER:** SIMON FREEMAN, HEAD OF FINANCE AND PROPERTY AND DEPUTY TO THE CHIEF EXECUTIVE (01279) 446228

**This is a Key Decision**

**It is on the Forward Plan as Decision Number I011968**

**Call-in Procedures may apply**

**This decision will affect Bush Fair, Netteswell, Old Harlow, and Sumners and Kingsmoor Wards.**

**RECOMMENDED that Cabinet:**

**A** Awards the following Business Case to HTS (Property and Environment) Ltd subject to clarification and agreement on the terms and conditions, and a contract are entered into not exceeding the values set out below:

i) Paddling Pool Health and Safety Works at following sites:

Bush Fair  
Sumners  
Norman Booth  
Town Park

Total: £333,053.26

**B** Notes that works at Staple Tye will be addressed through separate contract connected to agreed installation of a new Splash Park.

**REASON FOR DECISION**

**A** Scrutiny Committee on 18 February 2020 (and subsequently approved under emergency delegated powers by the Chief Executive Officer ON 14 May 2020) resolved that:

i) Health and safety issues including staff access to the pump rooms at Norman Booth and Town Park be addressed.

- ii) Perimeter railings be installed at the Town Park paddling pool to prevent water contamination mainly from domestic and wild animals particularly at times when the pool is 'closed' and not supervised.
- iii) Internal railings to separate play park equipment from water play at Sumners, Norman Booth and Staple Tye would be installed.

## **BACKGROUND**

1. On 1 February 2017, the Council established HTS (Property and Environment) Ltd (HTS) as a wholly owned Local Authority Trading Company (LATC).
2. In accordance with the new Service Agreement, a new business case and methodology process was approved for additional works to those carried out under the Annual Service Charge which required detailed works information to be provided to HTS for them to submit a Business Cases for the Council to evaluate and consider for approval.
3. Council Officers have prepared a scope of works to fulfil the requirements of the independent health and safety report presented to Scrutiny Committee.
4. The Council is able to award a works contract to HTS as it exercises control over the company similar to that which it exerts over its own departments. This control exempts the Council from the usual public procurement rules. As such, HTS have been exclusively invited to submit a Business Case for the paddling pool health and safety works.

## **ISSUES/PROPOSALS**

5. HTS' business case submission for paddling pool Health and safety works has been reviewed by Officers to establish that:
  - a) HTS are equipped to deliver the works, and
  - b) having undertaken price benchmarking, the proposed pricing structure clearly represents lawful and proper value for money.
6. Having satisfactorily completed a detailed evaluation of HTS' business case, it is intended that the contracts are awarded and managed by the Council's Property and Facilities Team, in conjunction with the Community Safety team who operate the Paddling Pool sites.

## **Contract Management and Governance**

7. Methodology is in place for the governance, reporting, delivery, and monitoring of HTS' delivery. The performance will be monitored and reported regularly to the Officer project team.

8. Any additional works identified by the Council that would result in the approved budget being exceeded, shall be the subject to a separate report to the relevant Portfolio Holder or the Cabinet, and subject to their subsequent approval prior to any additional works being commissioned.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

Funding has been set aside as a result of the Cabinet decision in July 2018 of at least £750,000.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

None specific.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

The use of the business case process meets procurement rules and Council Standing Orders. When awarded the contracts will include appropriate remedies and recourse for the Council when undertaking contract administration.

**Author: Simon Hill, Head of Governance**

## **Appendices**

None.

## **Background Papers**

Scrutiny Committee 4 December 2018 – Review of Paddling Pools Scoping Report

Scrutiny Committee 18 March 2019 – Review of Paddling Pools Interim Report

Scrutiny Committee 15 October 2019 Review of Paddling Pools Presentation

Scrutiny Committee 18 February 2020 – Review of Paddling Pools Final Report

All accessible via

<https://moderngov.harlow.gov.uk/ieListMeetings.aspx?Committeed=119>

## **Glossary of terms/abbreviations used**

HTS – HTS (Property and Environment) Ltd

LATC – Local Authority Trading Company

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** SELECTION OF A CONTRACTOR FOR BUILDING  
NEW COUNCIL HOMES AT BUSHEY CROFT

**PORTFOLIO HOLDER:** COUNCILLOR TONY DURCAN, PORTFOLIO  
HOLDER FOR GROWTH AND PROSPERITY

**LEAD OFFICER:** JANE GREER, HEAD OF COMMUNITY  
WELLBEING (01279) 446406

**CONTRIBUTING OFFICER:** ANDY START, REGENERATION AND  
DEVELOPMENT MANAGER (01279) 446546

**This is a Key Decision**  
**It is on the Forward Plan as Decision Number I0012012**  
**Call-in Procedures may apply**  
**This decision will affect Toddbrook Ward.**

**RECOMMENDED that:**

- A** Cabinet approves (subject to formal contract) the appointment of Contractor A for Council new build works at Bushey Croft for the sum of £2,601,141 plus provision for contingency sums as contained in this report.

**REASON FOR DECISION**

- A** Proceeding on this basis will enable the Council to deliver its commitment to delivering new council homes for residents of Harlow who are on the Housing Needs Register.

**BACKGROUND**

1. In December 2018, Cabinet agreed that the construction of 16 dwellings should proceed on the basis of an affordable option that had been identified.
2. In March 2016, Cabinet also approved the appointment of Faithfull & Gould for consultancy services. This included the procurement of the design, obtaining planning permission, providing an appropriate specification to construct 16 new dwellings on the proposed site, and to undertake a full review of the tender submissions when received.

## ISSUES/PROPOSALS

3. The Council invited five suitably qualified and experienced contractors to tender for the works. Four tenders were received by the deadline.
4. The tenders have been evaluated using a 60/40 quality/financial ratio against the criteria included in the tender document. A full analysis of the tenders has been undertaken by Faithfull and Gould. The evaluation of the tenders included:
  - a) Examination and consideration of exceptions, qualifications and exclusions;
  - b) Compliance with all tender documentation and all addendum information; and
  - c) Checking pricing to ensure the information is commercially viable.
5. The qualitative assessment has been measured against a series of questions raised within the tender documents, covering the following themes:
  - a) Method Statement and delivery team;
  - b) Programme and planning; and
  - c) Local employment and apprenticeships
6. The price assessment has been calculated and ranked in order of the most economically advantageous to the Council, having submitted a compliant bid. The prices, rankings and weighted scores are shown below.

**Table 1 – Weighted Prices, Rankings and Scores**

	<b>Quality Weighted Score (Out of 60%)</b>	<b>Cost Weighted Score (Out of 40%)</b>	<b>Total Points score (Cost/Quality combined)</b>	<b>Tender amount</b>	<b>Ranking</b>
Contractor A	48	40	88	<b>£2,601,141</b>	<b>1</b>
Contractor B	48	22.5	70.5	<b>£4,657,408</b>	<b>2</b>
Contractor C	40	28	68	<b>£3,737,925</b>	<b>3</b>
Contractor D	32	31.5	63.5	<b>£3,291,181</b>	<b>4</b>
Contractor E	Declined to tender				

7. Contractor A has submitted the most economically advantageous bid when assessed against the criteria included in the tender documents. This Contractor submitted the highest quality bid and has demonstrated that they will be able deliver the works to the standard required by the Council.
8. Faith & Gould they have advised a contingency figure of 5 per cent equating to £130,057 together with a Covid-19 contingency of 2.5 per cent equating to £65,029 making the Tender Budget of £2,796,227.
9. The anticipated date of commencement of this project is March 2021, with a scheduled 65 week works programme

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

Planning consent for the development was secured in 2018 and this expires in August 2021. The appointment of a contractor now will enable this development to proceed and help to deliver an important component of the town's affordable housing needs.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

Responses from the recent consultation process will need to be managed particularly in relation to "off street parking" for residents around the area.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

This development will provide much needed council homes from people on Harlow's Housing needs Register

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

Procurement has been undertaken under the guidance of consultants and in line with Contract Standing Orders. The JCT intermediate contract prepared by the consultant must incorporate appropriate clauses in light of Covid and Brexit risk.

**Author: Simon Hill, Head of Governance**

## **Appendices**

None.

## **Background Papers**

None.

**Glossary of terms/abbreviations used**

None.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** DEVELOPMENT OF A HARLOW METRO SYSTEM

**PORTFOLIO HOLDER:** COUNCILLOR DANNY PURTON, PORTFOLIO HOLDER FOR ENVIRONMENT

**LEAD OFFICER:** ANDREW BRAMIDGE, HEAD OF ENVIRONMENT AND PLANNING (01279) 446410

**CONTRIBUTING OFFICERS:** ADAM HALFORD, HARLOW GARDEN TOWN LEAD OFFICER

TOM DEWEY, INTERIM DIRECTOR HARLOW AND GILSTON GARDEN TOWN

**This is a Key Decision**  
**It is on the Forward Plan as Decision number I012107**  
**Call-in Procedures may apply**  
**This decision will affect all wards.**

**RECOMMENDED that Cabinet:**

- A** Endorses the principle of establishing a sustainable transport system to meet the modal shift and climate change aspirations to support the future growth of the town.
- B** Approves, subject to C below, the commissioning of a first stage feasibility study to explore different innovative transport technologies that a 'Harlow Metro' might bring and to advise the Council on operational and business models.
- C** Delegates authority to the Chief Executive, in consultation with Leader of the Council, and Portfolio Holder for the Environment to identify a budget and scope for the first stage feasibility study to be commissioned in conjunction with the Council's external partners.

## **REASON FOR DECISION**

- A** As a core partner in the Harlow and Gilston Garden Town, Harlow Council is committed to developing sustainable transport solutions to serve both the existing population of Harlow and also to support the future growth of the town, including settlements that will lie beyond the town's boundary. The Vision for the Harlow and Gilston Garden Town, and also its Transport Strategy, identify a requirement for a significant modal shift in the use of transport mechanisms so that 60% of journeys from the new housing sites, and 50% of those within the existing town, are undertaken by sustainable means.
  
- B** It is unlikely that such a modal shift, which would be an achievement of national significance, can be attained through an expectation that there will be a greater use of existing public transport systems. Particularly in a post-Covid world, there will be additional challenges in persuading people to use an alternative to private cars. To achieve this is likely to require the development of a transport system that also has national significance and provide the opportunity for Harlow to develop an aspirational network that is genuinely seen to be a better alternative.
  
- C** To achieve the objectives and vision that the Council has set in its forthcoming Local Plan will require some bold thinking and transportation will be very high within that. The Council should set its aspirations at a high level and ask questions as to what can be achieved.
  
- D** This report sets out a proposal to endorse the principle and embark on a first stage feasibility study to explore what a Harlow Metro system might look like, how it would operate, initial engineering issues and what business models could be employed. Depending upon the outcome of this, further work will be required to look at engineering details, to market test the concept as well as more detailed business planning. However, this work will not be commissioned until the first stage feasibility work has been undertaken and the outcome of this and proposals for any additional work will be the subject of a future Cabinet report.

## **BACKGROUND**

1. At its meeting on 7 September 2020, the Harlow & Gilston Town Board endorsed the principle of supporting the commissioning of a feasibility study into the development of a Harlow Metro system to support the wider sustainable transport ambitions of the Garden Town. In particular, there was interest in exploring the potential of connectivity with the Hertfordshire Mass

Rapid Transit scheme, being developed by Hertfordshire County Council, and also wider developments in Essex.

2. An opportunity exists to procure a professional team to undertake the proposed first stage feasibility. As a signatory to the Scape procurement framework, Harlow Council can procure an experienced team, including AECOM and Gleeds, through an OJEU compliant process. This would have some synergy since AECOM have already undertaken significant work in the area on infrastructure matters for the Garden Town. They are also undertaking work for Hertfordshire County Council on their Rapid Transit proposals.
3. The current Scape procurement framework expires in early January 2021 and so an in principle commitment, subject to contract, needs to be entered into before Christmas in order to take advantage of this.

## **ISSUES/PROPOSALS**

### **Methodology**

4. The development of a Harlow Metro system is at an initial concept stage and further feasibility work is now required to explore options for providing high quality public transport services across Harlow and the Garden Town that will interface with and operate upon the network of Sustainable Transport Corridors, currently under design development.
5. This should seek to achieve the Garden Town Vision of providing “innovative, affordable public transport” and “set the agenda for sustainable living”; and support the ambition that “50% of all trips originating from and ending within the whole Garden Town should be by active and sustainable travel modes, and this target rises to 60% for trips originating from and ending within the new Garden Communities”.
6. The business case and design phase will need to, as a minimum, identify the mode of transportation, explore the engineering requirements and identify potential operating models. This will require the engagement of a suitably experienced transportation design consultancy to produce the options and recommendations. These recommendations will inform future stages of work and inform public transport infrastructure and service design and delivery and future operational partnerships decisions through identifying optimum short and long term technologies for providing high quality public transport services across the Garden Town that will operate along Sustainable Transport Corridors.

7. To achieve this the commission should identify and assess the feasibility of existing and emerging public transport technologies that might be suitable to operate on the Sustainable Transport Corridors that are to be implemented across Harlow and the Garden Town, including, to compare the suitability of those technologies for the Garden Town over the short, medium and long term, taking account of the allocated and anticipated growth in homes and jobs, emerging technologies, changing travel habits and the Vision for the Garden Town.
8. The first stage feasibility work will focus on three areas:-
  - a) Technology
    - i) Identify a range of (current and future) potential public transport technology system options considered suitable for the Harlow Urban Metro proposal to operate upon Garden Town Sustainable Transport Corridors over the short (0-5years), medium (6-15 years) and long (16-25 years) term, including identifying and comparing (where possible)
    - ii) The role the Harlow Urban Metro may play in helping to achieve the Garden Town Vision and ambition that that “50% of all trips originating from and ending within the whole Garden Town should be by active and sustainable travel modes, and this target rises to 60% for trips originating from and ending within the new Garden Communities.”
    - iii) Identifying the appropriate remotely controlled sustainable Rapid Transit vehicle type
    - iv) Safety and Accessibility across different environments within the Garden Town and to different user groups
    - v) Ability to operate alongside other mobility modes including walking, cycling, other local public transport systems, public and commercial on-demand services (e.g. taxi and on-demand bus) and local freight delivery. Assessment to include ability both in terms of supporting linked trips or shared infrastructure uses and possible options for co-location (e.g. safety or delay impact to other modes operating in close proximity)
    - vi) Speed, reliability and resilience (e.g. weather, breakdowns, power-cuts)

- vii) Appeal for different journey types (e.g. business, leisure, education)
- viii) Environmental impact of technologies (e.g. air quality, operational and embedded carbon, material production and waste)

b) Implementation

- i) Specific associated infrastructure requirements for power, routing, embarking, ticketing, staffing and depot/maintenance
- ii) Time of implementation and ability to implement in phases or be extended both within the Garden Town and to neighbouring settlements and key destinations
- iii) Economic benefit to local, regional and national economy (e.g. job creation and local construction, manufacturing, maintenance)
- iv) Flexibility of the public transport system and/or its infrastructure to adapt to or interact with other public transport systems or advancements in technologies
- v) Any other means of comparison identified through scoping
- vi) Spatial layout plan with reference to STC design development and interface with Hertfordshire MRT and Essex MRT proposals

c) Business Case

- i) Financial projections for the Urban Metro system to include capital and revenue requirements including operating and maintenance costs to include:
  - Cost of implementation (excluding operating costs)
  - Operating costs taking account of life of technology, replacement and renewal
  - Fare regime based upon a range of 'affordable' fares and existing or potential reduced/free fares for different user groups
  - Subsidy requirements, including eligibility for external public or commercial subsidy/support (e.g. grants, sponsorship, advertising)

- The form a potential operating contract with an Operating Company and or partnership could take
- The added value that such an aspirational system could bring to all aspects of the Garden Town
- Once a consultancy team has been commissioned, it is proposed to hold a Member workshop to present and debate initial findings. This workshop will then be used to steer to the final stages of the commission through to the presentation of the feasibility findings

## **Funding**

9. The Harlow and Gilston Town Board have agreed in principle to make a financial contribution towards the costs of this initial feasibility study. Delegated authority has been provided by the Board to the Harlow and Gilston Garden Town Interim Director, and the Harlow and Gilston Garden Town Chair to liaise with Harlow Council to determine the financing, content and appropriate procurement of a Harlow and Gilston Garden Town/Harlow District Council Urban Metro business case and design report. The level of this contribution will be determined upon resolution of the Garden Town's funding settlement with Homes England, the outcome of which is likely to be known early in the New Year.
10. It is proposed that Harlow Council will also contribute to the costs of the study and authority is delegated to the Leader of the Council, Portfolio Holder for the Environment and the Chief Executive to agree a budget for this in discussion with partners.

## **Timescale and Next Steps**

11. Following agreement of a funding package with partners to support this work, Harlow Council will enter into a contract with the consultancy team via the Scape procurement framework.
12. Following initial discussions with Scape and AECOM, a six month timeframe for the completion of the initial feasibility study has been identified. This would see a final report being produced in mid-summer 2021. Prior to this, an outline report will be provided for partners to comment on, with a Member workshop planned to follow the production of the outline report.
13. A further report will be brought back to Cabinet in Autumn 2021 with the findings of the feasibility study and any proposals for any further action.

## **IMPLICATIONS**

### **Environment & Planning**

As set out in the report.

**Author: Andrew Bramidge, Head of Environment & Planning**

### **Finance (Includes ICT and Properties and Facilities)**

The cost of the proposed feasibility study and the extent of the external contributions towards the cost are not known at the time of presenting this report and therefore have not been included within it. The proposals set out within the report will require some as yet to be determined level of funding by the council currently not anticipated within the 2020/21 approved budget (revenue or capital) The approval of a supplementary budget may need to be agreed by Cabinet and Council at a point in the future if the required resources cannot be identified within the Council's existing approved budgets.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

None specific.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

Undertaking feasibility work into sustainable transport options and delivery models will help to successfully deliver on the desired modal shift required for the growth of the Garden Town. The work will help establish at an early stage the interdependences of such a scheme with other regeneration projects taking place across the town. The successful delivery of sustainable transport schemes is important for local communities and their health.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

The report outlines the proposal to let the feasibility study using an existing framework arrangement which is in line with procurement rules Section E & 9.10.

**Author: Simon Hill, Head of Governance**

### **Background Papers**

None.

### **Appendices**

None.

## **Glossary of Terms/Abbreviations Used**

None.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** 1-15 ALTHAM GROVE EXTERNAL  
REFURBISHMENT OF FLATS

**PORTFOLIO HOLDER:** COUNCILLOR MARK WILKINSON

**LEAD OFFICER:** ANDREW MURRAY , HEAD OF HOUSING  
SERVICES (01279) 446676

**CONTRIBUTING OFFICER:** DAVID COLEMAN, HOUSING OPERATIONS  
MANAGER (PROPERTY) (01279) 446388

**This is a Key Decision**  
**It is on the Forward Plan as Decision Number I012109**  
**Call-in Procedures may apply**  
**This decision will affect Netteswell Ward**

**RECOMMENDED that:**

- A** The most advantageous tender in consideration of price and quality combined as submitted by Contractor A is accepted in the sum of £269,996.47 for the delivery of this external refurbishment works programme subject to contract and Leaseholder consultation.

**REASON FOR DECISION**

- A** To enable the Council to enter into a contract for these works in compliance with Contracts Standing Orders, and to deliver the Council's priorities as part of its decent homes delivery and Housing Investment Programme (HIP).

**BACKGROUND**

1. 1-15 Altham Grove forms part of the Council's External Works Packages.
2. The scope of works at 1-15 Altham Grove, Harlow includes; renew roof covering, insulation, renew fascia, soffit, gutter and down pipes, brickwork/concrete repairs, renew windows, main door and rear door, communal flooring, non-slip, balustrade and external/communal decorations.

**ISSUES/PROPOALS**

3. The works have been subject to a competitive tender process, in line with the Council's procurement procedures. The selected form of contract is JCT Minor Works Building Contract 2016 Edition incorporating Harlow Council's preferred amendments. In view of the relatively short term and standalone

nature of the works the tender comprised of a 70 per cent price and 30 per cent quality.

4. Five contractors were invited to submit tenders each of which had satisfied the Council's pre-tender checks. Three compliant tenders were received by the deadline.
5. Bids were evaluated against a pre-determined evaluation model. Quality evaluations were completed by a panel of three and this assessment was concluded prior to prices being released.
6. A detailed tender analysis has been undertaken. As part of this process several qualifications, clarifications; and where appropriate, amendments were sought from tendering contractors.
7. The final prices, weighted scores and rankings are shown below.

**Table 1 – Final Prices, Weighted Scores and Rankings**

<b>Contractor</b>	<b>Quality Ranking</b>	<b>Total Price £'s</b>	<b>Ranking</b>
Contractor A	1	269,996.47	1
Contractor B	2	326,425.86	2
Contractor C	3	350,613.89	3
Contractor D		Declined	
Contractor E		No bid received	

8. Contractor A has submitted the most advantageous bid overall when taking into consideration price and quality in line with the pre-defined scoring mechanism of the tender. Contractor A provided the highest ranking in both quality submission and price. The conclusion of the tender analysis is that this bid provides good value for money and demonstrates that the contractor should be capable of delivering the works to the standard required by the Council.
9. The relevant statutory consultation with leaseholders (Notice of Estimates) is due to commence and will need to conclude prior to any contract being awarded.
10. Following a pre-contract meeting a lead in period of at least four weeks is necessary in order for the contractor to mobilise their supply chain and internal resources. It is anticipated that works will commence on site during quarter three of the financial year 2020 - 21.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

The costs of the contract award have been included as part of the approved Housing budgets.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

This procurement is compliant with Contract Standing Orders as outlined in the report, the item can be considered at this meeting following the approval of a general exception notice in accordance with Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

**Author: Simon Hill, Head of Governance**

### **Appendices**

None.

### **Background Papers**

None.

### **Glossary of terms/abbreviations used**

None.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** FULLERS MEAD EXTERNAL/INTERNAL WORKS

**PORTFOLIO HOLDER:** COUNCILLOR MARK WILKINSON

**LEAD OFFICER:** ANDREW MURRAY , HEAD OF HOUSING SERVICES (01279) 446676

**CONTRIBUTING OFFICER:** DAVID COLEMAN, HOUSING OPERATIONS MANAGER (PROPERTY) (01279) 446388

**This is a Key Decision**

**It is on the Forward Plan as Decision Number I012108**

**Call-in Procedures may apply**

**This decision will affect Harlow Common Ward**

**RECOMMENDED that:**

- A** The most advantageous tender in consideration of price and quality combined as submitted by Contractor C is accepted in the sum of £379,000.00 for the delivery of this external refurbishment works programme subject to contract and Leaseholder consultation.

**REASON FOR DECISION**

- A** To enable the Council to enter into a contract for these works in compliance with Contracts Standing Order and to deliver the Council's priorities as part of its decent homes delivery and Housing Investment Programme (HIP).

**BACKGROUND**

1. Internal and external works to the Corner Blocks at Fullers Mead, 13-16, 36-39, 42-45, 131-134, 194-197, 200-203, 222-225, 249-252, 258-261 & 270-273 were identified for inclusion within the 2020-21 Capital programme and within the previous five year programmes.
2. The scope of works at Corner Blocks Fullers Mead Estate Harlow includes but is not limited to external and internal refurbishment work comprising of but not limited to roof replacement, fencing, window & door replacement, along with associated cyclical repairs, replacements and decoration.

**ISSUES/PROPOSALS**

3. The works have been subject to a competitive tender process, in line with the Council's procurement procedures. The selected form of contract is JCT

Minor Works Building Contract 2016 Edition incorporating Harlow Council's preferred amendments. In view of the relatively short term and standalone nature of the works the tender comprised of a 60 per cent price and 40 per cent quality.

4. Five contractors were invited to submit tenders each of which had satisfied the Council's pre-tender checks. Three compliant tenders were received by the deadline.
5. Bids were evaluated against a pre-determined evaluation model. Quality evaluations were completed by a panel of three and this assessment was concluded prior to prices being released.
6. A detailed tender analysis has been undertaken. As part of this process several qualifications, clarifications; and where appropriate, amendments were sought from tendering contractors.
7. The final prices, weighted scores and rankings are shown below.

**Table One – Final Prices, Weight Scores and Rankings**

<b>Contractor</b>	<b>Quality Ranking</b>	<b>Total Price £'s</b>	<b>Ranking</b>
Contractor A	1	491,662.00	2
Contractor B	3	367,175.90	3
Contractor C	2	379,000.00	1
Contractor D	No Bid		
Contractor E	Declined		

8. Contractor C has submitted the most advantageous bid overall when taking into consideration price and quality in line with the pre-defined scoring mechanism of the tender. Contractor C provided the highest ranking in both quality submission and price. The conclusion of the tender analysis is that this bid provides good value for money and demonstrates that the contractor should be capable of delivering the works to the standard required by the Council.
9. The relevant statutory consultation with leaseholders (Notice of Estimates) is due to commence and will need to conclude prior to any contract being awarded.
10. Following a pre-contract meeting a lead in period of at least four weeks is necessary in order for the contractor to mobilise their supply chain and internal resources. It is anticipated that works will commence on site during quarter three of the financial year 2020 - 21.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

The costs of the contract award have been included as part of the approved Housing budgets.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

This procurement is compliant with Contract Standing Orders as outlined in the report, the item can be considered at this meeting following the approval of a general exception notice in accordance with Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

**Author: Simon Hill, Head of Governance**

### **Appendices**

None.

### **Background Papers**

None.

### **Glossary of terms/abbreviations used**

None.

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** FIRE SAFETY WORKS AT WILLOWFIELD TOWER, NICHOLLS TOWER AND MOOR TOWER

**PORTFOLIO HOLDER:** COUNCILLOR MARK WILKINSON, PORTFOLIO HOLDER FOR HOUSING

**LEAD OFFICER:** ANDREW MURRAY, HEAD OF HOUSING (01279) 446676

**CONTRIBUTING OFFICER:** DAVID COLEMAN, HOUSING OPERATIONS MANAGER (PROPERTY) (01279) 446388

**This is a Key Decision**

**It is on the Forward Plan as Decision Number I012110**

**Call-in Procedures may apply**

**This decision will affect Bush Fair, Netteswell and Toddbrook Wards.**

**RECOMMENDED that:**

- A** The most advantageous tender in consideration of price and quality combined as submitted by Contractor D is accepted in the sum of £1,468,271.00 for the delivery of updated Fire Compartmentation between floors, in service duct and ventilation system, internal and front entrance fire doors programme, subject to contract and Leaseholder consultation.

**REASON FOR DECISION**

- A** To enable the Council to enter into a contract for these works in compliance with Contracts Standing Orders for fire stopping, compartmentation and the decommissioning of SE Ducts.

**BACKGROUND**

1. In 2019, a pilot scheme was undertaken to determine how best to package a replacement central heating system (warm air) taking regard of updated fire safety requirements.
2. Fire safety works for Willowfield Tower, Nichols Tower, and Moor Tower, following updated fire risk assessments are identified for inclusion within the 2020-21 Housing Capital programme (HCP).

- The scope of works includes enhancing the compartmentation between floors, central heating and ventilation systems to all dwellings, re-decorations, as well as replacement front entrance fire doors, decorations.

## ISSUES/PROPOSALS

### The Procurement Process

- The works have been subject to a competitive tender process, in line with the Council's procurement procedures. The selected form of contract is JCT Minor Works Building Contract 2016 Edition incorporating the Council's preferred amendments. In view of the relatively short term and standalone nature of the works the tender comprised of a 70% price and 30% quality.
- Five contractors were invited to submit tenders each of which had satisfied the Council's pre-tender checks. Four compliant tenders were received by the deadline.
- Bids were evaluated against a pre-determined evaluation model. Quality evaluations were completed by a panel of three and this assessment was concluded prior to prices being released.
- A detailed tender analysis has been undertaken. As part of this process several qualifications, clarifications; and where appropriate, amendments were sought from tendering contractors.
- The final prices, weighted scores and rankings are shown below:

Contractor	Quality Ranking	Total Price £'s	Ranking
Contractor A	No Bid		
Contractor B	2	1,977,926.26	4
Contractor C	3	1,171,194.87	2
Contractor D	1	1,468,271.00	1
Contractor E	4	1,579,686.54	3

### Conclusion

- Contractor D has submitted the most advantageous bid overall when taking into consideration price and quality in line with the pre-defined scoring mechanism of the tender. Contract D provided the highest ranking in both quality submission and second in price. The conclusion of the tender analysis is that this bid provides good value for money and demonstrates that the contractor should be capable of delivering the works to the standard required by the Council.

### Next Steps

- The relevant statutory consultation with leaseholders (Notice of Estimates) is due to commence and will need to conclude prior to any contract being awarded.

11. A contract lead in period of at least four weeks is necessary in order for the contractor to mobilise their supply chain and internal resources. It is anticipated that works will commence on site during quarter three of the financial year 2020-21.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

None specific.

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

The costs of the contract award have been included as part of the approved Housing budgets.

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

As outlined in the report.

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

None specific.

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

This procurement is compliant with Contract Standing Orders as outlined in the report, the item can be considered at this meeting following the approval of a general exception notice in accordance with Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

**Author: Simon Hill, Head of Governance**

## **Appendices**

None.

## **Background Papers**

None.

## **Glossary of terms/abbreviations used**

HCP – Housing Capital Programme

**REPORT TO:** CABINET

**DATE:** 3 DECEMBER 2020

**TITLE:** REFERRAL FROM COVID-19 RECOVERY WORKING GROUP – FUNDING ALLOCATIONS: RECOVERY BUDGETS

**PORTFOLIO HOLDER:** COUNCILLOR EUGENIE HARVEY, DEPUTY LEADER AND PORTFOLIO HOLDER FOR RESILIENCE AND RECOVERY

**LEAD OFFICER:** SENIOR MANAGEMENT BOARD (01279) 446004

**This is not a Key Decision**

**It is on the Forward Plan as Decision Number I012092**

**Call-in Procedures may apply**

**This decision will affect no ward specifically.**

**RECOMMENDED that:**

- A** The process for the approval of the allocated funding for Recovery measures is approved as set out in Appendix A to the report.
- B** That the proposed allocation criteria, set out in Appendix B to the report, be approved.
- C** Final allocation of the recovery budget is delegated to Work Stream lead officers in consultation with Workstream appointed Councillors and the relevant Portfolio Holder.

**REASON FOR DECISION**

- A** At its meeting on 22 October 2020, the Covid-19 Recovery Working Group made recommendations on the process for the approval of allocated funding for recovery measures.

**BACKGROUND**

1. At its meeting on 22 October 2020, the Covid-19 Recovery Working Group, considered the report attached as Appendix 1 to this report.

## **ISSUES/PROPOSALS**

2. The Working Group made recommendations to Cabinet that the process for approving allocated funding, as set out in the appendices to the original report, be approved.

## **IMPLICATIONS**

Implications of the recommended decision are outlined in the 'Implications' section of the original report, which is attached as Appendix 1.

## **Appendices**

Appendix 1 – Original report to Covid-19 Recovery Working Group 'Funding Allocations: Recovery Budgets'

## **Background Papers**

None.

## **Glossary of terms/abbreviations used**

None.

## Appendix 1

**REPORT TO:** COVID-19 RECOVERY WORKING GROUP

**DATE:** 22 OCTOBER 2020

**TITLE:** FUNDING ALLOCATIONS: RECOVERY BUDGETS

**LEAD OFFICERS:** SENIOR MANAGEMENT BOARD (01279) 446004

**RECOMMENDED that** subject to any amendments agreed by the Working Group it is recommended to Cabinet that:

- A** The process for the approval of the allocated funding for Recovery measures is approved as set out in Appendix A to the report.
- B** That the proposed allocation criteria, set out in Appendix B to the report, be approved.
- C** Final allocation of the recovery budget is delegated to Work Stream lead officers in consultation with Workstream appointed Councillors and the relevant Portfolio Holder.

### BACKGROUND

1. The Council has approved the allocation of £150,000 to Covid-19 recovery. This report brings forward a suggested methodology and criteria for budget allocation and an appropriate delegation to officers.
2. The report also suggests criteria as a guide to officers in allocating that funding.

### ISSUES/PROPOSALS

3. The Cabinet in approving the allocation of funding did not specify the mechanism for considering requests to access the funding pot for recovery measure. Officers consider that there may be a number of sources of request to access the funding all which would be considered by the relevant Workstream.
4. It is anticipated that any work brought forward through the HTS Workstream would be addressed using HTS resources.
5. The process for allocating the funding needs to be robust and transparent to allow all parties and Workstreams to operate in a consistent manner. The proposed method, set out in Appendix A, is consistent with that used to allocate grant aid funding.
6. It is proposed that for each request, the Workstream Groups will undertake an assessment based on the criteria and make recommendations to the Officer

Recovery Board (which meets weekly) for a decision. The Covid-19 Recovery WG would be updated with regard to the approved funding allocations.

7. Following a Recovery Board approval, Officers would then implement and monitor projects and require formal output evaluation. The Cabinet would receive details of project via the Working Group minutes.
8. Recommendation C is required to delegate implementation to Workstream Lead Officers. Requests which may fall outside of the budget framework would require Council approval.

## **IMPLICATIONS**

### **Environment and Planning (Includes Sustainability)**

As set out in the reports to the working group

**Author: Andrew Bramidge, Head of Environment and Planning**

### **Finance (Includes ICT, and Property and Facilities)**

As set out in the reports to the working group

**Author: Simon Freeman, Head of Finance and Property and Deputy to the Chief Executive**

### **Housing**

As set out in the report

**Author: Andrew Murray, Head of Housing**

### **Community Wellbeing (Includes Equalities and Social Inclusion)**

As set out in the report

**Author: Jane Greer, Head of Community Wellbeing**

### **Governance (Includes HR)**

As set out in the report, the delegation of funding is a matter for the Cabinet to approve.

**Author: Simon Hill, Head of Governance**

## **Appendices**

Appendix A – Suggested Process for Allocation of Recovery funding

Appendix B – Proposed Allocation Criteria

## **Background Papers**

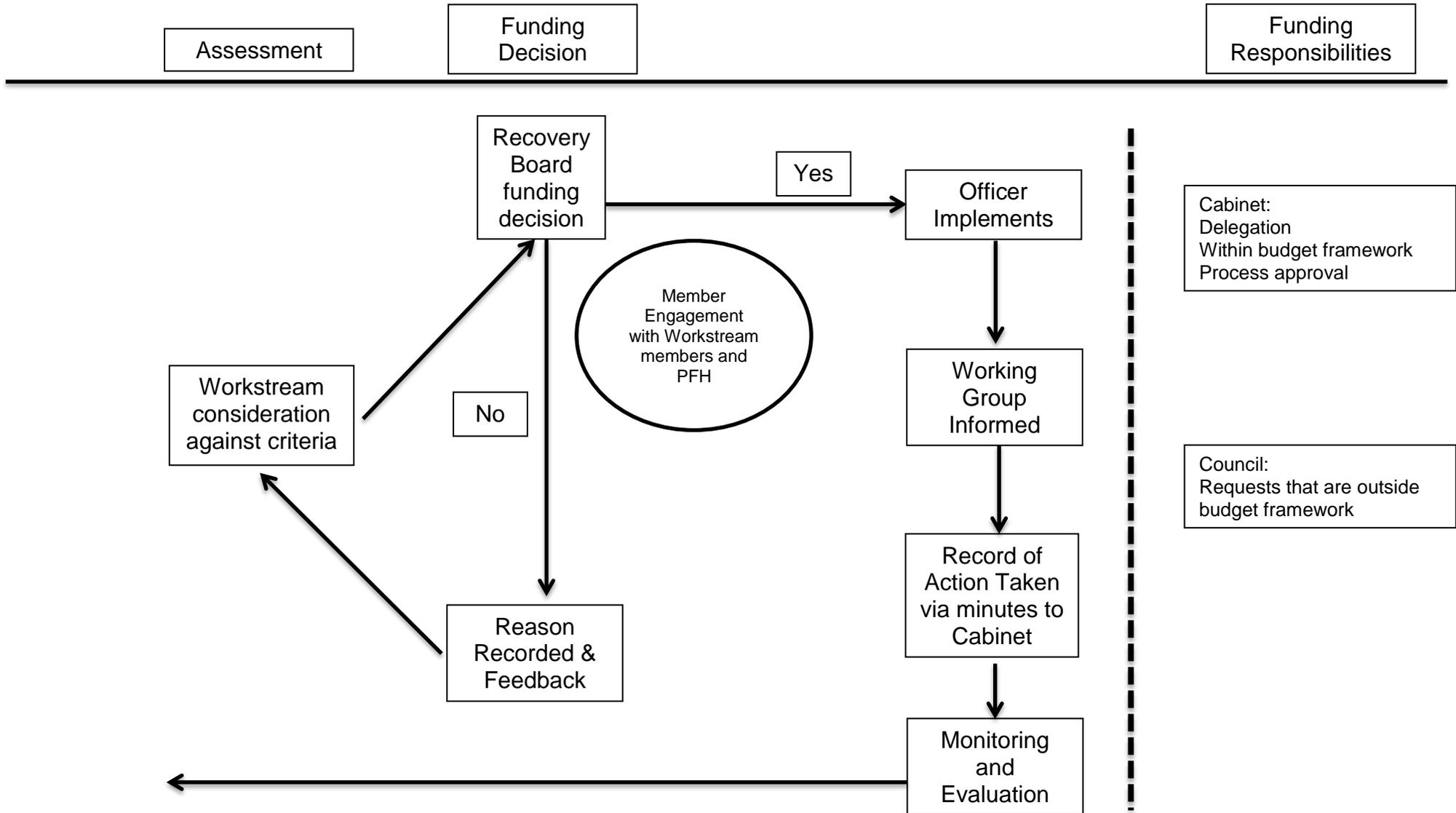
None, the previous report to the working on governance set out the relative responsibilities of officers and the working group, within its approved terms of reference.

## **Glossary of Terms/Abbreviations Used**

None.

# Appendix A

## Suggested Process for Allocation of Recovery funding



**Proposed Allocation Criteria**

- (i) The proposal has clearly defined outcomes which contributes to strategic priorities within the Recovery Workstream action plan;
- (ii) The proposed activity meets a clearly identified unmet need;
- (iii) The proposal is not otherwise funded by the Council or public purse (ie no betterment) and provides value for money;
- (iv) If to be externally provided, the organisation:
  - a. Has audited accounts and is solvent; and
  - b. Would be able to meet procurement and policy requirements; and
  - c. Has a track record of project delivery; and
  - d. Is able to provide outcome evaluation

## HARLOW LOCAL HIGHWAYS PANEL MINUTES – 8 SEPTEMBER 2020 AT 10AM

### ONLINE – VIA ZOOM

<b>Chairman:</b>	Councillor Eddie Johnson, ECC
<b>Panel Members:</b>	Councillor Mike Garnett, ECC Councillor Clive Souter, ECC Councillor Tony Edwards, Harlow Council Councillor Danny Purton, Harlow Council
<b>Officers:</b>	Rissa Long, Highways Liaison Officer – ECC
<b>Secretariat:</b>	Lisa Thornett, Corporate Support Officer – Harlow Council

Item		Owner
1.	<b>Welcome and Introductions:</b> The Chairman welcomed all attendees to the meeting and invited Councillors and Officers to introduce themselves.	
2.	<b>Declarations of interest:</b> None.	
3.	<b>Minutes of meeting held on 24 June 2020 to be agreed as correct record:</b> Agreed.	
4.	<b>Matters Arising from Minutes of the previous meeting:</b> None.	
6.	<b>Report on Funded Schemes:</b> Rissa Long reported on the funded projects. Rissa to send plans for item number four on the funded scheme.  Rissa confirmed that the Fawbert and Barnard scheme would be funded by S106 money and this has been forwarded to the TRO teams to proceed with.	
7.	<b>Report on Schemes Awaiting Funding:</b> It was agreed that this will be discussed at the next meeting to agree within budget.	
9.	<b>AOB</b> Councillor Danny Purton asked who is responsible for approving dropped kerbs as he believes that there isn't consistency in the process. Rissa Long to find out and who is responsible and to let Councillor Purton know.  Councillor Tony Edwards raised the roundabout by the bus station.	

	<p>He says that it is an appalling state and is neglected; the lamp post has been knocked down and is an eyesore.</p> <p>Councillor Tony Edwards raised the issue again with Momples Road and First Avenue. There was a site visit in September 2018. Councillor Edwards claims this is a dangerous spot and there have been several vehicle collisions. Councillor Edwards asked for CCTV to be installed and to view the footage to decide if any improvements can be made. He feels that we cannot wait for the outcome of J7a. Councillor Edwards has a petition for over 200 signatures. He feels that this spot is unacceptable and dangerous and that there will soon be a fatality.</p> <p>Rissa Long advised that she would speak to Major Schemes to obtain a response.</p>	
<p><b>10.</b></p>	<p><b>Date of next meeting:</b> The date of the next meeting will be 12 January 2021.</p>	

**MINUTES OF THE SHAREHOLDER SUB COMMITTEE  
HELD ON**

29 September 2020

7.30 - 8.56 pm

**PRESENT**

**Sub Committee Members**

Councillor Mark Ingall (Chair)  
Councillor Michael Hardware  
Councillor Andrew Johnson  
Councillor Danny Purton  
Councillor Mark Wilkinson

**Officers**

Andrew Murray, Head of Housing  
Hannah Criddle, Governance Support Officer

**Additional Attendees**

Michael Harrowven, Non-Executive Chair of the HTS (Property & Environment)  
Limited Board  
John Phillips, Managing Director, HTS (Property & Environment) Limited

1. **APOLOGIES FOR ABSENCE**

None.

2. **DECLARATIONS OF INTEREST**

None.

3. **MINUTES**

**RESOLVED** that the minutes of the meeting held on 7 November 2019 are agreed as a correct record and signed by the Leader.

4. **MATTERS ARISING**

a) Minute 16 - Matters Arising

Councillor Ingall confirmed that the report on HTS (Housing and Regeneration) Company, approved under emergency Chief Executive Powers in April 2020, was forwarded to Cabinet in September 2020.

b) Minute 21 - Replacement of HTS (Property and Environment) Ltd Fleet

Councillor Ingall confirmed that HTS had now acquired three electric vehicles.

5. **SUB COMMITTEE WORK PLAN**

The Sub Committee agreed to meet quarterly and a schedule of dates would be sent to the Sub Committee for approval.

**RESOLVED** that the Work Plan was noted and a temporary cycle of meetings would be established to focus on Covid-19 recovery.

6. **OPERATIONAL AND PERFORMANCE REPORTS**

a) Operational and Finance Report

The Sub Committee received a report on the HTS (Property & Environment) Ltd performance and finance summary together with its Covid-19 status update. It reported that HTS (Property and Environment) Ltd was continuing to; establish its recovery on operational activity across all work streams for the period April to July 2020, building up its business resilience in case of a further restrictions having to be applied, and enhancing communication methods.

**RESOLVED** that the Sub Committee noted HTS (Property & Environment) Ltd (HTS) performance and finance summary together with its Covid-19 status update which covered operational activity across all work streams for the period April to July 2020 as followed:

- i) Operational – The report illustrated HTS performance against KPIs targets set including a summary of customer service update highlighting the impact of Covid-19 crisis.
- ii) Financial – Financial analysis provided a review of HTS position against forecast and the additional costs due to Covid-19 crisis.
- iii) Status Update - HTS services were significantly impacted during the crisis and performance has been much lower as a result of the restrictions imposed by the government due to Covid-19. The report underlined steps taken to respond to and begin the process of social and economic recovery of Harlow.

b) Social Impact Report 2019/20

The Sub Committee received a report on HTS Social Impact for 2019/20.

**RESOLVED** that the Sub Committee noted the report and requested that further benchmarking was undertaken to develop a set of strategic performance indicators.

7. **BEST VALUE UPDATE REPORT**

The Sub Committee received a report on the Best Value Review Update.

**RESOLVED** that the Sub Committee:

- A Noted the progress on the Best Value Review Action Plan
- B Noted the BAU Action Plan progress to date and continues to monitor Covid-19 delayed actions

8. **RESPONSIVE REPAIRS AND CUSTOMER ACCESS REVIEW**

The Sub Committee received a report on the Responsive Repairs and Customer Access Review.

**RESOLVED** that the Sub Committee noted the progress in the report.

9. **APPOINTMENT OF HTS GROUP LTD MANAGING DIRECTOR**

The Sub Committee received a report on proposals for the continuing appointment of the HTS Group Ltd Managing Director. John Phillips, HTS Group Ltd Managing Director, left the meeting for the consideration of this item.

**RESOLVED** that the Sub Committee ratified:

- A The decision of HTS Group Board to appoint the Managing Director of HTS (Property and Environment) Ltd and HTS (Housing and Regeneration) Ltd to the role of Managing Director HTS Group Ltd.
- B That the term of this appointment is to be extended until 31 January 2027 based upon no changes to the Terms and Conditions of employment or current remuneration.

10. **REFERRALS FROM CABINET**

- a) Report of the Covid-19 Recovery Working Group

The Sub Committee received a report of the Covid-19 Recovery Working Group.

**RESOLVED** that the Sub Committee noted the report.

- b) Terms of Reference

The Sub Committee received the Terms of Reference for the Covid-19 Recovery Working Group.

**RESOLVED** that the Sub Committee noted the Terms of Reference.

- c) HTS (Housing and Regeneration) Company Business Plan

The Sub Committee received the HTS (Housing and Regeneration) Company Business Plan.

**RESOLVED** that the Sub Committee noted the Business Plan, attached as Appendix A to the report, and requested that further acquisition policies that demonstrated value for money were developed.

11. **HTS GROUP LTD REPORTS**

- a) Reference from HTS Group Board - Annual Report and Financial Statement at Year End 31 March 2020

The Sub Committee received the HTS Group Limited Annual Report and Financial Statements for the year ended 31 March 2020.

**RESOLVED** that the Sub Committee noted the report.

- b) Reference from HTS (Housing and Regeneration) Company - Scheme of Delegation

The Sub Committee received the HTS (Housing and Regeneration) Limited Scheme of Delegations.

**RESOLVED** that the Sub Committee noted the HTS (Housing and Regeneration) Limited Scheme of Delegations attached in Appendix A to the report.

- c) Reference from HTS (Property and Environment) Ltd - Management Accounts 2019/20

The Sub Committee received the HTS (Property and Environment) Limited Annual Report and Financial Statements for the year ended 31 March 2020.

**RESOLVED** that the Sub Committee noted the HTS (Property and Environment) Limited Annual Report and Financial Statements for the year ended 31 March 2020.

12. **MATTERS OF URGENT BUSINESS**

None.

13. **DATE OF NEXT MEETING**

The date of the next meeting would be agreed and circulated.

CHAIR OF THE SUB COMMITTEE

**MINUTES OF THE SAFETY COMMITTEE  
HELD ON**

14 October 2020

10.00 - 11.00 am

**PRESENT**

**Committee Members**

Michael Pitt (Chair)  
Jackie Davies  
John Harty  
Terry Harvey  
Graham Jarvis  
Wendy Makepeace  
Kim Taylor  
Michael Pitt  
Natasha Terrell

17. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Sandra Farrington and Angela Street.

18. **MINUTES OF LAST MEETING HELD ON 25 JUNE 2020**

It was noted by the Committee that Ron Street did not attend the last meeting, and Graham Jarvis should be added to the attendees, therefore, the minutes needed amending.

**RESOLVED** that the minutes of the last meeting held on 25 June 2020 were agreed as a correct record once the above mentioned changes had been made.

19. **MATTERS ARISING - ACTIONS COMPLETED**

Graham Jarvis and Jackie Davies confirmed that the risk assessment for first aiders had been completed and that Covid-19 first aid kits were now located in the Civic Centre kitchens. Michael Pitt also confirmed that Covid-19 related guidance had been sent to all first aiders.

Michael agreed to contact the Governance Support team to see if communications could be sent to all Third Tier Managers on updating COSHH data and risk assessments. Michael confirmed that the updated Health and Safety policies were now available on the Council's website.

20. **HEALTH AND SAFETY UPDATE**

21. **ACCIDENT STATISTICS/AGGRESSIVE INCIDENTS (APRIL-JUNE AND JULY-SEPT 20)**

Jackie advised the group that the statistics consisted of two quarters, however, there were no trends.

22. **CORONAVIRUS**

Jackie confirmed to the group that the first aider process had been circulated with the minutes of the last meeting. For out of hour situations where first aiders are required, a dedicated phone line was in the process of being set up. The phone line would call through to the Stewards first and then to the Water Gardens or Playhouse as required.

Graham agreed to contact IT to ask for a group first aider email address to be set up.

Jackie confirmed that all current external risk assessments received had been reviewed and taken to the Recovery Group for approval. Jackie also confirmed that risk assessment and Covid-19 guidance on the Kaonet was up to date and under constant review.

The group discussed how heating and ventilation may become an issue when the weather gets colder over winter. Graham confirmed that tweaks had been made to the ventilation system in the Civic Centre to ensure that air won't be recirculated throughout the building. Graham confirmed that when fan heaters were being used, they should only heat one person and not the entire office. Graham confirmed that he would look to see whether any further guidance on fan heaters was available.

Jackie also confirmed that relevant advice on all of these issues would be circulated as part of the Health and Safety Update newsletter.

23. **DSE/HOME WORKING ASSESSMENTS**

Jackie advised the group that a template document had been created and passed to the Recovery Group for approval. The mandatory form will be online and will also include information on support and wellbeing. Graham added that the form would be a prompt for conversations to take place between officers and their line managers.

24. **ILEARN H&S ONLINE TRAINING**

Jackie confirmed that she was working with HR on an online package which would remind officers of the Health and Safety principles and requirements. The training would be available via iLearn and nearly ready for rolling out.

Natasha Terrell advised the group that the Council had signed up to have access to a backlog of webinars from NBL Seminars. The webinars would

be available on the Kaonet. Natasha advised the group that HR were pushing for all officers to have one hour per week for online training.

25. **CORPORATE RISK ASSESSMENTS - REVIEW/UPDATE/SIGNIFICANT CHANGES**

Michael reminded the group to ensure risk assessments were reviewed and that COSHH data was refreshed if out of date.

26. **STATUTORY TESTING POLICIES - HOUSING (SET ITEM)**

Wendy Makepeace advised that she had not yet received the report for September. Overall, the position had improved and HTS and HDC had achieved full compliance for gas servicing. Wendy confirmed that the September report would be circulated once received.

27. **FIRE SAFETY UPDATE - HOUSING (SET ITEM)**

Wendy advised the group that the policy had been reviewed and slight changes had been made around the Tort policy. Wendy confirmed that the EWS1 had been completed for half of the tower blocks, however, Joyners Field tower blocks failed due to the resin in the rain screen cladding. Wendy confirmed that other safety measures were in place, however, it was high priority to remove the cladding and complete remedial works. Wendy also confirmed that the Council was working with the Fire Service who were happy with the current management at the block.

Wendy also advised that the mobility scooter pilot schemes in the sheltered housing complexes were going well.

28. **ANY OTHER BUSINESS**

John Harty requested assistance from Jackie and Graham in terms of a site visit to consider ventilation at the Playhouse before the Pantomime started. Health and Safety agreed to visit as required.

Michael reminded the group that all PPE requests and orders (with the exception of Housing) were to be made through the Facilities Team (Sandra Farrington) to enable an accurate record of Covid-19 budget spending.

CHAIR OF THE COMMITTEE